Transforming Citizen Service Delivery in Haryana
For most citizens, government system is like a mesh

Where can I get a scheme / service?
Different schemes / services available at different touchpoints

Which schemes am I eligible for?
Limited clarity on eligibility for schemes

What are the available schemes?
Insufficient IEC on schemes / services

How do I complete my application?
Complex and varied application forms

What is the status of my application?
Low visibility on application status
The situation of government officials is no better

How can I minimize avoidable public dealing?
Significant time spent on public grievances that should not arise in the first place

How do I manage various sources?
Applications in varied formats across sources

Where are various applications stuck?
Lack of visibility on status of applications

How do I hold my team accountable?
No data backed way to drive accountability

Are the citizens satisfied?
No mechanism to get feedback from citizens
Hon’ble Chief Minister gave the vision to transform scheme and service delivery in February 2017 and project was kicked off in June 2017.
550+ schemes & services were identified across 40 govt departments

There are a total of 550+ G2C schemes & services
3 ways were envisaged in which a citizen would avail a scheme / service

- **Online Platform**
- **Common Services Centre**
- **Saral Kendra**

- Home
- Village / Ward
- Tehsil / SD / District

6000+ 115
To enable this all schemes & services had to be brought on one platform
Different schemes & service were at different levels of tech maturity

- **L3**: Saral ready
- **L2**: Partially online
- **L1**: Backend database
- **L0**: Completely offline

**Schemes / Services**

- L3: Saral ready
- L2: Partially online
- L1: Backend database
- L0: Completely offline

- 359 Schemes / Services
- 15 Schemes / Services
- 214 Schemes / Services
We decided to develop the platform internally without any vendor.

<table>
<thead>
<tr>
<th>NIC Govt. of India</th>
<th>NIC Haryana</th>
<th>State Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 Team members</td>
<td>20 Team members</td>
<td>100+ Team members</td>
</tr>
</tbody>
</table>

- **Micro-coordination from CM office**
  - Daily coordination on WhatsApp Groups
  - Weekly review of the tech teams
  - Weekly VC with NIC GOI
  - Fortnightly review by CM’s Office
This approach proved advantageous in more ways than one

- Timely delivery
- Very low cost
- Strong technology architecture
- Extensive capacity building
- Full department ownership
We could get 526 schemes & service across 38 departments on the platform in record time

1. Online application
2. Online status tracking
3. Proactive status SMSs
4. Review dashboard
5. Notifications to officials

- **236** Schemes on the platform
- **290** Services on the platform
115 Kendras were made operational in parallel as per this layout
Citizen is now able to avail a scheme/service through these 115 kendras as well as through 6000+ Common Service Centres.

- **Delivery of schemes**
  - Antyodaya Kendra
  - Antyodaya SARAL Kendra
  - Antyodaya SARAL Kendra
  - Atal Seva Kendra (Common Service Centre)

- **Delivery of services**
  - SARAL Kendra
  - Antyodaya SARAL Kendra

- **Locations**
  - 22 District HQ
  - 51 Sub-Division
  - 20 Tehsils
  - 6000+ Villages

- **Total Kendras**: 115
In case a citizen still has a doubt, they can call the Antyodaya Saral helpline for queries or to register any complaint.

**Earlier**
- 12 service delivery related helplines across 31 departments!
- No single helpline

**Antyodaya Saral Helpline**
- One integrated helpline for the state
- Toll free number to be used
- Outsourced operations

45-member Call Centre is already in operation | Monday to Saturday 8 am to 8 pm

Antyodaya SARAL Citizen Helpline (Toll-free) : 1800-2000-023
Every grievance reported on helpline is logged onto a ticketing system that routes these grievances to concerned department/district official

Sample Types of Grievances

- Delay in delivery of service
- Unclear reason of rejection/objection
- Dissatisfactory experience at Kendra
- No refund given for rejected application
A Knowledge Management System is available to citizens, kendras and helpline for basic information on all schemes/services

Health

Issuance of Birth Certificate (For whom registration is done): Current Year (Service)

**DOCUMENTS REQUIRED:**

1. Aadhaar Card (Non-Mandatory)
2. Birth Certificate Copy (For Registration Number and Date)

**FEES FOR THE SERVICE:**

<table>
<thead>
<tr>
<th>Govt. Charges</th>
<th>Kendra Service Charges</th>
<th>Atal Seva Kendra (CSC) Service Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs. 25/- Per Copy</td>
<td>Rs. 30/- Service Charges + Rs. 10/- Per Printed Copy</td>
<td>Rs. 30/- Service Charges</td>
</tr>
<tr>
<td>+ Rs. 10/- (Searching Fees)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**RTS TIME LIMIT:** 14 Days & 7 Days (MC Town)
A review dashboard has been created that provides visibility on adherence to RTS timelines to state and district leadership.

### District Leadership Board (As of 1.1.2020)

<table>
<thead>
<tr>
<th>District</th>
<th>Number of applications received</th>
<th>Total Completed applications</th>
<th>Completed within RTS (%)</th>
<th>Completed outside RTS (%)</th>
<th>Total Underway Application</th>
<th>Underway within RTS (%)</th>
<th>Underway outside RTS (%)</th>
<th>Rejection (%)</th>
<th>AS Score Oct 19</th>
<th>AS Score Nov 19</th>
<th>AS Score Dec 19</th>
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<tbody>
<tr>
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<td>12%</td>
<td>27,500</td>
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<td>10%</td>
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<tr>
<td>KURUKSHETRA</td>
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<td>7,46,045</td>
<td>92%</td>
<td>8%</td>
<td>11,158</td>
<td>86%</td>
<td>14%</td>
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<td>9.4</td>
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<tr>
<td>KARNAL</td>
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<td>24,242</td>
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<td>71,114</td>
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<tr>
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<td>15,374</td>
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<td>14%</td>
<td>9%</td>
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<td>JIND</td>
<td>10,74,588</td>
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<td>NUH</td>
<td>6,62,444</td>
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<td>9%</td>
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<tr>
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<td>11,08,999</td>
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<td>14%</td>
<td>28,533</td>
<td>75%</td>
<td>25%</td>
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<tr>
<td>YAMUNA</td>
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</tbody>
</table>

Visibility at all levels

Sample District-level RTS Dashboard
Antyodaya Saral has been a highly collaborative project across multiple teams and departments.

