



Strategic Plan – Department of Posts

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Preamble

- The Department of Posts - **India Post** has touched the lives of every citizen for more than 150 years, be it through mails, banking, insurance money transfer or retail services. Ever since its existence it has enjoyed the trust and support of its customers and stakeholders.
- With the spread of telephony, internet and modernised banking services, citizens are used to new level of speed, transparency and quality. This has also been the experience of other postal administrations in the world. In India, customers of the postal service expect Department of Posts to provide a service level similar to industry standards maintained by banks, insurance, express industry, etc.
- External consultations with stakeholders as a part of this Strategic Plan exercise has brought out the expectations of the customers from the Department of Posts to expand the range of its existing services with the use of IT. Some of the responses are cited below:

Post Forums in Project Arrow Post Offices	India Post website
<p><i>"CBS to be introduced", "on-line collection of premium to be started", "e-Commerce tie ups" "tie up with employment exchange job portals etc to make information on employment opportunities available through Post Office"</i></p>	<p><i>"PLI premium and RD Deposit to be made online through net banking, debit card or ECS" " online shopping sites for home delivery products" " track and trace for all articles" "should issue a Digital Postal ID".</i></p>

- During external consultations, customers expressed expectation of higher quality of services in the post offices.

Improved quality of services
<p><i>" courteous and helpful staff" "neat, clean, spacious ...post office", High and standardized quality of service", "Dynamic Queue management" , " Total computerisation of postal operations"</i></p>

- Customers today have a number of alternatives to most of the products and service offered through the postal services. A number of e substitutes are also available. Focus on meeting the needs and expectations of the customers will be the key for the future success of the Department.

- India post provides last mile delivery to important government schemes such as Mahatma Gandhi National Rural Employment Guarantee Scheme, UIDAI related services, old age pensions, scholarships to weaker sections. These programs directly impact the common citizen of the country. Improvement of quality of services and greater transparency through IT services will contribute to inclusive growth.
- As in the case of India, postal administrations the world over are also obliged to provide countrywide services and enjoy trust and loyalty of the customers. Many of the advanced postal administrations such as Deutsche Posts, Poste Italiane, SwissPost, etc have inducted IT to modernise their network and thereby improve the quality of services of their core businesses as the first step. These administrations are now successfully innovating and diversifying their products and services and are further leveraging the trust of the customers by entering into new areas such as telephony, financial services, etc.
- The Universal Postal Union (a specialised agency of the United Nations) has 191 member countries including India. In the last UPU Congress in 2008 the following vision for 2008-2014 was adopted :

“The Postal Sector – an essential component of the global economy.”

It also stressed on three dimensional networks for postal services in the modern context – i.e., **Physical, Electronic and Financial**.

- This strategy document attempts to spell out how India Post will meet the needs and the expectations of the customers so that it can retain their trust and support, as well as regain lost ground due to poor quality of services.

Section 1: India Post's Vision, Mission, Objectives and Functions

Section 1A: Vision

India Post's products and services will be the customer's first choice.

Section 1B: Mission

- To sustain its position as the largest postal network in the world touching the lives of every citizen in the country.
- To provide mail parcel, money transfer, banking, insurance and retail services with speed and reliability.
- To provide services to the customers on value-for-money basis.
- To ensure that the employees are proud to be its main strength and serve its customers with a human touch.
- To continue to deliver social security services and to enable last mile connectivity as a Government of India platform.

Section 1 C: Objectives

- 1 Modernise and consolidate the network
- 2 Provide best in class customer service
- 3 Develop financial Services
- 4 Grow in existing businesses
- 5 Develop professional workforce.

Functions as defined for Department of Posts in Allocation of Business Rules

- 1 Provision of Mail and Parcel services including premium postal products, printing of public postage stamps/commemorative stamps and all types of postal stationery.
- 2 Discharge of any other agency function on behalf of the Government as well as provision of fee based third party services.
- 3 Matters relating to introduction, development and maintenance of all services by the Post Office.
- 4 Promotion of feasibility survey, research and development in the field of activities allotted to the Department.
- 5 Execution of works, including purchase of land debit able to the Capital Budget pertaining to the Department of Posts.
- 6 Planning, operation and maintenance of the postal and mail services network and infrastructure in the country.
- 7 Administration of the Postal and Rural Postal Life Insurance services.
- 8 Administration of the Post Office Savings Banks and Post Office Certificate Services.
- 9 International cooperation in matters connected with postal communications, including matters relating to all international bodies dealing with postal communications such as Universal Postal Union, Asia Pacific Postal Union (APU), Commonwealth Postal Union.
- 10 Matters relating to administration of the Indian Post Office Act, 1898 and rules made there under as well as other laws or enactments having a bearing on postal activities, not specifically allotted to any other Department

2A. Potential Forces Impacting on India Post

2.1 Need for change is driven by the following external forces :

2.1.1 **Globalization** impacts in India Post in two different ways:

- A high rate of economic growth opens up opportunities for expansion and participation in the new economic activity. With growth of business transactions into and from India, the role of multinational firms as competitors to India Post poses a major challenge.
- It also opens up India Post's formerly protected internal market to competition from multi-national providers with international brand images, deep pockets and experience in modern and technologically driven methods of doing business.

2.1.2 **Entry of the private sector** – with the entry of private sector in the traditional monopoly business of India Post a level playing field needs to be established by legislative action. While the multi-national providers are providing high priced and speedy service in mail delivery, the low priced services offered by domestic couriers are under cutting India post's business. In this context legislative process will have to carefully ensure that its interests are not adversely affected while ensuring a fair set of rules and regulations for all providers.

