

e-District Mission Mode Project Assam

As-Is Report: Goalpara District

Prepared & Submitted by



Wipro Consulting

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LIST OF ACRONYMS

Sl #	Term	Definition
1	ASWAN	Assam State Wide Area Network
2	ATR	Action Taken Report
3	BDO	Block Development Officer
4	BPR	Business Process Re- Engineering
5	CO	Circle Officer
6	CSC	Common Service Center
7	DC	Deputy Commissioner
8	DIO	District Informatics Officer
9	DIT	Department of Information Technology
10	G2B	Government to Business
11	G2C	Government to Citizen
12	G2G	Government to Government
13	GoA	Government of Assam
14	GoI	Government of India
15	GP	Gram Panchayat
16	GPSS	Gram Panchayat Samabay Samiti
17	ICT	Information, Communication & Technology
18	LAN	Local Area Network
19	MCIT	Ministry of Communication and Information Technology
20	MMP	Mission Mode Project
21	NeGP	National e-Governance Plan
22	OBC	Other Backward Classes
23	PDS	Public Distribution System
24	RC	Recovery certificate
25	RFP	Request for Proposal
26	SC	Scheduled Caste
27	SDC	State Data Center
28	ST	Scheduled Tribe
29	SWAN	State Wide Area Network

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1. EXECUTIVE SUMMARY

e-District is a State Mission Mode Project (MMP) under National e-Governance Plan (NeGP), initiated by Department of Information Technology (DIT), Government of India. The project aims to target certain high volume services, currently not covered by any other MMP under NeGP and undertake back end computerization to e-enable the delivery of these services through Common Service Centres (CSCs), in a sustainable manner.

e-District project is an important enhancement of the State's e-Governance implementation programme, in which majority of the G2C and G2G services are delivered by the district administration leveraging Information, Communication and Technology. GoA believes that the automation of workflow and internal processes of district administration through a comprehensive automation of backend processes of different departments would considerably reduce the troubles of the citizens in their interface with the government machinery in their day to day life.

Government of Assam proposes to take up e-District implementation in two districts, namely Goalpara and Sonitpur. These districts have been chosen on the basis of geographical representations and also taking into account their socio-economic profile and M/s Wipro Ltd. has been empanelled to assist the state for implementing the e-district project in both these districts.

The project is envisioned in two phases where in phase I conceptualization and developing a framework for process improvement is being covered. This translates into a detailed AS-IS assessment study followed by a comprehensive exercise of Business Process Re-engineering for proposing process improvement for the selected services covered under e-District MMP. Subsequent to this, development of software and application based on the proposed solution will be taken up. In phase II of the project, development of ICT infrastructure is being taken up in form of creation of SWAN, SDC and CSCs at the state and district level. In this phase, project will enter into actual implementation and the solution will be rolled out for access and utilization by the citizens / end users.

Wipro has employed an established 'Process Improvement approach' framework comprising 6 stages viz. Objective Setting, Data Capture, Analysis of data, Prioritizing, Synthesizing and Developing Roadmap to meet the project deliverables. A participatory approach has been adopted to identify the existing stakeholders, process steps, information flow (data capture and movement), inputs and output for the process and potential improvement areas in the processes. The concern areas, needs and expectations of the stakeholders have also been captured. All this has been achieved through meetings, focused group discussions and data collection through structured questionnaires, checklist, etc. The data captured in this phase will help to understand the present delivery mechanism of the services along with actors and participants involved in service delivery. Also, present level of automation along with level of preparedness of IT infrastructure and HR capacities pertaining to ICT intervention have been captured so as to establish the areas of concern if any.

This report is the first deliverable, the As-Is report. The As-Is report covers the details of the existing work flow processes and the systems used by the district administration, the detailed cross-functional process maps for each process, the current service levels, the IT infrastructure in place and other relevant information for all the categories of services identified to be implemented under Assam e-District project. The categories covered under the As-Is study are Certificates, Revenue Court, Public Distribution System, Pension, Dues and Recoveries from Land Revenue perspective, Public Grievances and Utility Services. The report has been prepared based on the inputs from the respective process owners i.e. by the government officers identified by the Deputy Commissioner office and through observations.

The major findings of the 'As-IS' study are given below:

- So little of the benefits of IT has been absorbed internally by the Goalpara district administration. The internal operations of the district administration are not computerized. Almost All the processes are manual and paper driven, with a number of duplications and repetitive activities.

- ✚ The technology deployment in the various sections/departments is almost nil. Many of the Sections do not even have a standalone computer and a Printer.
- ✚ No major applications or digitized databases are available with the various sections of the Deputy Commissioner office, which increases the process time for delivering the services and also causes hindrance to effectively administer and monitor the day to day operations.
- ✚ The communication and networking deficiencies exist in the district administration to a large extent. No network connectivity exists between the District administration and the other associated offices / Departments for document exchange and data sharing.
- ✚ The document exchange and the data sharing between the district administration and the associated offices occur primarily in the form of Paper / File and in very few cases in CD / Floppy.
- ✚ Since the manual processing and tracking of the files and the old records are a tedious task, there is a felt need for a proper file movement and document management system for easy tracking of files and easy retrieval of data
- ✚ There is a felt need for a proper training and capacity building for the existing employees since trained manpower is very much essential for delivering the services more efficiently and effectively.

With inputs from the 'As-Is' study report, in the second stage of Phase I, the development of the 'To-Be' workflow system would be built on the research from the benchmarking and best practices activities and gap analysis would be carried out. Cross-functional To-Be process maps would be prepared considering the services which would be automated for better efficiency. This would further ramify into development of Functional Specification Requirement and System Specification requirement, which would capture detailed functionality of the proposed automated services for development of the software application. Once established, this will provide the way forward for clearly establishing the requirement for bringing the necessary changes in the legal framework.

2. INTRODUCTION

Government of Assam attaches great importance to the constantly evolving sphere of e-Governance and recognizes it as one of the most potential tool for realizing its development and Governance vision. Realizing the effectiveness of e-governance in bringing about marked differences in the quality of services to the citizens and in increasing the internal efficiency of the administration, GoA has resolved to extensively promote and patronize initiatives that aims at a phased transformation of its largely manual processes to a process driven digital governance system, that is user-friendly, accountable and transparent in nature.

GoA has aligned its e-Governance initiatives inline with National e-Governance Plan (NeGP), for increased transparency, efficiency and effectiveness for delivery of citizen services. Considering that the districts are the primary unit for delivery for bulk of the citizen services, automation of the District level administered services can improve the quality of the service delivery dramatically.

Given the context, e-District project is envisaged to computerize the work flow system and internal processes of the district administration with the help of Information, Communication & Technology. e-District also includes the implementation of an efficient electronic work flow system for district administration, back end computerization of the core services, provided through the district administration, re design the processes for the core services to deliver them through the Common Service Centres, infusion of transparency and accountability in operations, fast processing of public case/appeals/grievances and dissemination of information as per public requirement.

Enabling backend computerization of the district administration for the delivery of G2C services will also ensure optimum leveraging and utilization of the core and support infrastructure such as Common Service Centres, State Data Centre, State Wide Area Network and Service Delivery Gateway at the SDCs.

2.1 Project Background

The National e-Governance Plan (NeGP), approved by the Government of India for implementation during the years 2003-2007, aims at creating a citizen-centric environment for Governance.

To implement the vision of NeGP, twenty-seven Central, State and Integrated Mission Mode Project (MMPs) along with eight support components have been identified and approved, to enable and facilitate rapid introduction of e-Governance in the country, with focus on service delivery.

The e-District initiative of the Department of Information Technology (DIT), Ministry of Communication & Information Technology (MCIT), Government of India has been identified as one of the Mission Mode Projects at the State level. The project aims at providing support to the basic administrative unit i.e. "District Administration" to enable content development of G2C services, which would optimally leverage and utilize the three infrastructure pillars, the State Wide Area Network (SWAN) for connectivity, State Data Centre (SDC) for secure and fail safe data storage, and Common Service Centres (CSCs) as the primary front-ends for service delivery to deliver services to the citizens at their doorstep.

e-District project involves integrated and seamless delivery of citizen services by district administration through automation of workflow, back end digitization, integration and process redesigning across participating sections/departments for providing services in a most efficient manner to the citizens.

