4.0 Overall analysis of Study:

4.1 Success factors for CFC project of KDMC:

1. Re-engineering was done effectively to simplify the procedures.
   - Procedures are set so that Citizens interaction with KDMC is through CFC
   - Time limits are defined for providing services and solving complaints
   - All types Tapal is received at CFC counter.
   - HELP desk is introduced for explaining application submission procedure and eligibility for services.
   - Applications are scrutinized at the time of receiving.
   - Receipts are issued for application submission, payment or complaint which helps citizens to follow up with KDMC.
   - Good quality printing is provided for all issued documents.
   - Workflow procedures are set at all levels to perform their role and forward the case to next officer this helps in tracing each case.
   - Doctors’ duty is arranged for issuing birth / death certificates on the spot.

2. Conceptualization of project:

Shri Shrikant Singh, Ex-Commissioner at the time of project conceptualization had great vision, thorough understanding of KDMC functioning, awareness of how ICT can be effectively used, leadership qualities to motivate staff at all levels and dedication towards work which made the project successful. His involvement, capacity to work at actual working level, hard work and his availability for the project made it one of the outstanding project.

3. Involvement of top authorities:

Ex-Commissioner who conceptualized the project was in position till project was operational. The project completion and its’ rollout was mainly dependent on commissioner’s involvement. It is observed that no major additional software modules were included or made operational after his transfer in CFC software.
4. **Involvement of all level staff:**
Staff at all level was involved to define SRS, re-engineering and setting up CFC procedures. This created sense of belonging among staff during implementation.

5. **Streamlining of operations:**
Computerized procedures and related back office manual working methods are streamlined to deliver best possible services.
Example: Doctor on duty is available in CFC, HQ to make signature on printed Death / Birth certificates.

6. **Working methods are changed to WORKFLOW based procedures:**
Complaints or services are executed as workflow operations. Levels and duties are well defined. Each staff is to complete his work and update database for his work and mark the case at further level.

7. **Training:**
Appropriate training was given to concerned staff to ensure project rollout on continuous basis.

8. **Set up of CFC:**
Existing staff at clerical level or class four staff was trained as CFC operators. It was noticed that they perform very well and make all efforts to provide best service to Citizen. This is due to two reason one Mumbai culture of helping nature of people and best managed duties at CFC operations.
- CFC operators to man windows
- CFC in charge to solve problems
- Module wise group of staff members to solve s/w problems or data problems who dialog with departmental staff for all Problems
- H/w personal to look into problems
- Team of s/w vendor at CF, Hq to resolve problems in time bound manner
KDMC staff managing all above duties made it possible sustainable operations of the project.

9. **Maintenances contracts:**
Software, hardware and networking contracts are made every year with appropriate clauses to ensure smooth operations.

10 **Setting up of computer section in KDMC:**
Appointment of computer technical team at KDMC has ensured smooth rollout of project and its sustainability.

11. **Project Management:**
Project was guided, monitored and managed by Commissioner himself. Review meetings were planned on regular basis.

4.2 **Replication of CFC model at other Corporations in Maharashtra and in other states:**
- If we analysis the time spent for various activities for CFC project of KDMC as per Ex-commissioners feedback, time and effort requirement for replication will be about 60%. But can be reduced with proper replication procedure.
- Working procedures will be required to be changed as workflow method which will require same amount of training as it was required at KDMC.
- CFC s/w is developed under oracle 9.i hence, for small corporations cost of system software will be high hence may not be cost effective solution.
- S/w bugs are still occurring hence, good s/w team even at replicable site will be required who should have adequate knowledge of oracle as well as CFC and corporation domain expertise for on-site support.
- Except the software development efforts, implementation efforts will be required as those were required at KDMC during implementation stage.
- Sense of belonging will not be their at replication site so new method will have to be planned for motivating the staff. Visits to KDMC CFCs and live training at KDMC for implementation will be helpful.
• Top level commitment is required to adopt CFC s/w at replicable site.
• A team consisting with senior level staff for replication may be helpful mainly who is aware of CFC operations. Same team should work at all new locations. Also group of four to five from replicable site at senior level to be made as working group for implementation. They should be trained at CFC of KDMC.
• Software requirements were planned suitable to KDMC, so may require additional changes at replicable site.
• Separate detailed, manual may be prepared for replication as “Procedure for Replication of CFC model of KDMC “. This should be prepared jointly by s/w vendor and computer section of KDMC. Review of this manual by ex-commissioner who conceptualized the project will be beneficial.
• ABM software vendor has used ISO 9001:2000 standards for development and software implementation services to corporation. They are already serving seven corporations. If software product under goes ISO certification procedure and obtains ISO certification, lot of issues will be minimized. Up-to-date documentation of all processes will make product high quality which will reduce replication time at new site.
• Software is not developed as product, so may be required to customize for each new site. CFC s/w of KDMC does not support local language usage, so may have to incorporate unicode support for Marathi interface. This is one of the major modifications, required for its replicability across other corporations.
• Corporations are administered by local bodies and have authorities for their own decisions so looks difficult to replicate one product across corporations.