2.1.3 **Growth of telephony** - The growth and popularity of telephone – especially mobile telephone – services has affected the traditional letter mail business. On the other hand it has opened up opportunities for hybrid services and also provides infrastructure for modernising postal products services.

2.1.4 **Focus on Inclusive growth.** The financial inclusion policy of the Government is pushing banks to devise new and cost effective ways of penetrating the hitherto excluded and rural population. Unless India Post moves fast to occupy this space and offer its platform to the banking system at large, it may lose the opportunity of being the best agency for providing the platform.

2.1.5 **Higher level of delivery standards** - The economy is now almost entirely commercialized and the need for cash, bank and insurance transactions is clearly manifest. The mobility of the Indian population both within and without the country has led to new and exacting demands on communication and financial services. The speed with which communications and other transactions need to be executed with high degree of reliability is now measured in real time. The requirement for such services and products with improved features of accessibility, transparency, reliability and speed are clearly apparent in the market place. In this context, India Post has to enhance the quality – in speed and reliability - and offer the best value for its products and services.

2.1.6 **Developments in other Postal Administrations** - A number of postal administrations have successfully modernized themselves. There is a risk of losing

customers of the advanced countries to other service providers in the country, if expected levels of service are not maintained by India post.

2B Stakeholders and their potential roles

2.2 India Post's primary stakeholders are its customers, employees and the Government of India.

2.2.1 **Customers can** exercise their choice as there are alternatives. Therefore retention of the existing customers is crucial as also attracting new customers.

2.2.2 **The employees** are India Posts main strength. The employees have supported IT induction and the new initiatives. However, they could be a threat if change is not effectively managed.

2.2.3 **Government of India** as owner has been continuously supporting India Post. It has also supported India Post in its plans to modernise, expand and enrich its product and services mix. It needs to give both legislative and financial support as well as approvals for undertaking financial services such as setting up of Post Bank and a full fledged insurance business. Government of India could also leverage India Post network to extend its services to its target population for delivery of various social security schemes. It could on the other hand opt to use or support other organizations.

2C What are our strengths and weakness?

2.3.1 Strengths

- It is the only network of post offices spread throughout the country which has the responsibility to provide communication, banking and insurance services and products to every resident.
- It has an extraordinary goodwill among the people who have no problem in gaining easy access to its network.
- It is one of the oldest institutions of the Government of India which is well known to the customers and has well established and time tested procedures.
- In the rural areas where 85% of the post offices are located the workforce is mainly local and is therefore known to the community served by the Post Office.
- It has a large and skilled manpower.
- Many of the products and services have features which are suitable for the average citizen, daily delivery on doorstep, delivery in cash at doorstep for money orders, small transactions in Post Office Savings Bank.
- Its operations are funded by the Public Exchequer.

2.3.2 Weaknesses

- There are legacy issues in converting a 150 year old government department to deliver quality of services and products in competition with the private sector.
- There are varying levels of infrastructure. The infrastructure is inadequate in newly developed urban pockets and in rural areas.
- Customers are unable to get full benefits of IT induction such as track and trace etc, due to limited use of technology.
- Customers have a perception of poor service.
- A number of players and substitutes operate in the market where once only India Post operated. There is no mechanism for gathering market intelligence to enable response to the changed situation.
- Partial modernisation and automation lead to lack of standardisation. Slow processing and poor reliability of services is due to lack of mechanization, interconnectivity and computerization.
- Workforce - Due to ban on recruitment in the last five years direct recruitments has been limited. Therefore workforce is ageing. The attendant problem is disparate levels of skill in using IT.
- There is a lack of performance based culture along with poor monitoring systems and ineffectual internal marketing.
- Lack of scientific costing has resulted in lack of awareness of cost of products and services.

2.3.3 Opportunities

- Given its already extensive network, it is also possible and necessary for India Post to incrementally expand its network and reach by exploring the franchisee and outsourcing models in a cost effective manner. This will enhance the overall viability and efficiency of India Post and enable the inclusion of many residents currently not being served or ill served - mainly in rural areas
- Focus on inclusive growth by the Government provides an opportunity to leverage the network for last mile delivery. *Already payments are being made for MNREGS, old age and a number of other pensions. Data for Cost Price Index for rural areas is collected through the Branch Post Offices and recently the same has been brought out for the first time.*
- Sustained growth in the economy means more business which provides opportunity for a variety of products such as Direct Mail, e-Commerce, B to C mails, parcels and logistic services etc.
- There is untapped potential in terms of money transfer for migrant population, small businesses which cater to all India market, mail services for recruitment by

organisations and transactional B to C mails. An average Indian receives 10 mail items per annum as compared to 200 mail items in Germany and 600 in US. Similarly 80% of rural market is not covered by insurance and 40% rural population has no access to institutional credit.

- India Post is presently implementing its three flagship projects - **India Post 2012** for networking and IT induction in all post offices, **Project Arrow** for improving the look and feel of post offices and **Mail Network Optimisation Project** for optimising the network from collection to delivery and standardising the processes. These three projects will give platform for modernising, expanding the range of products and services and enhancing the quality of services.

2.9 Threats

- The main threat is of an underestimation of the value and potential of the extensive network of India Post and the extraordinary opportunities it presents for providing a platform for last mile delivery.
- The entry and expansion of private sector and other public sector operators in communications, mail, banking and insurance sectors present another threat to India Post.
- An (internal) threat could be that India Post and its employees may be unwilling or unable to meet the challenges it faces and to seize the opportunities presented to them.