A core list of six categories of services has been identified at the national level, namely Certificates, Pensions, Revenue Court, Government dues and recovery, Ration Card related services and Grievance Redressal services that must be taken up for implementation of e-district. Apart from these six core categories of services, another non-core category, Utility services has also been identified by Government of Assam to be taken up under Assam e-District.

2.2 Introduction to Goalpara District

The district covers an area of 1,832 sq. km. and is bounded by West and East Garo Hill districts of the State of Meghalaya on the south and Kamrup district on the East, Dhubri district on the West and mighty river Brahmaputra all along the North.

The district has five Revenue Circles. There are nine Police stations, 8 (eight) Community Development Blocks and 834 Revenue villages in the district.



Fig 2.2.a. District Map of Goalpara

There are two notified towns and 3 (three) revenue towns in the district. Goalpara town has Municipal Board & Lakhimpur has Town Committee. However, Krishnai, Dudhnai and Dhupdhara revenue towns are yet to constitute Town Committees.

The district is industrially backward and there is not any industry worth the name. It was a land-locked district with poor transport and communication facilities till the opening of Rail cum Road bridge, the Naranarayan Setu over the river Brahmaputra. It is also expected that the proposed Industrial Growth Center of Matia (near Sainik School, Goalpara) will give a boost to the development of industries in the district.

The district is primarily an agrarian district as 90% of the population depend their livelihood on agriculture. The principal agriculture produce are Paddy, Jute, Green and Black Gram and Potato etc. However, the district is also known for its production of areca nut and banana. A big market of banana has come up at Daranggiri to which businessmen from all over India have been attracted.

District at a Glance – Goalpara

Total Area	-	1911 Sq. Km
Total Forest Area	-	400 Sq. Km
No. of Sub Divisions	-	1
No. of Circle/Tehsils	-	5
No. of Mouzas	-	8
No. of Development Blocks	-	8
No. of Police Stations	-	7
No. of Anchalik Panchayats	-	8
No. of Gram Panchayats	-	81
No. of Revenue Villages	-	861
No. of Urban Bodies	-	2
No. of Municipality Bodies	-	1
No. of Town Committees	-	1
Total Population	-	8,22,035 (As per 2001 Census)
Population (Female)	-	417084
Population (Male)	-	420251
Literacy Rate	-	51.3 %
No. of GPSS	-	708

2.3 Ongoing e-Gov Initiatives in Goalpara

Government of Assam has accorded high importance to the fast evolving sphere e-Governance and pledged its institutional support and commitment towards it. The District Administration of Goalpara understands the necessity and importance of e-Governance in modern day administration, given its inherent potential to transform the government machinery by bringing in transparency, accountability and reliability. E-Governance is in its stages of infancy in Goalpara District. Although the District has e-Governance implementation in its scheme of things, it is in the look out for support from the Government of India in the form of funding for some comprehensive e-Governance Programs which has Government service delivery as its primary objective. However, the district administration of Goalpara, through technical assistance and support from NIC has taken up some initiatives which, may have limited scope and visibility, but lays the ground for e-Governance implementation in the district. Apart from e-District, the other important e-Governance initiatives that are proposed/ ongoing in the District are as follows:

ASWAN (Assam State Wide Area Network):

ASWAN will be a converged network providing data, video and voice services throughout the state of Assam by connecting the State capital, Districts, Sub-Divisions and Blocks through a 2 Mbps backbone. ASWAN will be an IP based network, with three tier architecture. The State Head Quarter will be the first tier, District Head Quarter will be the second tier and the Block/Sub-Division head Quarter, the third tier. As a part of the SWAN project, POPs (Point of Presences) will be established at Goalpara district head quarter and also at all the major block and sub division head quarters in order to provide connectivity between the offices at various administrative levels.

Common Service Centres (CSCs):

CSC is a unique Public Private Partnership programme, which gives the Citizen an opportunity to interact with the Government without coming to any Government office.

It is proposed to open up around 200 CSCs through PPP model in the district of Goalpara to provide front-end service delivery outlet for all the services. The CSC is proposed to be open up at village level on a ratio of 1:6 i.e. one CSC for six villages.

3. PROJECT OBJECTIVE & SCOPE

3.1 Project Objective

The main objective of the e-district project is to computerize the workflow system and internal processes of the administration of the pilot districts with the help of Information & Communications Technology (ICT). The state envisages meeting the following objectives with the implementation of e -District project:

- + Implementation of an efficient electronic workflow system for District Administration
- + Infusion of transparency and accountability in operations
- + Reduction of workload of department personnel
- + Back end computerization
- + Ensuring longevity of the data / protection from damage from moisture and other climatic factors
- + Electronic security and control of confidential data
- + Fast processing of public cases/appeals/grievances dissemination of information as per public requirement
- + To create an efficient delivery mechanism from the Government that brings citizens to the district administration
- + To create smart link/interface between citizens, governments, public utilities and other information providers
- + To disseminate the information required by citizens
- + To proactively provide an efficient system of disseminating information on the Government schemes planned developmental activities and status of current activities

e- District project envisages enabling the back end computerization and also using the SWAN for connectivity, CSC as the front end for service delivery and State data Center as the backbone. Adequate focus would also be on ensuring that the project is self sustaining after the initial investment.

3.2 Scope of Work

The Scope of the Project is limited to implementing the model e-District in Goalpara District of Assam. The Scope of Work as defined in the project document is enlisted below:

- To cover maximum G2C and G2B services provided in the district through the use of ICT. Services in the district that are delivered from sub-division / circle and block level are to be brought under the ambit of e-District. It is pertinent to mention that emphasis of this initiative is on the services and not on mere computerization of Collectorate along with its Circles and Blocks.
- To integrate with ongoing initiatives of the Government under NeGP such as SWAN, Capacity Building, Common Service Centers, State Data Centers (SDCs) etc.
- To integrate the state's ongoing e-Governance initiatives in the areas of Land Records, Registration, Electricity Board, Transport, Election, Revenue etc.
- The scope of the program is limited to implementing the model e-district in Sonitpur and Goalpara as pilot districts and providing assistance in development of a Request For Proposal (RFP) for statewide roll out based on the pilot e-district implementation. Thereafter, the rollout of the implementation across the state, based on this RFP, would be the responsibility of Government of Assam.

The specific activities in the e-District project includes

- 1) Requirement Analysis
 - Planning
 - 'As –Is' Assessment
 - Target Envisioning
 - 'To –Be' Processes
- 2) Development of software application systems
- 3) Data entry / digitization of manual records
- 4) Provisioning of IT Hardware, Licensed Software and Networking (Local Area Network)
- 5) Refurbishment of Administration Offices
- 6) Implementation of the e-district applications
- 7) Training of the departmental personnel and users

Under the e District pilot project 6 central core service areas and 1 additional state core service has been identified for the project implementation in the state.

The detailed scope of work is mentioned below:

- 1) Requirement Analysis: In order to benefit from this initiative it is necessary to analyze and then redesign the current district administration system and its components to bring in effectiveness, efficiency and added value contribution to the objective of district administration. The BPR would comprise of following steps:
 - a. Planning: This step would entail planning activities that would include the selection of core implementation team with representatives of pilot district administration, the creation of a project scope document, and an examination of existing workflow system
 - b. As-Is Assessment: This assessment would primarily comprise of examining the existing workflow processes and system used by the district administration. A business process map for the current process has been prepared. Subsequently, similar activities would be grouped for process normalization and redundant activities would be proposed for removal.
 - c. Target Envisioning: The target state would be envisioned after benchmarking of the normalized processes with by comparison of both the performance of the district administration's processes and the way those processes are conducted with those relevant to best practices in the industry to obtain ideas for improvement.
 - d. To-Be Process: After the identification of potential improvements to the existing processes, the development of the To-Be workflow system would be build on the research from the benchmarking and best practices activities. It would also be required to identify and document risks associated with implementation of the automated workflow processes. The resultant To-Be processes would be validated by the district administration officials and duly approved by the government before implementation.

