



सत्यमेव जयते

Income Tax Department

Department of Revenue, Ministry of Finance, Government of India

Quality Movement in Income Tax Department (ITD) in India

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Structure of Presentation

- **Context**
- **“Let us Share”** : A Knowledge Management Initiative
- **ASK**: Mechanism for achieving excellence in public service delivery

Context

- Positioning of ITD as biggest apparatus for mobilization of Revenue
- Vision & Mission of ITD
- Raising growth rate of Indian economy from 8.5% to 10 %

Context

- Performance Management & Evaluation System
- Result Framework Document
- Strategic Planning in ITD
- Increasing Quality of Government

“Let us Share” A Knowledge Management Initiative

- Knowledge connotes ability to:
 - to understand Income Tax Law and its myriad interpretations
 - to analyze accounts and the way businesses operate
 - to detect evasion of income
 - devise strategies for achieving tax compliance, improve internal efficiency

Challenges

- Single Act to be administered all over the country
 - By 52,000 personnel
 - Housed in 727 buildings across [533 cities](#)
 - Different interpretations of law by personnel
 - Unproductive Litigation
- Predominance of undocumented tacit knowledge residing in the minds of personnel
- Creating Institutional Memory by capturing scattered knowledge

“Let us Share” :Guiding Principle

“Personnel come and go

Capture what they know”

“Let us Share” Initiative

- Conceptual framework for Knowledge Management created in 2008
- A common platform for sharing knowledge developed
- Creating a Central Repository of explicit knowledge within a fixed time frame
- To release a [national digest](#) of best orders/practices with a view
 - to foster a sense of achievement by showcasing good work
 - To share the publication with public for transparency
 - To identify best practices followed for replication elsewhere
 - To focus on issues amenable to disputes having wider ramifications

Aayakar Seva Kendra (ASK): Excellence in public service delivery

- Institutional mechanism for improving taxpayer service
- Single window system for catering to all taxpayer needs

Gap Analysis

- A gap analysis in the year 2008 revealed the followed deficiencies :
 - Absence of comprehensive service standards reflecting expectations of taxpayers
 - Absence of an effective system for registration of all taxpayer applications
 - Absence of a monitoring mechanism for tracking taxpayer grievances
 - Absence of effective mechanism for issuance of system generated acknowledgements

Underlying Philosophy: Sevottam

- Two simple words:
Seva+ Uttam= 'Excellence in service delivery'
- Walking on two legs:
 - Targeted Enforcement
 - Excellence in Service Delivery
- Objective: Improved Voluntary Compliance

Sevottam Modules



Sevottam: Seven Step Model

- Define services and identify clients
- Set standards and norms for each service by way of a [Citizen's Charter](#)
- Develop capability to meet the set standards
- Perform to achieve standards
- Monitor performance against the set standards and put in place a robust grievance redressal mechanism
- Evaluate impact through independent mechanism
- Continuous improvement based on monitoring and evaluation

Milestones

- ITD has a Service Quality Manual & [Quality Policy](#)
- [ASK prototype](#) developed Brand Identity Established

Conclusions

- Walking on two legs principle will help
 - ✓ Mobilization of resources through Voluntary compliance
 - ✓ Add Transparency to our working
 - ✓ Enhance Taxpayer Experience
 - ✓ Help realizing our [Vision & Mission](#)

Thank You