



Antyodaya Saral, Haryana

Transforming Scheme and Service Delivery in Haryana

A Case Study



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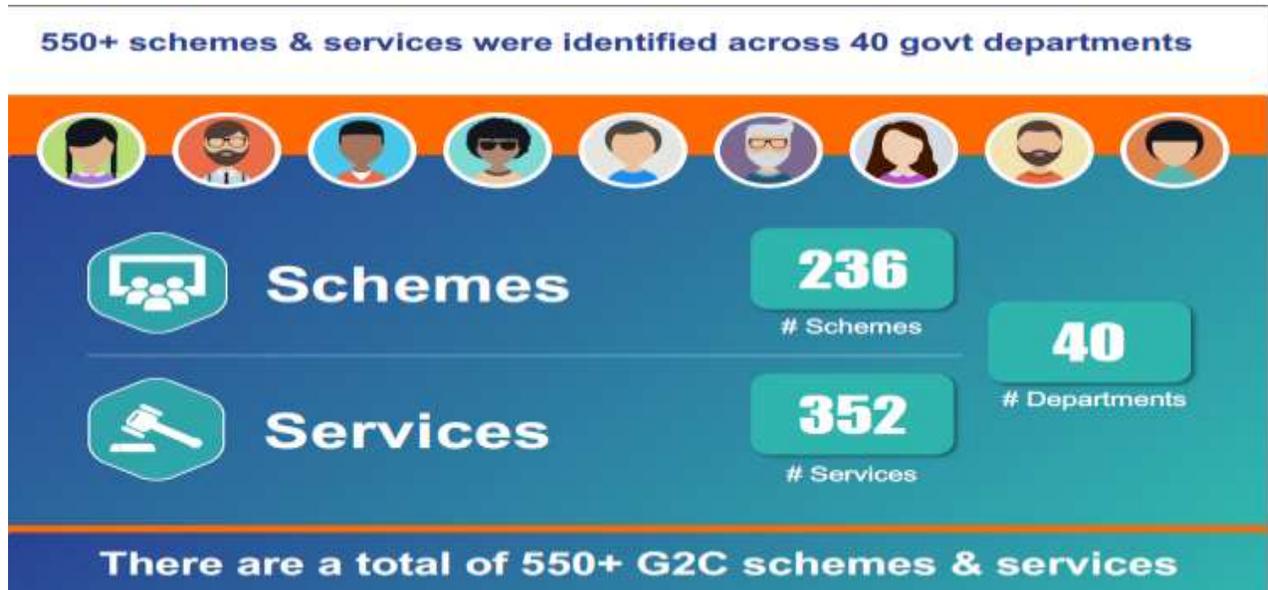
1. Overview

1.1 In order to overcome the challenges faced in various schemes of the State and service delivery, Hon'ble Chief Minister, Haryana, laid down a vision that would completely transform Haryana in a systemic manner. It involved re-imagining the entire service delivery framework in the state, with citizens at the centre of it, and in that process, it brought about a fundamental behavioural change in the way the Government functions.

1.2 The Antyodaya Saral project was envisioned with the following objectives:

1. Making all schemes and services available on a single integrated online platform.
2. Ensuring end-to-end processing of applications in an online and paperless manner.
3. Reengineering the process flows of various schemes and services to make the processes user friendly for citizens.
4. Establishing state-of-the-art service delivery centres at District, Sub-division and Tehsil Levels for citizens.
5. Ensuring availability of all schemes and services at Atal Seva Kendra (CSC).
6. Ensuring all schemes and services are delivered within clearly stipulated time limits.
7. Providing clear visibility to citizens (and officials) at all stages of the status of application(s).
8. Ownership of schemes and services lies with respective Departments.

1.3 Antyodaya Saral is a platform where 588 schemes and services working across 40 Departments (as of February 2020) are available online on a single platform. All schemes and services are also available on all the touch points (Government Kendras and Common Service Centres) across the state of Haryana. In addition to the Antyodaya Saral portal, multiple systems have been built around the portal to enhance the service delivery experience.