- 2) Development of Software Application Systems: A comprehensive workflow software system consisting of all the required modules for the district administration at various levels – District collector office, Additional District Magistrate, City Magistrate, Official of Revenue Circle, Revenue Inspector would be build. A data entry module would be a part of the system to digitize the existing internal legacy records of the administration / departments
- 3) Data Entry and Digitization of manual records: In order to enable the district administration to work on designed electronic workflow system, the concerned officials may require referring old records. Therefore, as per the requirement old manual records would be digitized using the data entry module of the system.
- 4) Provisioning of IT Hardware, Licensed Software and Networking (LAN): The district administration would require certain necessary hardware equipments like Personal Computer (PC),Uninterrupted Power Supply (UPS).and Printer etc and Licensed Software like Operating System (OS), Database, Microsoft Office suite etc. to enable them to use the new workflow system and also local area network (LAN) components like cabling, switches / hubs, for inter-connectivity in and amongst the various offices of the administration.
- 5) Refurbishment of Administration Offices: The concerned offices of the district administration will also be beautified to implement the proposed system in an effective manner.
- 6) Implementation of the e-district Application: Deployment of the application in the district and testing with the end users. The citizens will be made aware of the initiatives undertaken and facilities extended to them
- 7) Training to the end users – Training will be provided to the end users on e-district Application. This would be done as a measure of Capacity building and enhancement so as to provide enabling environment for implementation of the e-District module.

3.3 Project Deliverables

The Consultant's Scope with respect to all the works and output (deliverables) are given below:

SI No.	Deliverable
1	As-Is Report
2	Gap Analysis and BPR Report
3	Functional Requirement Specifications (FRS)
4	Training ,Change Management and Legal changes document
5	RFP for the State Wide Roll Out

3.4 Project Outcomes envisaged

The envisaged Project Outcomes are as follows:-

- To reach out to the target beneficiaries and Stakeholders of the District Administration in a holistic manner
- Enable the District administration in informed decision making
- Build transparency and accountability in the system
- Replicability of the project across the Districts in Assam
- Tangible value addition to services delivered
- Financial sustainability of the Project
- Institutionalized Capacity to sustain e-enabled delivery of services

4. STAKEHOLDERS OF THE PROJECT

State Government would closely work with Department of Information Technology (DIT), Ministry of Communications and Information Technology (MoCIT), Government of India (GoI) to seek over all guidance and implementation monitoring. District Administration would also work closely with the project implementation partner to undertake the field work, comprehend the requirements, document the observations, prepare roadmap, redesign the processes, and help build capacity for the staff and executive resources of the district administration.

District administration and project implementation partner would also work closely with the technical solution provider for developing and customizing the software, and implementing the technical solution.

Apart from Citizen as heart of the initiative, who eagerly awaits delivery of service from Government in a reliable, efficient, transparent and cost effective manner, the major stakeholders identified for this project and their major roles and responsibilities are given below:

- a) Department of Information Technology, Ministry of Communications & Information Technology: To provide technical assistance to address technology, financing, process reengineering, organizational capacity building, reviewing and monitoring the status the project and provide skilled manpower resources to implement the project in the form of a Consultant
- b) Assam State Government: To champion the project and ensuring complete involvement of the project champion from start to the finish of the project and expeditious enforcement of legal changes for awarding sanctity to the Process Changes
- c) Goalpara District Administration: To undertake overall coordination with all the stakeholders in the project, provide institutional support and commitment to the program; help to bring-in the process changes and overall guidance to the project. The stakeholder

from the district would be Deputy Commissioner, Extra Assistant Commissioner, Sub Divisional Officer / Magistrate, Block Development Officer and Lot Mandals

- d) **Project Implementation Partner (Consultant):** To devise the overall strategy and design process flows for the selected services. Carry out the field study and stakeholder assessments in order to understand the requirements of the citizens and business groups, Re-Engineering of the existing delivery mechanism, drawing the Project Plan and timelines, status reporting at the Project and Program level, risk management, addressing the current concerns of the citizens in accessing the services and information and suggesting suitable solutions, provide assistance in vendor selection, understand the capacity building requirements and help in creating a facility for development of capacity leveraging the available capacity building institutions.
- e) **Technical Solution Provider (TSP):** To develop or customize the application software in a robust technical architecture to support the proposed services. Would be responsible to develop and implement a backbone capable of delivering services independent of geography and time. TSP would make sure that applications are integrated with other departments using SWAN
- f) **Local Entrepreneurs:** To be a part of the business model in case the State Government opts for PPP model to sustain the service center.

5. PROJECT APPROACH AND METHODOLOGY

5.1 Overall Approach & Methodology

Wipro Consulting team would follow a consultative approach, wherein the entire assignment will be divided into various stages and actors and participants at each stage would be involved for delivery of the stated objective. This would enable better clarity to client and will help in better execution of assignment. At the end of execution of every stage would result in a presentation / deliverable to explain the outcomes of a particular stage and its relevance / impact on the next stage of the execution and way forward.

Various stages of execution as depicted in the below given diagram, their scope and generic outcomes are explained subsequently.

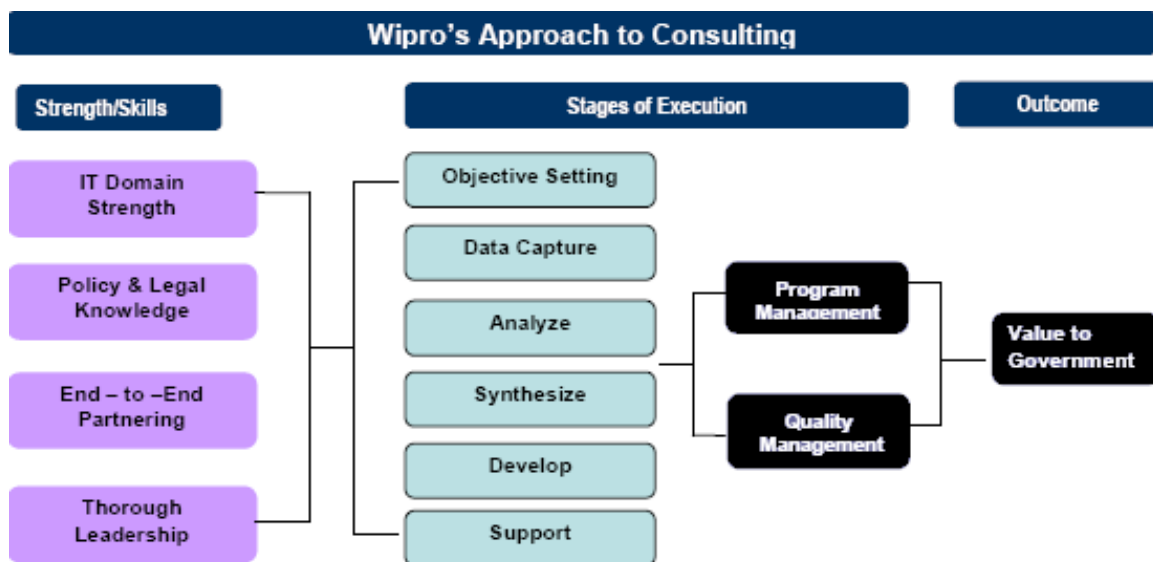
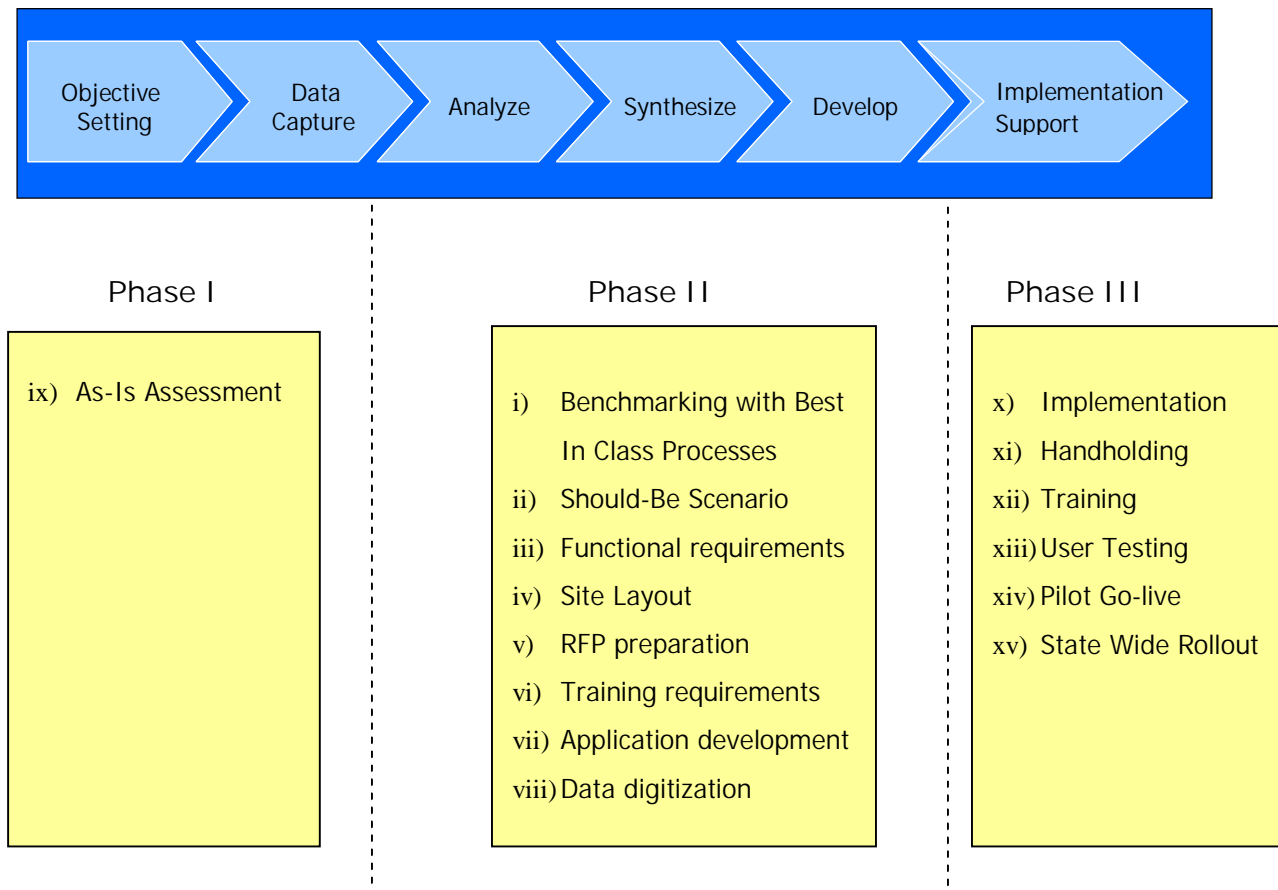


