D. O. F. No. 296 /127 /2013 – CX.9 10th October, 2014

Dear Chief Commissioner/Director General,

Subject – Building of a comprehensive MIS in CBEC - reg

You may be aware that Board had constituted a Working Group to build an effective Management Information System (MIS) for monthly Reports. The Group submitted its report and Board, vide its meeting dated 20-08-2014, has endorsed the recommendations made by the Working Group. The salient features of the recommendations are detailed hereinafter.

2. In Stage 1, the current FMR, MMR, MTRs and other adhoc reports prescribed from time to time would be replaced by the Monthly Performance Reports (MPRs). The MPRs have been designed in complete consultation with each functional owners, which are the line Directorates / sections of Board who are in-charge of monitoring and managing performance in different areas on behalf of Board by collating reports. While designing the MPRs care has been taken to (i) bring alignment and harmonization by ensuring a single format of report for similar processes under all the three statutes (ii) standardize numbering system for each Annexure which makes it easy to identify the functional owner (iii) specify ZCUDR (Zone / Commissionerate / Division / Range ) code in Central Excise and Service Tax and formation / Location code for Customs so as to ensure easy identification of Content Providers (iv) incorporate to the extent possible the success indicators of RFD (v) eliminate textual briefs and redundancy in reporting.

2.1 The MPRs have to be necessarily sent / uploaded in digital form. No hard copies are required. This would be facilitated by providing post based dedicated e-mail addresses to all Zones and Directorates for reporting purposes. Web-based utilities are being developed by Directorate of Data Management (DDM) for uploading of reports. Until then, the reports (as per para 6) may be sent by e-mail to an exclusive and dedicated mail address which would be communicated by DDM. An application would be developed to aggregate the reports and build requisite MPRs database to make information accessible to all users simultaneously. The development and utility and the readiness of the application would be communicated in due course.

3. In Stage 2, the manual registers, from which information is culled out for preparation of MPRs, would be replaced by digital registers. This is
proposed to be achieved through capturing information pertaining to an event through a digital template, which is otherwise manually entered into a register by the officers in field formations / Directorates. A digital template is either filled online or web uploaded after every critical event on which manual registers are being maintained. The digital registers would help in elimination of entire process of collation, aggregation and transmission of data, saving considerable manpower and improving the quality of data. The data would be available on real-time basis and would facilitate generation of analytical reports of very high degree of granularity.

4. **In Stage 3**, focus would be on digitizing more and more events which are considered important for monitoring and reporting perspective. In addition, where a business process is sufficiently simplified to be amenable to automation, such process would be automated end-to-end.

5. DDM would develop requisite web utilities, application and national database of all reports. The functional owners would work in close conjunction with DDM in developing the web utilities and national database.

6. Pursuant to the recommendations, a Central MIS Committee has been formed to steer the development and implementation of MIS in CBEC. This Committee has the overall responsibility for recommendations on periodic / adhoc reports and efficient management of the MIS. The Central MIS Committee in its first meeting on 23-09-2014 approved the formats of “Monthly Performance Reports (MPRs)”, which would replace all the existing FMR, MRR and MTR reports. No new reports would be introduced without prior consultation with the Central MIS Committee. It may kindly be noted that the new formats of MPRs will be effective from December, 2014 and the first report in new format would have to be sent by 15th January 2015. All the formations under your charge may be informed about the said timelines for new reporting formats.

7. While designing MPRs a distinction has been made between MPRs that contain aggregated information and event oriented reports. The event oriented reports are captured as part of Stage 2. While MPRs have been finalized for implementation in Stage 1, simultaneously efforts have to be made to implement Stage 2. In this connection, the functional owners may identify the critical events in their domain and finalize the templates, which would help in building digital e-registers in place of manual registers. This issue would be taken up in the next MIS Committee meeting.

8. Detailed instructions vide F. No. 296/127/2013-CX-9 dated 10.10.2014 along with the MPR formats have been uploaded on CBEC’s website (under Central Excise tab), which may be gone through carefully. It may be ensured that all necessary preparatory steps are taken by the field formations under your charge to ensure smooth transition to new reporting formats. Commissioner (Coordination), CBEC would
improving the MIS or inadequacy/difficulties encountered in MPRs may be sent to Commissioner (Coordination) for placing it before the Central MIS Committee.

9. A whopping amount of Rs 130-140 Crore is being spent annually on preparation of various reports. The estimated cost is not inclusive of paper, telecommunication infrastructure and other resources that go into report making. We need to ensure that the man-hours spent and cost involved are indeed put to productive use. In this direction, first and foremost, we are eliminating paper based reporting. This would be followed by developing a MIS which would over a period of time eliminate unreasonable and overburdened reporting requirements.

10. I solicit your participative and active cooperation in building a robust and reliable MIS for our organization. I would like to reiterate here that the new formats of reports are effective from December 2014. Therefore, you may ensure that the zonal report due in January 2015 should necessarily be sent in new format as indicated in para 2.1 above.

Yours sincerely,

(S. B. Singh)

To,
The Chief Commissioners/Directors General (ALL)
Commissioners of Customs, Central Excise and Service Tax(All)
Joint Secretaries/Commissioners, CBEC
Commissioners/ADG-DDM/Directorates of Logistics/Legal Affairs/Publicity
& Public Relations

Copy for information to:
Chairperson, CBEC
Members, CBEC,
North Block, New Delhi