Section 3 A: Outline of Strategy

3.1 The Strategy is aimed at making products of India Post the first choice of its customers. This strategy is marked by two phases of development-

First Phase	<ul style="list-style-type: none"> ➤ To modernise <u>postal network</u>, <u>post offices</u>, <u>mail offices</u> and the <u>core operations</u>. ➤ Develop initiatives for <u>modernising</u> and <u>expanding</u> the <u>core businesses</u> to meet customer expectations.
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Second Phase	<ul style="list-style-type: none"> ➤ To implement the initiatives developed in the first phase. ➤ To achieve best in class customer service.
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3.2 The **first phase** will have initiatives and activities around two themes:
 i. The activities of the first theme will revolve around successful implementation of the three ongoing flagship projects:

Indiapost 2012	Project Arrow	Mail Networking and Optimisation Project
<ul style="list-style-type: none"> •Enterprise wide IT induction and modernisation. 	<ul style="list-style-type: none"> • Post Office - improve quality of services and customer experience. 	<ul style="list-style-type: none"> • Mail Netowrk - consolidate mail network, improve mail processing, and automation.

These three projects are comprehensive and cover the network, customer services, processes and core businesses. The projects will provide the foundation for IT based quality services and enhance capability to do business. They will also call for some structural changes for improved governance.

iii. The activities of the second theme will be to conduct studies, market research, customer satisfaction surveys, obtain approvals for setting up the Post Bank of India. The objective will be to build on the opportunities created by IT induction, quality and capability enhancement by the three flagship projects.

3.3 The **second phase** of the strategy will be dominated by activities relating to stabilising the changes brought about by the projects and implementing the initiatives developed in the first phase.

3.4 The initiatives for the first and second phase as per our strengths and weakness are given in the following table:

Pursue policy initiatives that fit our strengths	Leverage our strengths
<ul style="list-style-type: none"> ● IT induction will make access easy and simplify use of postal service to customers. ● Improve and expand services in rural areas through rural ICT. ● Expand financial services to meet the needs of customers for no frills and simple banking and insurance facilities. ● Create synergy between various financial services to make it easier for customers who use banking, insurance and money transfer services. ● Opportunity for the staff to acquire new skills to operate in a modernised network. Lead to motivation and self esteem. ● Introduce modernised mail and money transfer products which so as to meet customer expectations. 	<ul style="list-style-type: none"> ● Provide payment gateways, multiple channels for customer service and 24x7 services. ● Increase market share in parcels, logistics, and e-commerce by leveraging IT induction. ● Upscale capacity to provide a wide range of last mile services for inclusive growth. ● Synergise virtual post office and suitable franchisee model to cover underserved areas. ● Create opportunities for the staff to contribute in the improvement process in the organisation. ● Convert Post Offices to become places of choice for customers to do business. Improved ambience and quality of service. ● Post Bank of India for promoting financial inclusion
Defensive plan to prevent susceptibility to threats	Overcome weakness
<ul style="list-style-type: none"> ● Strengthening the internal and external communication as a part of image building. ● Multiple channels for customers to service their needs – call centres, portal, etc. ● Post Bank of India to counter threats from initiatives of banks for promoting financial inclusion ● Reduction of manual and repetitive work. 	<ul style="list-style-type: none"> ● Modernise internal processing and standardise operations. ● Visibility of data to customers and real time settlement of enquiries through IT induction. ● Acquire knowledge and business intelligence to improve understanding of the market. ● Standardise process, consolidation of network and overcome legacy issues. ● Use of IT for modern monitoring systems and KPIs of projects for ushering performance based culture. ● Scientific costing for true assessment of costs.

3 B: How will we engage our stakeholders?

- The three flagship projects are already under implementation. Due process of engagement has been followed while implementing the projects.
- The second phase involves market studies, customer surveys, consultation with government as a part of the approval process for new schemes. Consultations with staff will be taken up prior to introduction of new initiatives.

3 C: How will we build our knowledge and capabilities?

- Consultants have been associated in developing the three flagship Projects. In India Post 2012 and Mail Networking Optimisation consultants are hand holding in the implementation stage also. This is also bringing in new learning and exposure to best practices and project management.
- It is proposed to use external resources for customer satisfaction survey and market research. This will be done for three years.
- International exposure to officers and supervisors on how postal administrations have modernised themselves successfully as a part of development programs and other foreign training.
- It is expected some specialised cadres will need to be inducted by suitable modes for management of specific areas such as CBS, IT maintenance.

3. D**What are our priorities?**

Number	Strategic Initiative	Priority
<u>Strategic Initiative 1</u>	Enterprise wide IT induction and modernisation of mail processes through India Post 2012.	50
<u>Strategic Initiative 2</u>	Enhance quality of services and improve access.	15
<u>Strategic Initiative 3</u>	Modernise and expand financial services	10
<u>Strategic Initiative 4</u>	Modernisation of Postal products and services	10
<u>Strategic Initiative 5</u>	Enhance professionalism and specialisation	15
	Total	100

Section 4:**Implementation Plan**

Please see attached document.

Section 5:**Linkage between Strategic Plan and RFD**

Please see attached document.