Figure 5-1 Approach Framework

5.1.1 Work Stages of e-District Project

Wipro Consulting will follow the following six steps for delivery of the consultancy service in all the identified 3 phases of the assignment:-



a) Objective Setting

For all the phases, objective setting will be the initiation stage where client meeting (top management) will be conducted so as to develop a common understanding on project objectives. Objective once discussed and freezed would be broken down into workable action steps and planning for achieving the actionable steps will be delineated. A preliminary study of organization – structure and operation will be undertaken so as to have basic understanding of the organizational function is developed.

The following activities will be undertaken in the objective setting phase –

- Initial planning and preparation for the assignment
- Re-emphasize project evaluation objectives and goal
- Plan focus areas for the assignment
- Study the following:
 - Ø Organizational set-up and the broad functions
 - Ø Business processes at a macro level
 - Ø Overall business needs and drivers
 - Ø Key issues / pain areas

b) Data Capture

In this stage, a detailed methodology for all the components will be developed. Based on this, data collection toolkit will be developed for capturing of data. Initial pre-testing of the data collection toolkit will be undertaken before being employed for the assignment. Based on this toolkit, primary study will be undertaken.

- Ø Capture data through interviews, discussions, etc.
- Ø Study the processes and the related information flows in all key functional areas
- Ø Study the current technology usage in various departments
- Ø Understand the technology infrastructure being used

c) Analyze

In this stage, analysis of the data and interpretation of the same will be done. This stage provides and establishes the need for improvement. This helps in defining the 'gap' between the existing stage and the desired stage.

- Ø Gap analysis with respect to applications and skill sets
- Ø Technology addressability analysis of business processes
- Ø Convert functional requirements into technology requirements and identify opportunities for improvement

d) Prioritize

In this stage, prioritization matrix for the possible alternatives will be generated. This will help to identify and mark the required intervention.

Ø Prioritize options thrown by previous stages, using EIU framework

- E - Effectiveness
- I - Importance
- U- Urgency

Ø Consultative in nature and the end outcome would be jointly arrived by Wipro Consultants and the client

e) Synthesize

In this stage, basis outcome of the prioritization matrix detailing and scoping of the overall solution will be undertaken. This provides a clear view of expected solution and includes all functionalities of the same.

Ø Overall application architecture and key features

Ø Relevant skill sets and fitment to organizational set-up

Ø Broad hardware architecture, which includes :-

- Server architecture
- Storage architecture
- Network architecture and bandwidth sizing

Ø Overall cost - benefit analysis

Ø Integration roadmap for existing applications

Ø Preparation of Draft SLA document covering the scope of service, list of support deliverables, Performance measurement metrics and reports required from the Service provider

Ø Preparation of RFP: The RFP packages in its entirety would comprise of the following sections:-

- Pre Qualification Criteria
- Technical Evaluation Criteria
- Commercial Evaluation Criteria
- Broad Level Functional Requirements of the solution

- Broad level Technical Requirements of the solution
- Broad Level User Requirements of the solution

Ø Bid Process Management

f) Implementation support

In this stage, program management will be undertaken. The scope will entail solution development, installation of infrastructure, implementation of the solution, capacity building and training activities.

- Ø Approach for program management
- Ø Overall project implementation schedule and phasing
- Ø Broad change enablement issues
- Ø Implementation Guidelines
- Ø Vendor and application evaluation criteria
- Ø Vendor selection process
- Ø RFP for State wide rollout

5.2 Methodology adopted for As-Is process study

5.2.1. Identification of services

On a broad level, there are two categories of services, Core Services and Non-Core services, as per the DIT guidelines. In order to finalize on the services under the e-District, the various Core and Non-Core services which are rendered exhaustively under the District level has been identified, as per the DIT guidelines. These identified services have been listed in order of the demand/volume generated.

5.2.2. Prioritization of Services

From the list so drawn, in order to finalize the services to be included in the scope of e-District MMP, it is proposed to undertake Prioritization of services selected under the project based on certain defined criteria, like Transaction Volumes, Importance for Govt./ Citizens, Potential benefit to Citizen/Government from computerization, Availability of Quality data, Potential for levying user charges, Degree of BPR required, Potential improvement in Service level, Replicability, Level of Automation etc. Each of the above mentioned parameters has been assigned certain score and each sub-service coming under the selected categories were analyzed against each of the parameters and the final list was arrived at.

5.2.2.1. Basic assumptions

The basic assumptions driving the Prioritization exercise are mentioned below:

- a. The e-District scheme focuses on e-enabling the delivery of majority of Citizen Centric Services that are administered by the District Administration¹
- b. Government services which are purely and exclusively administered through the Line department directly are beyond the scope of e-District service coverage
- c. High volume services involving minimum Departmental intervention get higher priority
- d. Delivery of services which involve lesser process reengineering and legal changes get higher priority
- e. Services with potential of levying user charges get higher priority

¹ Implementation Guidelines issued by DIT, March 2007

5.2.3. Process Analysis

This section provides the overall approach and methodology carried out during the As-Is phase of Assam e-District project.

Detailed information pertaining to workflow of the various processes involved in delivering the services, mentioned above has been captured in the As-Is study phase. As part of this stage, exhaustive data capturing exercise has been undertaken keeping in view of 3 major elements - People, Process and Technology.

