

G2B Services

Key Learnings from MCA21 Ministry of Corporate Affairs

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MCA21 Vision

- Mission Mode Project under NeGP
- Meet stakeholder aspirations
- Transformation for globalization
- Supports establishment of a healthy business eco system
- A judicious blend of facilitation and compliance

Stakeholder Benefits

- Business:** Doing business simplified
- Public:** Online access to corporate data
- Banks & FIs:** Easy registration & verification of charge
- Govt.:** Effective compliance mgmt & transparency

Project Status

- Covers nationwide network of 25 MCA offices with more than 8 lakh registered companies
- Milestones
 - 1 Mar 2005: Signing of Contract with TCS
 - 18 Feb 2006: Coimbatore pilot launched
 - 18 March 2006: Delhi Pilot launched
 - 30 July 2006: Nationwide rollout complete
 - 16 Sept. 2006: E-filing mandated through law
 - 17 Jan 2007: Provisional Certification of Completion

Basic Operational Statistics as on 20 July

Sr. No.	Description	Number
4	Average portal hits per day	17 lakh
5	Peak Portal hits (29, November 2006)	65 lakh
6	Maximum number of documents filed on a day (29.11.06)	36,242
7	Total filings done till date	23.77 lakh
8	Companies registered online	63,353
9	Total DIN issued till date	5.83 lakh
10	Company records viewed online	2.68 lakh
11	Number of Balance Sheets filed	3.65 lakh
12	Number of Annual Returns filed	3.65 lakh
13	Number of DIN-3 filed	2.50 lakh
14	E-filing through VFO	92%
15	Online Payment transactions	45%
16	Banks reporting payments within T+3 days	97%

Efficiency in Service Delivery

Nature of Service	Prior to MCA21	After MCA21
Name Approval:	7 days	1 day
Company Incorporation:	15 days	1 to 5 days
Change of Name:	15 days	3 days
Charge Regn. / Modification:	10-15 days	2 days
Certified Copy:	10 days	2 days
Registration of Other Documents:		
Annual Return	60 days	Instantaneous
Balance-sheet	60 days	-do-
Change in Directors	60 days	3 days
Change in Regd. Office Add.	60 days	3 days
Increase in Auth. Capital	60 days	3 days
Inspection of Public Documents		on-line public view

We intend to deliver all services within 48 hours by the end of 2007-08

Key Lessons from MCA21

Ownership is the basic fundamental

Project Phases:

- Conceptualisation Phase
- Development Phase: SRS
- Implementation Phase:
 - Ease of use and navigation
 - Stabilisation
- Operations Phase

Change Management is the key throughout

Start Right

- High quality RFP
 - Re-engineering focus
 - Minimal change to high level specifications
- Architecture approach
 - Segregation of sovereign functions
 - Adoption of accepted standards to allow evolution
 - Solution viability with POC using COTS
- Competent Cross-functional Team

Key Learning

- Generously invest in time and expert resources to effectively articulate RFP, upfront

Infrastructure

- Data Center
- Disaster Recovery Center
- Government Secure Repository (GSR)
- 25 MCA offices, 1200 employees
- 53 Facilitation Centers
- Planned upgradation to address obsolescence

Key Learnings

- Installation and stabilization takes months
- Acceptability by staff and usage takes much more time
- Re-consider project strategy: Early start to establish infrastructure and use “Establishment Functions”

Digitization & Data Migration

- Digitization and data correction is a very slow, error prone process when migrating from paper
- Extensive staff participation is inevitable, despite best vendors
- Integration of data is not simple - watch out for new data elements (e.g. DIN)

Key Learnings

- Start early and handle as a separate initiative
- Adopt production line techniques to ensure uniformity
- Allow stakeholders to correct data
- Ensure unambiguous procedures for data correction

E-Forms & Processes

- Process unification is key to success
- 20% of transactions deliver 80% value
- Form content, need and size of attachments has to be critically reviewed with key stakeholders
- Form usability is a continuous process - plan for it
- Cross verify form data with the database for viability of forms processing

Key Learnings

- Transition period may need specific interim processes (e.g. concurrent paper and e-form)
- Involvement of domain specialists is a pre-requisite

Core Application Software

- Technology is Operator's prerogative - these decisions are best handled by them independently
- User acceptance tests needs focus & resources
- Development SLAs and Service Benchmarks
- MIS should "flow" from the system
- Benchmarks for service delivery to stakeholders

Key Learnings

- Effort needed for operations standardization and alignment to technology driven processes - this is not automatic

Establishment Functions

- Three key areas
 - Payroll
 - HRMS
 - Finance and Budgets

Key Learnings

- Desirable to have this as a separate initiative
- Packaged applications is an overkill
- Even after automation, some activities will need to be done on paper (e.g. Service Book) till e-Gov is across the board

Institutional Mechanisms

- Dedicated in-house e-Governance cell
 - Specialist external consultants
 - In-house domain experts
- Competent PMU from day one
- Nodal officer for portal content
- Independent testing & certification agency

Key Learnings

- Dedicated project focus is a must, this is over and above routine work commitments - allocate an Team Leader only for this function
- Ensure budgets to engage top talent - this is a hidden cost

Enabling Legal Provision

- Carry out an assessment in advance
- IT Act only supports general provisions - but specific legal impact will need to be examined
- Very long process

Key Learnings

- Validate adequacy of enabling provisions for use of electronic transactions & electronic data

Change Management

- Basket of measures for External stakeholders & MCA employees
- Professional Institutes involved
- Nation-wide implementation
- Awareness seminars & Training kits
- Extended hand-holding for staff

Key Learnings

- Media campaign is key and by itself is a very big exercise
- Early interventions for internal users; reinforce
- Keep sufficient lead time for external stakeholders

External Dependencies

- PAO, CCA, C&AG
- States
- Banks
- DSC Vendors
- Legal issues

Key Learnings

- Start early and plan for the timelines
- Need for formation of expert groups



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