6A Linkage with potential challenges likely to be addressed in the 12th Plan

6.1 India Post will fit into the overall policy and programs of the Government of India and meet the Challenges likely to be addressed in the 12th Plan viz.;

- **Enhancing capacity for growth**
 - India Post will contribute to this objective by mobilising savings through its savings bank and Post Bank services.
 - By enterprise wide connectivity India Post will be contributing to the networking process currently underway in the country. It will be a significant All-India network which both individuals, corporate. and governments can use to ensure speedy and reliable services
 - India Post will undertake an expansion of its network in the rural areas by opening post offices and franchised outlets in underserved areas.
- **Assist in empowering and informing all citizens**
 - By making available a system of communication at affordable costs India Post will be assisting in the dissemination of information. It will also put within reach of customers opportunities in distant locations without they having to go there.
- **Bringing technology to improve speed of service delivery and ensure reliability of operations**
 - The entire strategy of India Post is to bring technology of the best kind to the rural network to be able to deliver services at the quickest pace both on its own behalf as well as that of its clients – especially Government.
- **Managing urbanization by providing a secure an effective link for migrant workers to transmit information and funds to their families.**
 - Migrant workers find it difficult to establish and retain a reliable communication link with their distant home and also to transfer money and goods to their families there. India Post will make a special effort to offer services to such workers

6. B Identification and management of cross departmental issues including resource allocation and capacity building

Consultation will be required with:

- Central Government Ministries who have schemes for financial inclusion such as Ministry of Rural Development and State Governments
- Ministry of Finance
- Ministry of Statistics and Program Implementation
- Unique Identification Authority of India
- PFRDA
- RBI

These consultations are required to be taken up at various stages of the Projects. Resource allocation cannot be anticipated at this stage.

6 C Cross functional linkages within departments / offices

Department of Posts is a single entity with functional divisions. Therefore a whole of organisation approach will be adopted.

6 D Organisational review and role of agencies and wider public service

- The interface of customers and citizens with the Department is through the post offices. These units display the delivery standards in public place. Further Post Forums are active in Project Arrow post offices where representatives can discuss the improvement initiatives in the Post Offices.
- India post is an operational department and customers can lodge their complaints in the event of failure of service, at any post office or on the Departmental website. Well established customer grievance redressal mechanism is in place.
- The strategic initiatives being adopted are in consonance with the Administrative Reforms Commission recommendations for rationalisation.
- India Post needs to plan for the long term, based on a well thought out strategy and to institutionalize this as an on-going process, based on close monitoring, market surveillance, customer feedback, evaluation and, where necessary, course correction as the strategy is implemented.

Section 7: Monitoring and Reviewing arrangements

- Project Management Unit for each Project.
- Regular monitoring mechanism is in place where every fortnight Secretary reviews the performance of the Circles through Video Conferencing on Project Arrow, financial review and performance of RFD targets. Monitoring tool – Data Extraction Tool creates a dashboard for monitoring performance of project arrow post offices.
- Customer Satisfaction Survey and Market Research each year will give an indication of the performance of the business.
- Regular monitoring will be done by each Division on various operations.

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Implementation Plan for Strategic Plan 2010-15

Strategic Initiative	Activities	Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
					Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
1.1 Enterprise-wide IT induction	1 Supply of Hardware to departmental offices. Computerise the remaining Departmental Offices.	Business Owners of the respective solutions, PMU personnel, committee members of Solution Deployment, Technology Division	100% computerisation of the Departmental Offices	Number	11411 Departmental post offices	Remaining post offices and 916 Mail offices, TMOs, HROs and SROs	Maintenance & monitoring	Maintenance & monitoring	Maintenance & monitoring	Reports from circles	1. Steering Committee Meetings 2. Working Committee Meetings 3. PMU Coordination & Monitoring Meetings 4. Committee meeting (Business/ Functional)	DGS&D, Mail hardware vendor/ PMU, Technology Division
	2 Rural ICT solutions - i. IT induction in rural post offices through development of solutions for all activities of branch post offices including introduction of new services, value additions , ii. Hardware supply , iii. Training on new systems. iv. Network connectivity.	Business Owners of the respective solutions, PMU personnel, committee members of Solution Deployment, RB Division, CEPT Mysore	Project SLAs	Stage of implementation		Development, Testing and Pilot run in locations identified	Rural ICT solution rollout in all locations	Maintenance & Monitoring	Maintenance & Monitoring	Collection of data from Circle, Region and Divisional PMU using PMU Tool which will be used for gathering data	1. Steering Committee Meetings 2. Working Committee Meetings 3. PMU Coordination & Monitoring Meetings 4. Committee meeting (Business/ Functional)	Rural System Integrator/ PMU/ DoP Functional Team/ DoP Circle Team/ IT Consultant/Other SI's, CM, RB Division and CEPT Mysore