During the As-Is Study phase, meetings were conducted with various sections and departments coming under the District Administration and also with the process owners to understand the vision, objectives and major functions of the department and also to understand the key processes at a macro level.

Subsequently a detailed process study has been conducted at Revenue Branch, Bakizai Branch, Magistracy Branch, Food & Civil Supplies department, Relief Branch, Grievance Redressal Cell, District Disability Rehabilitation Centre etc. for the following purposes:

- To study the workflow of activities
- To prepare the As-Is Process Flow Diagrams
- To study the IT readiness and the existing IT infrastructure
- To identify the Concern areas
- For Documentation and validation

The above activities were carried out through One-to-one meetings, Focused Group discussions and completion of Questionnaires.

A participatory approach is adopted to capture and identify the potential improvement areas in the processes. The concern areas of the Stakeholders and process owners have been captured so as to develop comprehensive solutions. This will enable to understand the present service

delivery mechanism of the services along with actors and participants involved in Service delivery. Also, at the same time, this will establish the inputs and outputs at various process steps. All documentation and information flow is captured during the process study so as to establish data requirement at process steps. Also, present level of automation along with level of preparedness of IT infrastructure and people capacities pertaining to ICT intervention will be captured so as to establish the areas of concern and hence develop suitable strategy through IT infrastructure planning and enhancement of HR capabilities.

Data Collection

Various data collection toolkit was employed in e-District project. The objective was to achieve detailed collection of information / data required to effectively meet the stated objective of the project.

Following data collection method were adopted by the consultant for the project -

- Focus Group Discussion
- Process Workshop
- Personal Interviews
- Questionnaire
- Checklist for gathering process information

Focus Group Discussion: Focus Group Discussion was conducted with various officials and resource person for various departments. This helped to understand the nuances of the process and deviation of the process from stated standard process flows for the service.

Process Workshop: Process Workshop was organized with the section heads and key resource person to identify the pain areas and the required improvement in the existing process so as to provide better service delivery interface to the citizen.

Personal Interviews: Personal interviews were conducted at various levels of departmental hierarchy. The interviews were conducted with the perspective of understanding the existing operational context of service delivery for selected services.

Questionnaire & Check-list: A standard questionnaire was developed with the purpose of collecting all required information related to service. Related documents like copies of Act, Rule, Government order, Departmental orders and local orders, existing form and formats, etc were collected.

5.2.4. Report Structure

This report has seven sections, followed by this section. Beyond this section, each of the other seven sections provide a detailed As-Is analysis of the categories and sub-services, identified for implementing under e-District.

Each of these seven sections has been divided into the following sub-sections:

General Information: This section provides the process goal and the description regarding the particular service, the target beneficiaries, the As-Is process flow diagrams and the process summary regarding the particular service. This section is intended to provide an overview on the current service delivery mechanism, including all the relevant details associated with the service. This section will serve as the base document for preparing the To-Be processes, as the gaps in the current processes will be identified from the information within this section.

Service Delivery Framework: This section aims to provide an overview on the Stakeholder analysis, which details the roles & responsibilities and the expectations of the various stakeholders involved at various levels in delivering the service, the process analysis that includes the details regarding the service levels and the technology analysis that gives the current level of e-readiness in providing the particular service. This section will aid while planning the To-Be processes as well as the hardware requirement as the process re-defining and the hardware sizing will depend on the IT infrastructure currently available for the delivery of services.

Key Pain Areas: This section provides an analysis of the constraints identified in the delivery of a particular service under three broad areas viz, resource related, process/technology related and service delivery related. These key pain areas will come handy while embarking on the next phase i.e. the Business Process Re engineering (BPR)

6. DISTRICT ADMINISTRATION PROCESS DETAILS


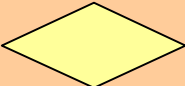



The selected Core and Non- Core categories of services and the sub- services that have been identified for implementing under the e-District project in Goalpara district. The details of the services are enlisted below:

SI No.	Service Categories	Sub - Services
1	Certificates	1) Birth 2) Death 3) Income 4) Permanent Residence 5) SC/ST & OBC 6) Senior Citizens
2	Revenue Court Cases	1) Case Listing 2) Cause List Generation 3) Progress Tracking 4) Final Issuance of Order
3	Pension	1) Old Age 2) Widow
4	Dues and Recovery	1) Issue of RC (Recovery Certificates) 2) Tracking of RC 3) Tracking of status of dues 4) Issue of Notices
5	Ration Card	1) Issue of New ration Cards 2) Issue of Duplicate Ration Cards 3) Issue of Surrender Certificates 4) Modification of Ration Cards 5) Issue of LPG connections
6	Grievance	1) Registration of Complaint / Grievance 2) Issuance of Case Number 3) Resolution of Complaint / Grievances
7	Utilities	1) Payment of Telephone Bills 2) Payment of Electricity Bills

An extensive exercise to study the above mentioned services was carried out, involving visits to various sections/departments and meeting the section/department heads and process owners. Each process is explained with the help of Cross-Functional- Process-Maps supplemented with detailed description of processes in the coming sections. The Service delivery framework and the concern areas in the delivery of the particular services are also presented service wise in this section.

Legend of Symbols used in the Cross functional Process Maps

The following table shows the symbols used in the preparation of the Cross-functional process maps.

SI No:	Symbol	Description
1		Signifies an activity being done. Multiple activities constitute a process
2		Signifies a decision is being taken at this point, usually with two outputs
3		Signifies the Presence or creation of a document
4		Signifies Start/End of a process flow
5		Work flow of activity

Service Category I - Certificates

-  Birth Certificates
-  Death Certificates
-  Income Certificates
-  Permanent Residence Certificates
-  SC/ST & OBC Certificates
-  Senior Citizen Certificates

6.1 Certificates

6.1.1. Birth Certificate

General Information

Goal: To register and issue Birth Certificates

Description: The registration of birth in India has been made compulsory all over India through enactment of the Registration of Birth and Death (RBD) Act- 196. Birth Certificate is certification provided to the citizen by the Government confirming and testifying their place of birth in the district. In India, the data on vital statistics on Birth is generated through the Civil registration system. The RBD Act ensures the legal and administrative framework for the civil registration system in India.