1.4 The communication with citizens is established through SMS in Hindi regarding the status of their application at each step. For crowd management at the Government Kendras, an e-Token system has been developed and established. To create a common knowledge repository of all the schemes and services on the portal, a Knowledge Management System has been set up. A toll-free helpline number is also available to cater any grievances/queries experienced by the citizens during the service delivery process. In order to route these grievances to the Departments, an e-Ticketing system is also developed. To facilitate the officials and district administration, a dashboard based on time-bound service delivery has been provided with rankings among districts, departments and services.

2. Context and Background

2.1 Government to Citizen Service Delivery in India has traditionally been plagued by numerous issues including multiple systems, information asymmetry and opaque processing. The entire system is such that typically citizens are forced to apply through touts/agents. Similarly, officials, who do a lot of public dealing for service delivery, are still not able to satisfy the citizens completely.

2.2 Each Government Department in Haryana had their own service delivery mechanism, with their own processes, portals, grievance handling mechanisms and even their own helplines for query resolution. Some Departments were completely online, some were partially online, and some were completely offline.

3. Problem

This case study details a real-life story of 3 citizens of Haryana, Munni Devi, Babita and Randeep, as well as the story of Mr. Dahiya, a Government official. In this case study, some names and identifying details have been changed to protect the privacy of individuals.

Scenario 1:

Munni Devi, a 58-year-old widow from Haluwas village, Bhiwani district, works as a midday meal worker in the Government primary school of her village. She recently lost her husband to terminal illness. Munni Devi herself developed a chest problem from the smoke of the wood stove, used by her to cook in the earlier days.

In order to cater to her medical expenses as well as to support her in her old age, she wanted to know if there are any schemes being run by the Government which can support her. Unfortunately, she faced the following problems while trying to get the information:

1. Absence of complete information on the schemes being run by the Government.
2. Absence of information on the schemes she is eligible for.
3. Absence of information on where to apply for the scheme.

Scenario 2:

Babita, a 17-year-old girl from Gurugram district, recently took her 12th standard's board exams and had high aspirations for her career. She wanted to apply to the best colleges in the country to pursue higher education in the field of Chemistry. For the same, she was planning to fill up the application forms for various colleges.

While going through the admission instructions, she found that she is eligible for the recently announced reservation for Economically Weaker Sections (EWS) under General category. In order to avail the benefits of this reservation, she would need to get an EWS certificate to attach it with her college application form. Now she does not know:

1. Where would she get this certificate?
2. Where can she apply for the certificate?
3. What are the requirements to get this certificate?

Scenario 3:

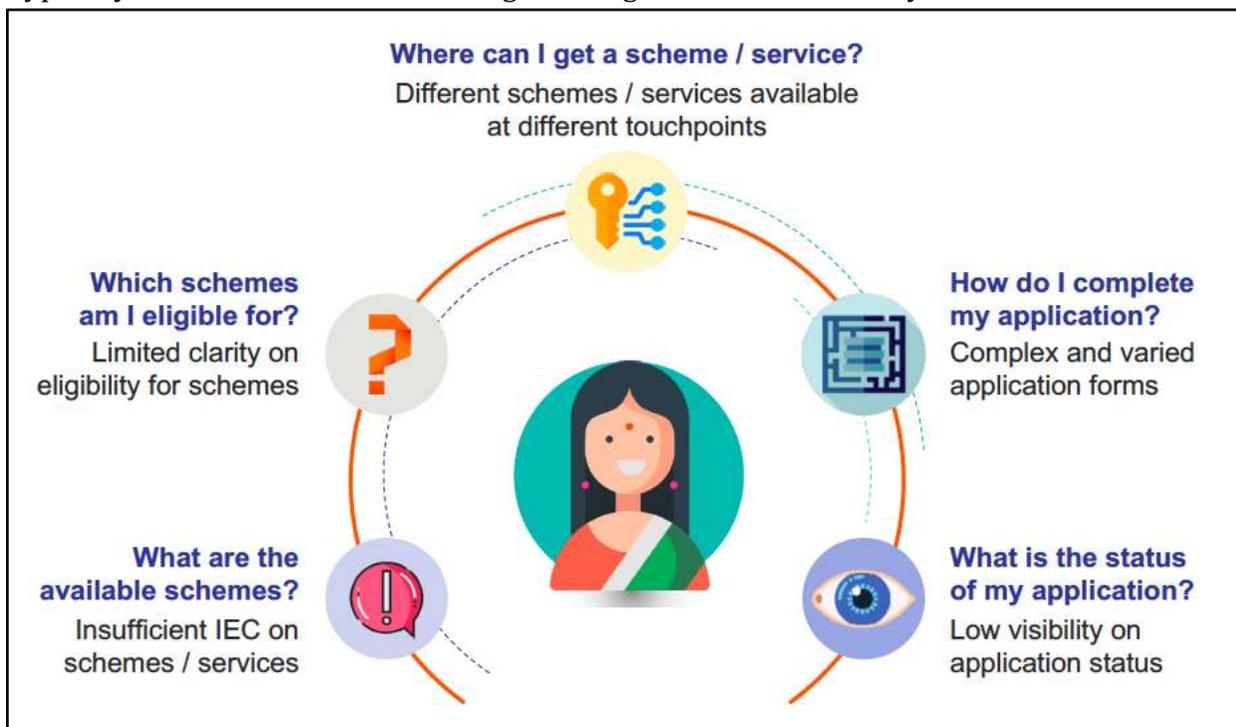
Randeep, a 45-year-old labourer from Hisar district, is employed with a construction company that deals with the civil work of various industries. He commutes to the