Strategic Initiative	Activities	Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
					Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
	3 Integrated scalable software- i. Develop and implement Software for Mail solutions, ii. Develop and implement solutions for HR Administration, Servicing, Payroll, Finance & Accounts, Inventory Management) iii. Core systems integration - Mails, Rural ICT, Postal Banking and Postal Life Insurance. iv. Setting up Call Centre v. Creation of a web portal	Business Owners of the respective solutions, PMU personnel, committee members of Solution Deployment, CEPT Mysore	Project SLAs	Stage of implementation		Design, Development and Testing of proposed solution	Pilot and Rollout of Software Solutions across all locations	Maintenance & Monitoring	Maintenance & Monitoring	Collection of data from Circle, Region and Divisional PMU using PMU Tool which will be used for gathering data	1. Steering Committee Meetings 2. Working Committee Meetings 3. PMU Coordination & Monitoring Meetings 4. Committee meeting (Business/ Functional)	Core System Integrator/ PMU/ DoP Functional Team/ DoP Circle Team/ IT Consultant/Other SI's, CM, CEPT Mysore
	4 IT solutions for Postal Banking and Postal Life Insurance - i. Postal Banking Solutions for all banking facilities and introduction of Core Banking Solutions, ii. Solutions for Postal Life Insurance for e-enablement	Business Owners of the respective solutions, PMU personnel, committee members of Solution Deployment, CEPT Mysore	Project SLAs	Stage of implementation		Development, Testing and Rollout of CBS & PLI Solutions at pilot locations	Rollout of CBS & PLI Solutions across all locations	Maintenance & Monitoring	Maintenance & Monitoring	Collection of data from Circle, Region and Divisional PMU using PMU Tool which will be used for gathering data	1. Steering Committee Meetings 2. Working Committee Meetings 3. PMU Coordination & Monitoring Meetings 4. Committee meeting (Business/ Functional)	Financial Services System Integrator/ PMU/ DoP Functional Team (FS/ PLI)/ DoP Circle Team/ IT Consultant/Other SI's, CM and CEPT Mysore

Strategic Initiative	Activities	Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
					Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
	5 Setting up of Data Centre and Disaster Recovery Centre for the enterprise wide IT induction.	Business Owners of the respective solutions, PMU personnel, committee members of Solution Deployment, Technology Division	Project SLAs	Stage of implementation		Primary Data Center to be setup	Disaster Recovery Center to be setup	Maintenance & Monitoring	Maintenance & Monitoring	Collection of data from Circle, Region and Divisional PMU using PMU Tool which will be used for gathering data	Same as Above	DC Service Provider/ PMU/ IT Consultant/ Other SI's, CEPT Mysore
	6 Network Integration for connecting all offices .	Business Owners of the respective solutions, PMU personnel, committee members of Solution Deployment, CEPT Mysore	Project SLAs	Stage of implementation		Rollout of network at Pilot post offices/ Locations	Rollout of Network at all remaining locations	Maintenance & Monitoring	Maintenance & Monitoring	Collection of data from Circle, Region and Divisional PMU using PMU Tool which will be used for gathering data	Same as Above	Network Integrator/ PMU, Technology Division

Strategic Initiative	Activities		Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
						Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
1.2 Modernisation of Mail processing	1	Mail Network optimisation Project - i. Optimise mail network, ii. Define optimised processes, iii. Implement the new processes and measure as per KPIs, quality measurement through test letters iv. Supply of mail handling tools and equipments, v. improve Look and Feel of Mail Offices	DOP	Develop and implement comprehensive set of KPIs	monitoring KPIs	Optimise processes for Speed Post and develop KPIs for performance measurement for top 20 cities	Optimise processes for 1st class and second class mail in top 20 cities and develop KPIs for performance measurement, extend roll out of optimized processes in speed post for rest of 69 hubs, supply of tools and equipments, Quality measurement through electronic test letters	Roll out optimised processes for First and 2nd class mail and supply of equipments in rest of the country	Maintenance & monitoring	Maintenance & monitoring	Operational data extraction through software tools	Review of performance against KPIs	Air Lines and Railways to improve mail transport

Strategic Initiative	Activities	Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
					Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
	2 Automation of Mail Sorting, Processing - i. Setting up of automated Mail Processing Centre in metros.	DOP, Airport Authority of India/ Airport developers	No. of sites installed	Number	Site preparation and procurement process for Delhi and Kolkata	Commissioning of AMPCs at Delhi & Kolkata, Finalisation of RFP for AMPCs at Mumbai, Chennai, Hyderabad & Bangalore	Completion of procurement process of AMPCs at 4 locations	Commissioning of AMPCs at Mumbai, Chennai, Hyderabad, Bangalore	Maintenance & monitoring	implementation reports	by Project management cell through system generated MIS reports	Internally- Estates Division, Civil & Electrical wings. Externally- AAI/Airport Developers
	3 Mechanisation of Business Mail delivery and collection at Mail Hubs/Post Offices	DOP		Number	nil	Assessment of requirement and preparation of proposal	Procurement and supply of 50 vehicles	Maintenance & monitoring	Maintenance & monitoring	Reports from the Post Offices/ circles of actual supply	Centrally by MB division	Internally- IFW; Externally- Min. of Finance, DGS&D
	4 Modernising monitoring of Mail Motor Vehicles through GPS.	DOP		Number	Nil	Set up GPS system on 100 Vehicles	Set up GPS system on 850 Vehicles	Maintenance & monitoring	Maintenance & monitoring	Number of Vehicles under monitoring on the system	Monitoring by Mail Motor Divisions in the Circles	