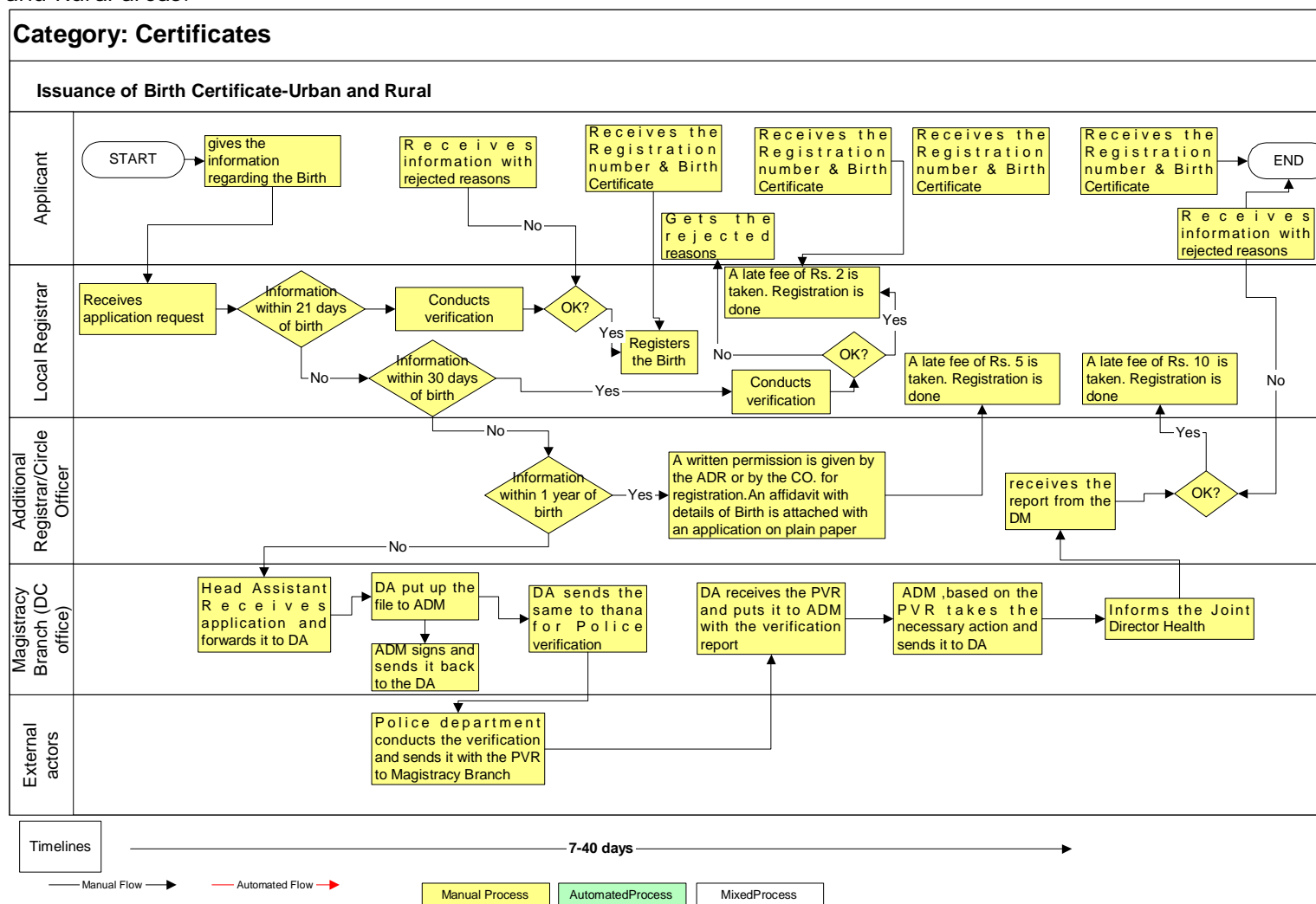
Birth Certificate establishes the identity of the Citizen for all legal and official purposes. At the same time, registration of birth provides to citizens a gateway to social status and individual benefits.

The system provides the individual with a unique identity (his/her name), records parental relationships, and provides a statement of place of birth of the child and usually of one or both parents, which are the basic grounds on which nationality can be established.

Target Beneficiaries: All the Citizens who requires Birth Certificate in order to prove the parentage, family relationship, settlement of Property Rights, for establishing proof of age for school entry, employment, for obtaining a driving license, entering into legal contracts, marriage, to enroll name of the child in the ration card, for admissions to Destitute Homes, Orphanages etc. are the target beneficiaries of the particular service.

6.1.1.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Birth Certificate in urban and Rural areas:



Process Summary-Issuance of Birth Certificate

Department	Local Self Government/Health	Version	1.0
Process Name	Issuance of Birth Certificate	Process Owner	Registrar
Process Goal	To register and issue the Birth Certificate (Within 21 days of Child's birth)		
Process Input		Process Output	
Application form Verification Report		Birth Certificate	
Issuance of Birth Certificate under Normal Registration			
Process details		Responsibility Center	
Applicant visits the Local Registrar and writes application for Birth Certificate in the prescribed format to the Local Registrar		Applicant	
Local Registrar receives the filled Birth application form Local Registrar forwards the filled application form to the regional supervisor for spot verification		Local Registrar	
Regional Supervisor receives the filled in application forms Regional Supervisor conducts the spot verification Regional Supervisor prepares verification report and submits it to the Local Registrar		Regional Supervisor	

Local Registrar receives the verification report If the Local Registrar is satisfied with the verification report, issues the Birth Certificate	Local Registrar
Applicant comes and collects the Birth Certificate	Applicant
Formats, Documents, References	
Application Form filled by the applicant Verification Report Birth Certificate Register Application Format Registration Card Format	
Special cases: Issuance of Birth Certificate incase of delayed registration	
Case 1: Registration of Birth within 21 -30 days of child's Birth	
The Local Registrar registers the Birth and issues the Birth Certificate after charging a minor delayed fees of Rs. 2/-	
Case 2: Registration of Birth between 30 days-1 year of child's Birth	
The applicant needs to apply to the Additional District Registrar of Birth and Death. The ADR gives a written permission and the applicant applies with the affidavit with the details of Birth to the Local Registrar. The Local Registrar registers the Birth and issues the Birth Certificate after charging a delayed fine of Rs. 5/-	
Case 3: Registration of Birth after 1 year of child's Birth	
The applicant submits the application before the District Magistrate. The District Magistrate after the police verification sends the report to the District Registrar and the applicant applies with the affidavit with the details of Birth to the Local Registrar. The Local Registrar registers the Birth and issues the Birth Certificate after charging a delayed fine of Rs. 10/-	

6.1.1.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities and the expectations of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.1.1.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	District magistrate	<ul style="list-style-type: none"> · Approving authority incase of delayed Birth Registration (After one year of child's Birth) · Proper recording and maintenance of records 	<ul style="list-style-type: none"> · Streamlining and automation of the processes · Remote access to information at the grass root level · Facility to apply online for getting the Birth Certificate
District	Additional District Registrar	<ul style="list-style-type: none"> · Approving authority incase of delayed Birth Registration (Within 30 days-1 year of child's Birth) · Recording of Birth within the jurisdiction 	<ul style="list-style-type: none"> · Digitization of the entire legacy data · Facility for area wise MIS generation · Connectivity and transfer of real time data with all the other Medical offices
Tehsil	Local Registrar	<ul style="list-style-type: none"> · Certifying Officer for registering and issuing Birth Certificate for normal registration (within 21 days of birth) & delayed registration (within 21-30 days of child's birth) 	<ul style="list-style-type: none"> · Facility for issuance of duplicate Birth certificates · Facility for modification in database like adding name, change of name etc. at a later stage

6.1.1.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

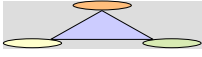




The service levels for the issuance of Birth Certificates have been arrived upon after observation and in consultation with the Registrars. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days for Normal Registration)	Service level (observed) in days for delayed Registration
1	Information about the Births	Immediate - 1	Immediate - 1
2	Application submission	Immediate - 1	15-30
3	Physical Verification	2-5	2-5
4	Preparation of verification report	1-2	1-2
5	Preparation of Birth Certificate	1-2	1-2
6	Issuance of Birth Certificate	1	1
	Total Time Taken	7-12	20-40

6.1.1.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No applications are available related to issuance of Birth Certificate
Database		No database is used for maintaining the details of the Birth Certificates issued
Connectivity		There is no connectivity between the offices of the district registrars and registrars
Infrastructure		Even the basic infrastructure like a Personal Computer and a printer is not available in most of the offices, associated with the issuance of Birth Certificates
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.1.1.3. Key Pain Areas

The constraints identified in the issuance of Birth Certificate are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> Limited Technical manpower is available within the District registration system Poor technical knowledge among the resources and lack of proper specific training facilities 	<ul style="list-style-type: none"> Absence of application software, databases and the network connectivity for sharing the data makes the issuance of the certificate a very time consuming process Technology deployment is almost nil at various levels of service delivery 	<ul style="list-style-type: none"> Lack of remote access to information especially at the ground level The entire process is being carried out manually which makes the process very time consuming Lack of digitized data and records makes the retrieval of data so difficult that the citizen has to wait for longer time to get duplicate certificate issued