construction site from his home using a bicycle. Recently, he needed to purchase a new bicycle as his old one is damaged beyond repair.

One of his colleagues at the construction site told Randeep that the Government of Haryana has recently launched a scheme in order to support labourers like Randeep for purchase of bicycles. While the colleague was able to give Randeep this information, he was unable to tell him where to apply for the scheme or what all documents will be needed for it. Randeep needed to know:

1. Where to apply for this scheme?
2. What documents will be needed for it?

Typically, a citizen faces the following challenges in service delivery:



Scenario 4:

Mr. Dahiya is a district level officer in a Department in Sonipat district. He receives applications for the services and schemes offered by his Department through various sources, such as online portal of the Department, physical applications dropping in the offices of the Department and through Common Service Centres.

A significant amount of time of his office hours is spent in accepting the applications and answering queries/grievances pertaining to the applications.

For most of the applications, Mr. Dahiya's subordinates verify the details and act on the applications, and then send them to Mr. Dahiya for final approval. After the scheme/service has been completed, Mr. Dahiya has no way to gauge the citizen satisfaction/feedback on the service delivery of his team.

Typically, a Government official faces the following challenges:



4. Solution

Scenario 1:

Munni Devi was told by the Sarpanch of her village that he recently got a message from the Patwari on their WhatsApp group informing about the Antyodaya Saral toll free helpline, and he suggested her to make a call on that number. She called on the helpline number and was informed about the Widow Pension scheme offered by the Social Justice Department. The helpline operator also informed her regarding the documents she would need to apply for the scheme. Munni Devi asked the operator where she can apply for the scheme, and she was told that the nearby village has a Common Service Centre (CSC), where she can go with the required documents and apply.

Next day, Munni Devi visited the CSC in the nearby village, with all the required documents. The person operating the CSC asked her which scheme/service she wants to apply for, to which she responded that she wants to apply for 'Widow Pension' scheme. The operator logged on to Antyodaya Saral portal and opened the form for 'Widow Pension', he then started asking her for the details (such as name, age, mobile number, etc.) mentioned in the form, and started filling them simultaneously. After filling the form completely, he asked her for the supporting documents, scanned them and uploaded them as Annexure to the application form. Lastly, the operator printed the acknowledgement receipt, and briefed Munni Devi about the details from the receipt such as the Saral ID (a unique application reference number), the fees for the scheme, expected scheme approval date etc. He asked her for Rs. 10/- as a processing fee for his services, which was the same as the amount printed on the receipt.

As she was leaving the CSC, she receives a SMS in Hindi on her phone informing her that her application has been successfully submitted. She received such regular updates at every step of the approval process of the application, and lastly when her pension was approved. The pension was also directly credited into the bank account she had mentioned at the time of the application submission.

Munni Devi can now purchase the medicines and other necessities in order to lead a normal life. She thanked the Government of Haryana for making the process of obtaining a pension so simple and seamless for her.