Strategic Initiative	Activities	Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with	
					Mar-11	Mar-12	Mar-13	Mar-14	Mar-15				
	5	Develop Address database of citizens - standardise addressing and create a database improve delivery of services.	DOP, NIC, UIDAI	Number of PIN code areas for which address data is collected/PIN code maps digitised	Number	All PIN code areas in Delhi and Kolkata	Digitisation of PIN maps of 200 district HQs & Collection of address data of all PIN code areas in Mumbai, Chennai, Bangalore & Hyderabad	Digitisation of PIN maps of 200 District HQs & Collection of address data in PIN code areas of next top 25 cities	Digitisation of PIN maps of remaining 180 District HQs & Rural areas of all the Circles Collection of address data in PIN code areas of next top 75 cities	Complete collection of address data for remaining cities	Information from Database software	Through Project management cell at the Directorate level and in the Circles	Internally-BD Directorate Externally- NIC, UIDAI
	6	Develop integrated mail and parcel processing facilities - construction of building	DOP, Airport Authority of India/Airport developers	No. of sites developed	Number	nil	Proposal for site preparation/ construction at Mumbai	Approval of proposal for site preparation /construction at Mumbai	Completion of site preparation/ construction at Mumbai	Follow-up	implementation reports	by Project management cell at Directorate level	Internally- Estates Division, Civil & Electrical wings. Externally- AAI/Airport Developers
	7	International Mail Network Management	International airlines, IM div	On-line generation of bills	Date		31.3.2012	on going	on going	on going	Reports from the system	Internally at Dte	International airlines
2.1 Enhance Quality of services	1	Expansion of Project Arrow to more post office - Improve post office look and feel and Core Areas	Customers, CPMsG, staff	Coverage of post offices	Number	530	Internal Review of 100 Head Post offices	1000	1000 Maintenance of 500 post offices	1000 Maintenance of 500 post offices	Through Data Extraction tool & External audit	Program office at Directorate	NIC, agency engaged for external audit

Strategic Initiative	Activities	Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with	
					Mar-11	Mar-12	Mar-13	Mar-14	Mar-15				
	2	Improve Quality of services- obtain Sevottam certification under IS 15700:2005	DARPG, BIS, Post offices	Obtain Sevottam Certification under IS 15700:2005	Number of Post offices certified		20	20	20	20	Surveillance audit	Internal monitoring, annual audit by BIS auditors	BIS, DARPG, post office
	3	Adoption of UPU Quality Applications Systems for International mail operations	Customers of international mail	Number of offices of exchange where systems installed	Number		4				Reports from the system	Internally at Dte	Offices of Exchange, UPU
	4	Setting up of call centres for international postal services	Customers of domestic and international mail	Setting up of call center	Date		31.3.2013				Reports from the system	Internally at Dte	UPU
2.2 Improve access to services	1	Adoption of Modified Franchisee model	People and households in under served areas, and prospective franchisees	Number of Franchise outlets opened	Number	110	100	100	100	100	Reports from circles	Rigorous monitoring through periodic reports	Circles
	2	Opening of post offices in underserved areas	people and households in under served areas	Number of post offices opened	Number	85 BOs and 70 SOs	70 BOs and 50 SOs	70 BOs and 50 SOs	70 BOs and 50 SOs	70 BOs and 50 SOs	Reports from circles	Reports from circles	Reports from circles

Strategic Initiative	Activities	Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
					Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
3. Modernise and expand Financial Services	1 Setting up of Postbank -expand postal facilities.	Parliament, MoF, RBI, NABARD, Customers,	Completion of each sub-activity in each year	completion of each sub-activity in each year		setting up of core teams & initiating DPR & necessary clearances Initiating of Act for PBI once approvals are in place.	setting up of Post Bank Pilot	survey to explore the business opportunity with different entities;phase-wise expansion to all HOs	further expansion	Business interelligent Unit (BIU)* under monitoring vertical	monitoring vertical	RBI,MOF, C&AG. Ministry of Law,CGA & internally with IFW,PO Divison, customers, NABARD, Rajya Sabha, Lok Sabha, PMO, Planning Commission
	2 Increased coverage of insurance of rural population	DoP, MoF and other Govt Dept	Increase in coverage	Number of policies in millions	4.5	2	2	2	2	Reports from circles	Rigorous monitoring through periodic reports	Nil
	3 Expansion of Coverage of Postal Life Insurance through engagement of agents	DoP, agents	Number appointed	Number	3000	3000	3000	3000	3000	Reports from circles	Rigorous monitoring through periodic reports	Nil
	4 Creation of a separate business unit for remittance services	DoP,RBI,MoF, customers & entities with which DoP will be collaborating private sector remittance entities	Completion of each sub-activity	completion of each sub-activity in each year	Review of performance	conducting customer survey w.r.t to each product	setting up of a business unit to to explore syngergy & customization	training to staff	expansion of products and customer base	Business interelligent Unit (BIU) under monitoring vertical	monitoring vertical	RBI,MOF, C&AG. Ministry of Law,CGA & internally with IFW,PO Divison

Strategic Initiative	Activities		Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
						Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
	5	Implement accrual Accounting	DAP, CPMsG, consultant	Achievement of project Timelines	Percentage of offices covered	Completion of pilot project in two post offices and acceptance of project report	Preparation of asset register of all HPOs to be completed	Preparation of Profit & Loss accounts and balance sheet of all accounting units	Deployment of accrual accounting system in all accounting units		Reports from DAP	Through Accrual accounting management committee, ERP management committee	Circles, PMU, ICAI, GASAB,
4. Modernization of products and services	1	Market Research & Develop a range of products and services Conduct surveys for next three years to study the market and customer needs and develop suitable products and services.	Customers, staff	Result of annual survey reports	Acceptance of reports	Annual report of research & survey	Annual report of research & survey	Annual report of research & survey	Annual report of research & survey	Annual report of research & survey	Acceptance of reports	Internal monitoring by BD&MD div	Agency engaged
	2	Customer Satisfaction Survey - Conduct surveys for next three years to study customer satisfaction	Customers, staff	Result of annual survey reports	Acceptance of reports	Annual report of research & survey	Annual report of research & survey	Annual report of research & survey	Annual report of research & survey	Annual report of research & survey	Acceptance of reports	Internal monitoring by BD&MD div	Agency engaged
	3	Upgradation of infrastructure to support modernised products and services	CPMsG, customers, staff	Augmentation of existing infrastructure and creation of new infrastructure	Number of units technologically upgraded	50	100	100	100	carry over	reports from circles	Internal monitoring by BD&MD div	Circles, CP div, IFW