<table>
<thead>
<tr>
<th>IT Department</th>
<th>Hartron</th>
</tr>
</thead>
<tbody>
<tr>
<td>State e Governance Mission Team</td>
<td>CSC-SPV</td>
</tr>
</tbody>
</table>

Facilitated by the CM Office, Haryana
CMGGA Programme has played a critical role in implementation of this project in coordination with District Administration

Setup and Operationalisation of Kendras

Training and Sensitization Workshops with kendras, CSCs and departments

Supporting DCs/ADCs/SDMs in reviews of key service delivery metrics

Diagnosis on pain points in high footfall schemes and services
Consistent rigorous reviews by CM office have helped the entire system move together towards this goal of streamlining service delivery

**Daily coordination with all departments**

**Monthly review of the departments at HQ**

**Monthly review of districts over VC**

**Review of NIC Haryana**
In the past 2.5 years, we have had five major public launches:

- **Digital Haryana Summit**
  - 14th September 2017

- **Good Governance Day**
  - 25th December 2017

- **Ambedkar Jayanti**
  - 14th April 2018

**Major launch milestones in Antyodaya Saral**
Mega-Launch on Good Governance Day
25th December 2018

Good Governance Day
25th December 2019
The life of the citizen looks very different today

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Extensive coverage of Antyodaya Saral on TV, radio &amp; outdoor hoardings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helpline</td>
<td>1 lakh+ queries on scheme &amp; services resolved every month</td>
</tr>
<tr>
<td>Touchpoints**</td>
<td>5.7 lakh+ apps received monthly (54% CSC, 23% Kendra, 23% Platform)</td>
</tr>
<tr>
<td>Convenience</td>
<td>AC waiting area &amp; single-window facility in all 115 Saral Kendras</td>
</tr>
<tr>
<td>Interface</td>
<td>Limited or no interface needed for 300 schemes &amp; services</td>
</tr>
<tr>
<td>SMS updates</td>
<td>15 Lakh+ status update SMS sent to citizens every month</td>
</tr>
<tr>
<td>Tracking</td>
<td>Step-by-step tracking for all schemes &amp; services</td>
</tr>
<tr>
<td>Closure</td>
<td>4.3 on 5 citizen satisfaction rating from feedback calls made every month</td>
</tr>
</tbody>
</table>

**More than 75 lakh applications have been received through the Antyodaya Saral platform since Dec 2018**
| The life of a government official looks different as well |

| Processing | Online approval systems for all schemes and services |
| Visibility | 86.1% of 2.1 crore applications closed within RTS since Sep 2017 |
| Accountability | Reviews at all levels based on a composite ‘Saral Score’ |
| Public Dealing | 4000+ grievances handled online every month with >95% resolution |
| Citizen Feedback | Departments receive citizen feedback through IVRS based system |
Antyodaya Saral has transformed scheme/service delivery in the state**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>Increase in applications received</td>
</tr>
<tr>
<td>37%</td>
<td>Schemes / Services received 2x applications</td>
</tr>
<tr>
<td>22%</td>
<td>Schemes / Services received 3x applications</td>
</tr>
<tr>
<td>16%</td>
<td>Decrease in processing time</td>
</tr>
<tr>
<td>18%</td>
<td>Schemes / Services with 1/2 processing time</td>
</tr>
<tr>
<td>8%</td>
<td>Schemes / Services with 1/3 processing time</td>
</tr>
</tbody>
</table>

229 schemes & services brought online for the first time where the impact is much more

**Figures based on comparable data of 98 schemes / services that were online from the start**
This is how Antyodaya Saral has evolved over last 2.5 years

Jun 2017

- Defining Implementation Strategy
  - Objectives | Plan of Action | Proof of Concept

Sep 2017

- Building the Core Foundation
  - Antyodaya Saral Portal | Kendra Revamp | Enabling CSCs

December 25, 2018: Antyodaya Saral Mega-launch on Good Governance Day

Jul 2019

- Driving Adoption in the System
  - IEC Campaign | District-level Workshops

Present

- Strengthening Systems, Streamlining Workflows and Institutionalisation
  - Governance Structure | Simplifying Processes | Technical Stability
And now these three areas continue to be a key focus in Haryana under the Antyodaya Saral project

**Governance Structure: A robust governance structure for service delivery and analytics**

- Service Delivery focused Forums with Administrative Secretaries and Deputy Commissioners
- Dedicated Teams for managing technology, operations and planning improvements on the basis of analytics

**Simplifying Processes: Reengineering processes in high footfall schemes/services**

- Solving for citizen pain points in high footfall schemes/services through policy and process changes
- Streamlining processes with the objective to make them paperless, cashless and faceless

**Technical Stability: Strengthening infrastructure capabilities from long-term perspective**

- Enhancing server capacity and building Disaster Recovery capabilities
- Leveraging Compression and Ageing techniques to handle such scale of data
THANK YOU