After the delivery of the service, Munni Devi received an IVRS call which asks her about the feedback regarding the entire service delivery mechanism.

Scenario 2:

Babita looked up in Google for the Economically Weaker Sections (EWS) certificate for Haryana and, Antyodaya Saral portal showed up as one of the top search results. On the portal, she found a link which stated that she can find information regarding the schemes and services, called the Knowledge Management System. Over there, she searched for the EWS certificate and found a document which details out the eligibility criteria, documents required, fee, timeline etc. for the service.

On the Antyodaya Saral portal, Babita registered herself using her email ID and mobile number and created a password for her login. After the creation of her login, she logged in on the portal and found the application form for Income Certificate for Economically Weaker Sections. She filled all the necessary fields in the application form and fetched the

required documents directly from her DigiLocker account to annex them with the main application form. After filling out all the details, she made the online payment for the service through a payment gateway and the application was finally submitted.

As soon as she submitted the application, Babita got an SMS confirming her that the application has been submitted along with a Saral ID (a unique application reference number) as well as the estimated date of delivery of the certificate. Using the Saral ID, Babita was able to track the status of her application on the Antyodaya Saral portal.

When the Income Certificate for Economically Weaker Section was ready, Babita received an SMS containing the link from where she could download the certificate. On opening the link, she was able to download a PDF version of the issued certificate. She also had an option to save the certificate to DigiLocker for her convenience.

Babita now filled the various college applications form, attached the PDF version of the certificate issued to her. After some time, she was informed that she has got admission into the college of her preference.

After the delivery of the service, Babita received an IVRS call which asked her about the experience of the entire process till the end.

Scenario 3:

Randeep was told about the toll-free number of the Antyodaya Saral helpline by the supervisor of the construction site, where he was working. Randeep asked the operator on the helpline for information regarding 'Bicycle Scheme' of the Labour Department. The operator informed him regarding the eligibility conditions of the scheme, the benefits provided, and all the required documents needed to apply for the scheme. Randeep also inquired where he can apply for the scheme, and the operator informed him regarding the Saral Kendra situated in a tehsil office near him in Hisar.

The next day, Randeep visited the Saral Kendra located at Mini Secretariat, Hisar. He was pleasantly surprised by the look and feel of the Saral Kendra. After entering the Saral Kendra, the signages guided Randeep to the token counter, where he informed the operator about the scheme he wanted to apply for. The operator checked the documents that Randeep had brought, and upon satisfaction, issued Randeep a token. The token slip had information regarding the token number and the service/scheme applied for, fees, expected timeline, supporting documents required etc. The operator asked Randeep to get seated in the waiting area, and when his number is displayed on the screen, he can go to the service area.

As he sat in the waiting area and waited for his turn, Randeep looked around and felt comfortable in the Saral Kendra. The entire building was air conditioned, there was availability of drinking water for the citizens visiting the Kendra and the toilets located inside the Kendra were clean and tidy.

As his token number along with counter number was displayed on the screen in the waiting area, Randeep went inside the service area. Upon entering, he realized that there was only one citizen present in front of each counter. Randeep reached the designated counter and informed the operator sitting there regarding the scheme he wanted to apply for. The operator started filling out the details on Antyodaya Saral platform, and the same could be seen by Randeep on the dual screen placed in front of him. Once all the details in the application form were filled, the operator scanned and uploaded the documents as Annexure on the portal.

Randeep paid for the service and walked out with the acknowledgement receipt which had details such as the Saral ID (a unique application reference number), fees for the scheme and the expected delivery date (Right to Service date) of the service. He also received a confirmation SMS as he was leaving the Saral Kendra.

The expected delivery date of the scheme passed away and Randeep did not receive the benefit under the 'Bicycle Scheme'. He checked the acknowledgement receipt and called the toll free Antyodaya Saral helpline number again. This time around, he informed them of his Saral ID and told them that the Right to Service date for the delivery of the scheme has passed, but still he has not received the benefit. The operator at the Antyodaya Saral helpline verified the same using the Saral ID of the application. He suggested Randeep to file a grievance against the Labour Department, i.e. the Department responsible for the delivery of the scheme. The operator captured the Saral ID, the district where the scheme was applied, and his grievance and logged the ticket on the e-Ticketing system. The system sent the ticket to the Headquarter of the Labour Department, which then further marked it to the concerned district official of the Department.