Strategic Initiative	Activities		Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
						Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
	4	Development & Implementation of a Corporate Branding plan	CPMsG	Number of offices undergoing branding	Number	2000	2500	2500	3000	carry over	reports from circles	Internal monitoring by BD&MD div	Circles, CP div,IFW
	5	Scientific costing of products and services	Div heads, Consultants, Finance wing	Completion of costing exercise	Stage of implementation	RFP to be issued	Award of work	Acceptance of study report & Implementation of new costing methodology			Direct monitoring of activities at Dte level	Internal monitoring at Dte level	ICWAI
5. Enhance Professionalism and specialisation	1	Expansion and Upgradation of Training Infrastructure	Planning Commission, Ministry of Finance ,Postal Circles and DOP HQs DOP&T	Increase in capacity -	Number of trainee seats increased	480	400	30% increase in training capacityavailable at the end of XIth Plan	30% increase in training capacityavailable at the end of XIth Plan	40% increase in training capacityavailable at the end of XIth Plan	Compilation of information / data from: Monthly Reports Evaluation Reports Feedback	Periodical Assessment by Training Division at HQs from reports and deliverables.	Planning Commission, Ministry of Finance and Training Institutes of DOP, Postal Circles and DOP HQs, outsourced agencies, DGS&D.

Strategic Initiative	Activities	Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
					Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
	2 Capacity Building i. Conduct TNA, II. Develop training programs iii. Conduct development programs for specific cadres, specialised trainings for specific jobs, softskill training for frontline staff Iv. Conduct Project related trainings.	Planning Commission, Ministry of Finance Postal Circles and DOP HQs Vendors and Change Management Consultant for Indiapost 2012 Consultant for Mail networking and Optimisation Reputed Institues Employees and Cadres DOP&T	Development and Completion of the identified training programs Development Programs Inservice Programs Specialised Programs Skill Development Programs	Percentage of workforce trained from 12th Plan. (For 11th Plan the number of staff under each program will be used as per the EFC.)	67340	75500	Coverage of 20% of the staff for training	Coverage of 20% of the staff for training	Coverage of 20% of the staff for training	Through periodical monitoring of each program .	1. Issue a Training Calendar for each Quarter and monitor completion of training ii. Develop Training Evaluation capacity inhouse for identified programs iii. External evaluation so as to cover all major programs in Plan period.	Planning Commission, Ministry of Finance, DOP&T , Reputed Institues in India and Abroad , Consultants for flagship Projects and Training Institues of DOP, Postal Circles and DOP HQs , Outsourced Agencies

Strategic Initiative	Activities	Stakeholder engagements	Performance indicator	Measurement Index	Milestones to be achieved					Manner of collection of Achievement data	Define the monitoring mechanism	Co-ordination required with
					Mar-11	Mar-12	Mar-13	Mar-14	Mar-15			
	3 Research and Development- i. To continuously upgrade the training programs by research, study and Training Needs Analysis, ii. Support initiatives like design of new programs, best practices in training and new developments, iii. Conduct Staff satisfaction survey to ascertain areas for improvement, iv. Introduce eLearning.	Planning Commission, Ministry of Finance (Consultation and approval of EFC), Postal Circles and DOP HQs (For implementation) Customer - Post Forums any other interface for feedback on quality of service and frontline staff. Employees (for consultation)	Creation of Training R&D Cell Number of new training initiatives developed Number of new programs introduced Staff Satisfaction Survey completed	New programs initiated	Ground work for creation of R&D Cell- Approval of EFC		Creation of the Cell	Monitoring activities of the Cell	Monitoring activities of the Cell	Monitoring activities of the Cell	Through prescribed Monthly Reports Survey Results/Reports	Prescribe Scope and deliverables for the Training R&D Cell Periodical monitoring of R&D activity i.e trainers workshops, Impact assessment studies, HelpDesk, % of new products and services, process changes covered by updation of training.
	4 Change Management: i. Stakeholder management for the IT induction project, ii. Communications management, iii. Capacity building, iv. Training management	Consultants, DDG Trg, vendors, PMU personnel, committee members	Achievement of project SLAs	Stage of implementation	RFP to be issued	Stakeholder engagements	Capacity building training as per SLA	On going	On going	Through Survey results/ Reports	As already defined in Indiapost 2012- Project Management Unit and Change Management Team.	Project Management Units, Vendors, Change Management consultants

Section 5: Linkages with RFD

Objective	Strategic Initiative	Activity	Performance Indicators
Modernise and consolidate the network	➤ Enterprise wide It induction	Implement Indiapost 2012 project.	Achieving milestones of Indiapost 2012 project.
		<ul style="list-style-type: none"> • Hardware supply to Departmental Post Offices • Rural ICT Solutions • Post Office banking and PLI • Integrated scalable software solution Setting up of Data Centre, Disaster Recovery Centre, Network Integration 	
	➤ Modernisation of mail processes through Indiapost 2012	Implement Mail Network Optimisation Project.	Achieving the milestones in the Mail Network Optimisation Project.
		<ul style="list-style-type: none"> • Automation of mail processing, 	Setting up AMPCs
		<ul style="list-style-type: none"> • Mechanisation of business mail delivery. 	
		<ul style="list-style-type: none"> • Monitoring of Mail Motor vehicles through GPS, 	
		<ul style="list-style-type: none"> • Develop address databases 	
	<ul style="list-style-type: none"> • Develop integrated mail and parcel processing facilities-buildings 		
Provide best in class quality of services	➤ Enhance Quality of services	Expand Project Arrow to more Post Offices.	Number of Post Office covered by Project Arrow