The concerned official of Hisar district updated the remarks of the tickets by saying that the benefit of the scheme could not be given to Randeep due to non-availability of funds (budget) with the department. The official also stated that the budget is expected to be received soon, and that they will be able to give the benefit within the next 10 working days. Randeep was informed about the resolution of his ticket through an SMS update as well.

On the 8th day of filing a grievance on the e-Ticketing system, the amount of money for purchasing a Bicycle was credited in his bank account.

Post the delivery of the service, Randeep received an IVRS call asking him about the experience at the Saral Kendra as well his feedback regarding the service delivery mechanism.

Scenario 4:

One day, Mr. Dahiya received a letter asking him to attend a day long workshop on 'Antyodaya Saral' at the Mini Secretariat, Sonipat. The workshop was to be held under the Chairpersonship of the Deputy Commissioner and facilitated by a team. Slightly apprehensive about what the workshop might be about, Mr. Dahiya reached the designated room on the right day.

In the workshop, Mr. Dahiya was firstly given a brief on the vision of Antyodaya Saral and what the state of Haryana is trying to achieve through the platform. Additionally, he was given a demo of the various leadership reports made on the Right to Service compliance of the applications of a Department coming through various sources. Mr. Dahiya realized that such dashboards will enable him to see where his performance ranks in his district as well as across the State.

On top of the leadership dashboards, further detailed reports were also made available to Mr. Dahiya. A service bottleneck report was also made available, where he could see how many applications are stuck at which level of the process flow. This could help him to monitor and keep a check on his subordinates.

Right after the workshop, Mr. Dahiya received an email and a SMS stating that a login has been created for him on Saral dashboard along-with his login credentials. Mr. Dahiya was excited to use the Saral dashboard for monitoring purposes!

Sometime later, Mr. Dahiya got to know that his Department has enacted Department walk-in closure i.e. no citizen can come to the Department office to apply for a scheme/service and they must do it through the Government Kendras/Common Service Centres/online. This came as a huge relief to Mr. Dahiya, as his Department and he himself typically spent around 30%-40% of their time in just dealing with the public to accept their applications as well as in answering their queries.

Once all the applications start coming online to Mr. Dahiya, he could ensure that his Department makes all the approvals in the necessitated online backend system, and not in

a mixed mode manner, where some applications are being processed offline and some are being processed online.

In totality, Mr. Dahiya now gets a complete view on the functioning of his Department with respect to service delivery. He is able to monitor the performance of his subordinates from his place itself, and also regularly review the performance of his own Department. Now when he goes for meetings with higher officials such as the Administrative Secretary of the Department or the Deputy Commissioner of the district, Mr. Dahiya knows exactly where his Department/district stands, and since the leadership board is objective, he is also able to gauge how the performance can be improved in the coming time.

5. Conclusion

5.1 Antyodaya Saral platform has been developed as a single integrated web portal for the delivery of all the schemes and services offered by the Government of Haryana. Till now, 527 schemes and services of 38 different departments have been integrated with the Antyodaya Saral platform.



5.2 The Antyodaya Saral platform has the following active components:

1. Ability to apply online through computer/mobile for all 527 schemes/services.
2. 115 Government-run Saral Kendras at District Headquarter, Subdivision & Tehsil levels.

3. 8000+ Common Service Centres (CSCs) across the state covering all villages in PPP model.
4. 44-seater call centre working from Monday to Saturday 8:00 AM to 8:00 PM for citizen queries and grievances.
5. Right to Service compliance dashboards for Govt officials.
6. IVRS system to take feedback from citizens.
7. SMS gateway for active communications with citizens.
8. E-Token system for crowd management at the Government run Kendras
9. Knowledge Management System (KMS) as the knowledge repository for all the various schemes and services available on the portal.
10. E-Ticketing system for the adequately handling grievances and queries received from the citizens.

5.3 Till date, more than 84 lakh applications have been received through the Antyodaya Saral portal, and the recent monthly average for the same is around 5 lakh applications. In addition to this, around 1.2 lakh calls are made to the Antyodaya Saral helpline on a monthly basis. More than 20 lakh SMSs are sent to the citizens on a monthly basis for communication purpose.