Objective	Strategic Initiative	Activity	Performance Indicators	
		<ul style="list-style-type: none"> Quality services at the Post Offices – improve the look and feel of the post office and its core operations. Expand Project Arrow to more post offices. 	Performance of the Post Offices against the KPIs set for the Project.	
		Sevottam		
		Selected post offices to be developed to achieve sevottam standards	Obtain Sevottam certification for selected post offices	
		<ul style="list-style-type: none"> Adoption of UPU quality applications systems for international mail systems 	Number of offices	
		<ul style="list-style-type: none"> Setting up of call center 	Setting up of the call center	
		➤ Improve Access to services	<ul style="list-style-type: none"> Adoption of Modified Franchisee model 	Number of outlets opened
			<ul style="list-style-type: none"> Opening of post offices in underserved areas 	Number of post offices opened
Develop Financial Services	➤ Modernise and expand Financial Services	Post Bank of India		
		Setting up of Post Bank in India	Obtaining of approval and completion of processes for setting up of a PostBank.	
		Insurance		
		<ul style="list-style-type: none"> Increased coverage of insurance of rural population 	Achievement in number (of lives insured or new policies)	
		<ul style="list-style-type: none"> Expansion of coverage of Postal Life Insurance Rural Postal Life Insurance through Agents. 	Number of agents appointed	
		Remittances		
Creation of separate business unit for remittance services	Acheivement of timelines			

Objective	Strategic Initiative	Activity	Performance Indicators
		Modernise accounting system	
		Implement Accrual Based Accounting	Percentage of offices covered
Grow in existing businesses	➤ Modernise products and services	• Market Research & Develop a range of products and services	Annual Reports of Research
		• Customer Satisfaction Survey	Annual Reports of survey
		• Upgradation of infrastructure to support modernised products and services	Augmentation of existing infrastructure and creation of new infrastructure
		• Develop and implement a Corporate Branding Plan	Number of post offices undergoing branding
		• Scientific Costing of products and services	Completion of costing exercise.
Develop professional workforce	➤ Enhance professionalism and specialisation.	Expansion and upgradation of Training Infrastructure	% Increase in capacity for training,
		Capacity building initiatives through following training programs	Number of programs conducted/staff trained
		• Development Programs	
		• Departmental Programs	
		• Specialised Training Programs	
		• Softskill Training	
		• Rural entrepreneur program for Branch Postmaster's cadre	
		Research and Development activities for training-	Number of new training initiatives developed
TNA, Staff satisfaction survey, development of programs and initiatives and staff satisfaction survey.	Staff Satisfaction Survey report		
Change Management initiatives for timely completion of projects.	Change Readiness Survey		

Strategy Process

	Activity	Date
<i>DoP's initiative for Strategy Planning</i>		
1.	Series of workshops held with Members of the Postal Service Board, Senior officers in HQs and Heads of Postal Circles to revamp the Vision, Mission, core values and the long term objectives of the Department.	May 2009 - Jan 2010
<i>Process after the initiation of strategy planning by Performance Management Div</i>		
2.	Strategic Planning initiative launched by PMD	January, 2010
3.	An Action Plan prepared and submitted to PMD	February 2010
4.	The new Vision and Mission was adopted by Postal Services Board	5.3.2010
5.	Committee constituted to draw up the Strategic Plan	28.4.2010
i	First meeting of the committee held	24.5.2010
ii	Inputs collected from Plan implementation Division of the Dte.	May- June 2010
iii	Interim report submitted to PMD	2.7.2010
iv	Second meeting the Committee held to discuss broad directions of the modes of engaging in stakeholder consultations	12.8.2010
6.	Consultations held with M/s Mckinsey & Co., India Post's consultant for the Mail network Optimisation Flagship project on strategy process	Sept 2010
7.	Workshop held in collaboration with the consultants to devise the roadmap	1.10.2010
8.	Multi-pronged stakeholder engagement programme initiated	
i	Consultations held by the Chairperson of the Committee with major service Unions and inputs received	October 2010
ii	Views of members Post Forums of more than 250 Post offices from all postal circles obtained	October, 2010
iii	Consultation held with FICCI, CII and Madras Chamber of Commerce	October, 2010
9.	Five-day workshop on Strategic Planning organized in IIM Bangalore for 23 officers drawn Dte and field formations	24 to 30 th October 2010
10.	Expert opinion obtained from a team headed by Prof Gautam Pingle of Administrative Staff College Hyderabad	7-9 Jan 2011
11.	Draft strategy document went through several rounds of vetting by senior officers	Dec 2010 - Jan 2011
12.	Interim presentation on the strategy made to PMD	18.1.2011
13.	Feedback from general public sought through Departmental website	January 2011
14.	New Vision, Mission and Objectives formulated as part of the Strategy Planning process	January 2011
15.	Draft Startegic plan circulated to Members of Postal Services board	21.02.2011
16.	Revised Vision, Mission and Objectives approved by MOC&IT	03.03.2011
17.	Final draft submitted for approval of MoC&IT	07.03.2011