5.4 In addition to this, the Right to Service compliance dashboard has data for 2.2 crore+ applications, and 86% of the applications have been completed/delivered within the designated Right to Service timelines.

5.5 An analysis of adoption of various schemes and services between mid-2018 and mid-2019 shows 15% increase in the number of applications. There are 37% schemes/services where the number of applications received increased by 2 times and 22% schemes/services where it increased by 3 times!

5.6 Similarly, analysis of processing time of applications between mid-2018 and mid-2019 shows an overall decrease of 16%. There are 18% schemes/services where the processing time is now half to what it was before, and 8% schemes/services has reduced its time to 1/3rd from before!

6. Way forward

6.1 Antyodaya Saral's model of transforming scheme and service delivery in Haryana is showing the path to other States across the country as well. States like West Bengal, Kerala, Karnataka, Assam and Uttarakhand are learning from Haryana and are incorporating the changes to their existing systems and service delivery platforms.

6.2 In addition to that, multiple States have also adopted or are adopting the Service Plus framework, leveraged by Haryana to build Antyodaya Saral. The Service Plus framework is a modular and configurable tool developed by NIC Delhi.

6.3 Antyodaya Saral is already transforming the scheme and service delivery landscape in Haryana. In addition to refining what has already been established, there are more things in the pipeline to fundamentally transform the life of a citizen in Haryana, some of them are:

1. Governance Structure: A robust governance structure for service delivery and analytics on service delivery.
 - a. Regular service delivery forums with Administrative Secretaries and Deputy Commissioners.
 - b. Dedicated teams for managing technology, ground operations and planning improvements in the system on the basis of analytics.
2. Simplifying processes: Reengineering processes of schemes and services.
 - a. Solving citizen pain points in the schemes/services through policy, process and technology changes.
 - b. Streamline processes with the objective to make it paperless, faceless and cashless.
3. Technical stability: Strengthening infrastructure capabilities from a long-term perspective.
 - a. Enhancing server capacity and building Disaster Recovery capabilities.
 - b. Leveraging Compression and Ageing techniques to handle a large volume of data.
4. Integration with mobile platforms such as UMANG for larger accessibility for the citizens.
5. Auto Appeal System: A system to file an appeal on behalf of the citizen, as soon as the Right to Service timeline for the application is breached, is now being developed. The Government official at fault may be liable for a fine or any other punitive action as the authority may deem fit, and the citizen will get a share of the fine as compensation.
6. Integration with eTaal (Electronic Transaction Aggregation and Analysis Layer).

7. Teaching notes

Learning Objectives:

- Understanding all challenges faced by the citizens and officials prior to Antyodaya Saral Delivery portal.
- How all these challenges were overcome, using state-of-the-art innovation and technology?
- Bringing transparency in the process of service/scheme application and delivery, allowing the citizens and other stakeholders to easily track the current status.

Suggested Questions & Analysis:

1. List out various government services available for your age group, by visiting <https://saralharyana.gov.in>
2. Analyse the performance of various departments and districts in Haryana, using the data on the Public Performance Dashboard (<https://dashboard.saralharyana.nic.in>). Can you track a department and changes in its score over a timeframe?

Group Discussions:

Divide the participants in groups of 4-5 and discuss the case on the following aspects. Each group should take one aspect:

1. Discuss the impact of bringing technology into the model of Citizen Service Delivery.
2. What more can be done to improve the current working model of Antyodaya Saral?
3. Have you taken a Government Service recently? If yes, how was your experience?

Role play:

Make groups of 4 students, give them roles-

1. Citizen, who wants to avail service.
2. Department official, who is offering the service.
3. Antyodaya Saral Kendra Operator who is applying on behalf of the citizen.
4. Saral Helpline operator, who will guide the citizen on the process of Service/Scheme Application.

Let each group act out the various scenarios mentioned in the case studies.

8. Abbreviations

Abbreviations	Full form
CSC	Common Service Centres
eTaal	Electronic Transaction Aggregation and Analysis Layer
EWS	Economically Weaker Sections
IVRS	Interactive Voice Response System
KMS	Knowledge Management System
NIC	National Informatics Centre
PDF	Portable Document Format