6.1.2. Death Certificate

General Information

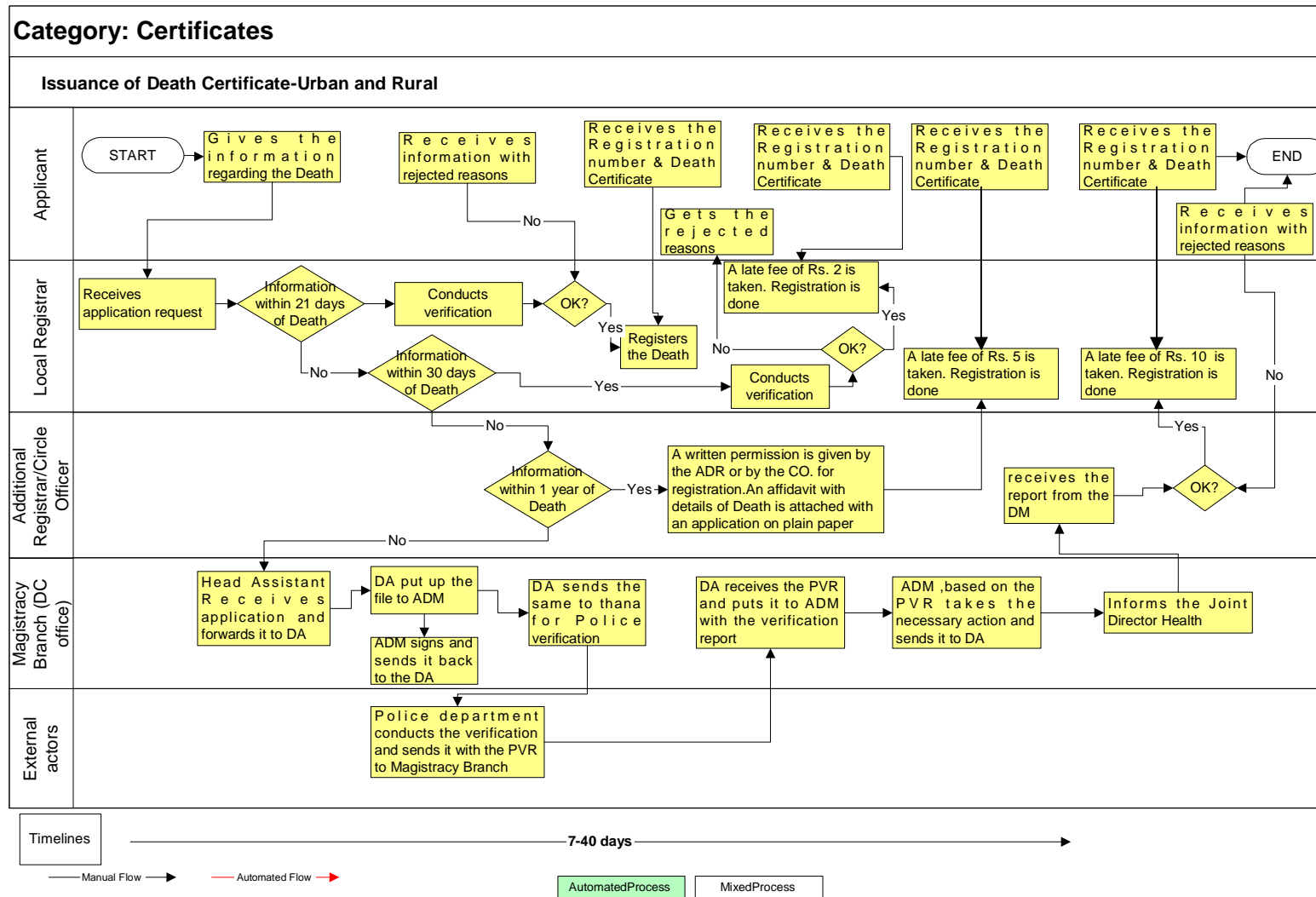
Goal: To register and issue Death Certificates

Description: The registration of Death in India has been made compulsory all over India through enactment of the Registration of Birth and Death (RBD) Act- 196. Death Certificate is certification provided to the citizen by the Government confirming and testifying their place of death in the district. It is a mandatory proof for relieving a person from the entire social and legal obligation. Most importantly, a Death Certificate supports his/her family members to avail a variety of matters like the claim for property rights and schemes like Insurance policy benefits, widow pensions and other entitled privileges.

Target Beneficiaries: All the citizens who want to establish the identity of the Citizen for some legal and official purposes are the target beneficiaries of the project. Citizens, who requires a proof for the family members for a number of matters like for the settlement of inheritance issues, insurance claims, claiming family allowances and other social security benefits. Also, in certain cases, proof of time and date of death can be important in the Court of Law are also the target beneficiaries of the particular certificate.

6.1.2.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Death Certificate in urban areas:



Process Summary-I ssuance of Death Certificate

Department	Local Self Government/Health	Version	1.0
Process Name	Issuance of Death Certificate	Process Owner	Registrar
Process Goal	To register and issue the Death Certificate		
Process Input		Process Output	
Application form Verification Report		Death Certificate	
Process details		Responsibility Center	
Applicant visits the Local Registrar and writes application for Death Certificate in the prescribed format to the Local Registrar		Applicant	
Local Registrar receives the filled Birth application form Local Registrar forwards the filled application form to the regional supervisor for spot verification		Local Registrar	
Regional Supervisor receives the filled in application forms Regional Supervisor conducts the spot verification Regional Supervisor prepares verification report and submits it to the Local Registrar		Regional Supervisor	
Local Registrar receives the verification report		Local Registrar	

If the Local Registrar is satisfied with the verification report, issues the Death Certificate	
Applicant comes and collects the Death Certificate	Citizen
Formats, Documents, References	
Application Form filled by the applicant Verification Report Death Certificate Register	
Special cases: Issuance of Death Certificate incase of delayed registration	
Case 1: Registration of Death within 21 -30 days of Death	
The Local Registrar registers the Death and issues the Death Certificate after charging a minor delayed fees of Rs. 2/-	
Case 2: Registration of Death between 30 days-1 year of Death	
The applicant needs to apply to the Additional District Registrar (ADR) of Birth and Death. The ADR gives a written permission and the applicant applies with the affidavit with the details of Death to the Local Registrar. The Local Registrar registers the Death and issues the Death Certificate after charging a delayed fine of Rs. 5/-	
Case 3: Registration of Death after 1 year of Death	
The applicant submits the application before the District Magistrate. The District Magistrate after the police verification sends the report to the District Registrar and the applicant applies with the affidavit with the details of Death to the Local Registrar. The Local Registrar registers the Death and issues the Death Certificate after charging a delayed fine of Rs. 10/-	

6.1.2.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.1.2.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service with their roles & responsibilities and the expectations are enumerated below:

Level	Designation	Responsibility	Expectations
District	District magistrate	<ul style="list-style-type: none"> · Approving authority incase of delayed Death Registration (After one year of Death) · Proper recording and maintenance of records 	<ul style="list-style-type: none"> · Streamlining and automation of the processes · Remote access to information at the grass root level · Facility to apply online for getting the Birth Certificate
District	Additional District Registrar	<ul style="list-style-type: none"> · Approving authority incase of delayed Death Registration (Within 30 days-1 year of Death) · Recording of Death within the jurisdiction 	<ul style="list-style-type: none"> · Digitization of the entire legacy data · Facility for area wise MIS generation · Connectivity and transfer of real time data
Tehsil	Local Registrar	<ul style="list-style-type: none"> · Certifying Officer for registering and issuing Death Certificate for normal registration (within 21 days of Death) & delayed registration (within 21-30 days of Death) 	<ul style="list-style-type: none"> · Data digitalization · Connectivity between various other officers involved in delivering certificate

6.1.2.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels .

Service Levels

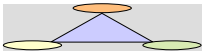
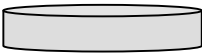



The service levels for Death Certificates have been arrived upon after observation and in consultation with the Registrars. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days for Normal Registration)	Service level (observed) in days for delayed Registration
1	Information about the Death	Immediate - 1	Immediate - 1
2	Application submission	Immediate - 1	15-30
3	Physical Verification	2-5	2-5
4	Preparation of verification report	1-2	1-2
5	Preparation of Death Certificate	1-2	1-2
6	Issuance of Death Certificate	1	1
	Total Time Taken	7-12	20-40

6.1.2.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No applications are available related to issuance of Death Certificate
Database		No database is used for maintaining the details of the Death Certificates issued
Connectivity		There is no connectivity between the offices of the district registrars and registrars
Infrastructure		Even the basic infrastructure like a Personal Computer and a printer is not available in most of the offices, associated with the issuance of Death Certificates
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.1.2.3. Key Pain Areas

The constraints identified in the issuance of Death Certificate are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> Limited Technical manpower is available within the District registration system Poor technical knowledge among the resources and lack of proper specific training facilities 	<ul style="list-style-type: none"> Absence of application software, databases and the network connectivity for sharing the data makes the issuance of the certificate a very time consuming process Technology deployment is almost nil at various levels of service delivery 	<ul style="list-style-type: none"> Lack of remote access to information especially at the ground level The entire process is being carried out manually which makes the process very time consuming Lack of digitized data and records makes the retrieval of data so difficult that the citizen has to wait for longer time to get duplicate certificate issued

6.1.3. Income Certificate

General Information

Goal: Issuance of Income Certificate

Description: Income Certificate is a legal document that establishes income of a person. This Certificate conforms and testifies the annual income of a person. The Certificate establishes the expected annual income of Citizens for all legal and official purpose. This Certificate enables to establish economic status of the applicant thereby making him/her eligible for various government welfare schemes and programmes, such as Old Age and Widow Pension schemes, BPL and Antyodaya Ration Cards and also for availing loans under various schemes.

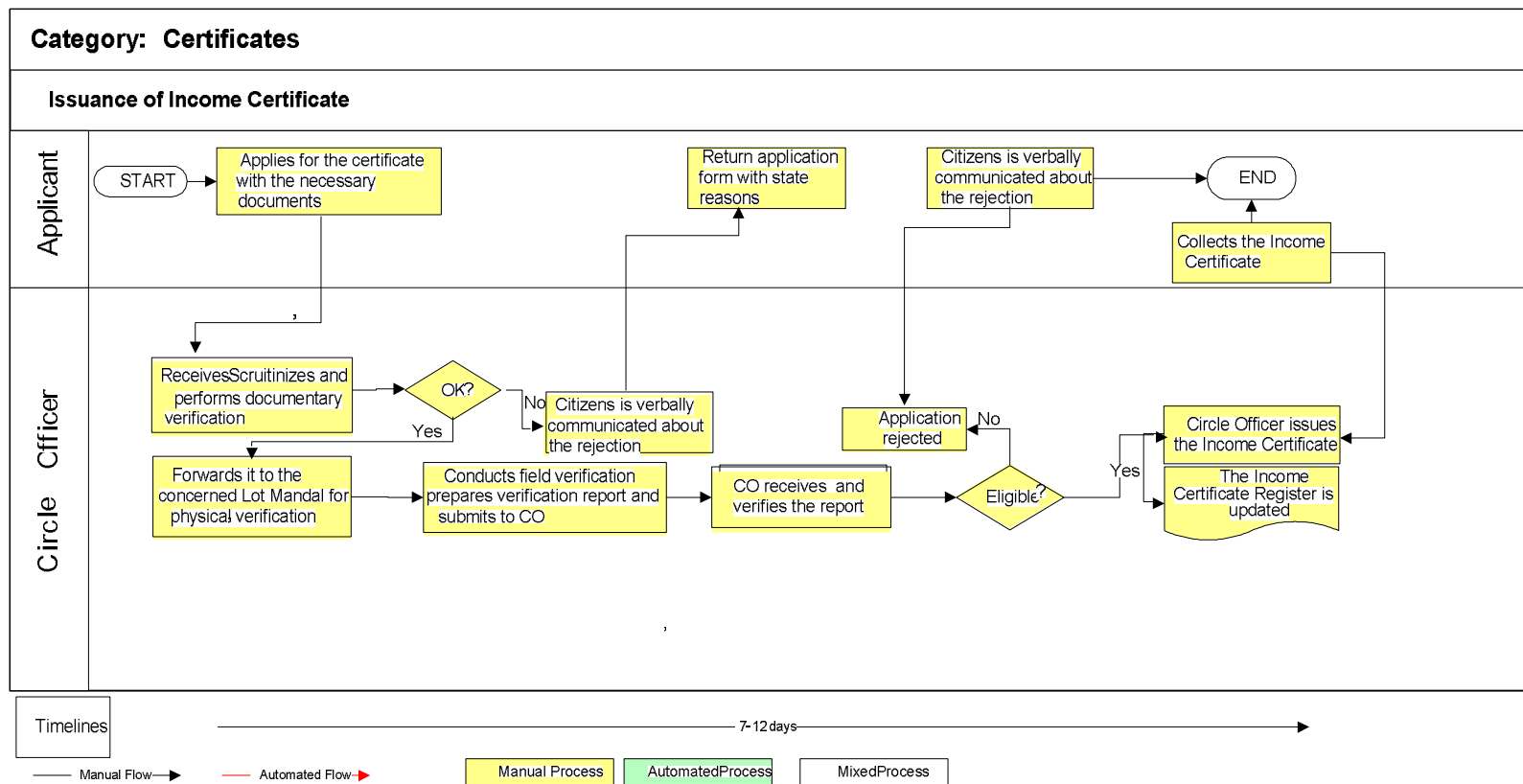
The Income certificate is valid for a period of Six months from the date of issue of the Certificate. The responsibility for issuing the Income Certificate lies with the District Administration, the authority being the Circle Officer.

The Income Certificate is being used for availing the scholarship schemes that is being run in various educational institutions. This can be used for availing various Bank loans and also for availing various Social Welfare Schemes.

Target Beneficiaries: All the citizens who want to show the annual income for availing certain benefits like applying for scholarships and also applying for various government welfare schemes and programmes, such as Old Age and Widow Pension schemes, BPL and Antyodaya Ration Cards and also for availing loans under various schemes.

6.1.3.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Income Certificate in urban areas:



Process Summary-Issuance of Income Certificate

Department	Circle Office-Revenue	Version	1.0
Process Name	Issuance of Income Certificate	Process Owner	Circle Officer
Process Goal	To verify and provide certification of Annual Income to Citizens for various purposes		
Process Input		Process Output	
Application form and supporting documents Verification Report of Lokmandal		Income Certificate	
Process details		Responsibility Center	
Applicant applies for the Income Certificate at the Circle Office Fills in the Application Form Submits the form along with the necessary documents		Citizen/Applicant	
Applicant applies for the Income Certificate at the Circle Office The Circle office does the preliminary scrutiny of application (Incase of deficiency in application form/supporting, applicant is asked to fulfill it) Updates the inward register The Circle Officer allocates the application forms to the LotMandal based on the service area of the LotMandal		Circle Officer	

LotMandal receives the application and undertakes the physical verification Visit applicant onsite Prepares verification report and submits it to CO	LotMandal
The Circle Officer receives the verification report along with the application Prepares the Income Certificate for the approved applications Records appropriate information in official record Incase of Negative remarks on application by the LotMandal, Circle Officer reserves the right to reject the application Circle office updates the Inward and Outward register accordingly	Circle Officer
Applicant comes and collects Income Certificate	Citizen
Formats, Documents, References	
Inward and Outward Register at the Circle Office	

6.1.3.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.1.3.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
Tehsil	Circle Officer	<ul style="list-style-type: none"> · Certifying authority of the Certificate · Receipt of application from the Citizen · Forwarding of application to Lotmandal for field verification · Maintenance of the database of the Certificates issued 	<ul style="list-style-type: none"> · Automation of the entire activities for the issuance of Income Certificate · Adequate IT infrastructure facilities with network connectivity · Digitization of legacy data
Village level	Lotmandal	<ul style="list-style-type: none"> · Physical verification of the information · Submission of the verification report to the Circle Officer along with the application 	<ul style="list-style-type: none"> · Remote access to information · Facility to submit the verification report online

6.1.3.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

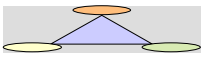
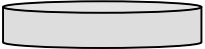

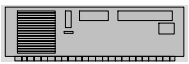

The service levels for Income Certificates have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Application Submission	1-2
2	Registration of Application (CO)	2-3
3	Field Verification	2-3
4	Report Submission	1-2
5	Certificate Issuance	1-2
	Total Time Taken	7-12

6.1.3.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No applications are being used for the issuance of Income Certificate
Database		No database is being used for maintaining the details of the Income Certificates issued
Connectivity		There is no connectivity facilities available at the Circle office in order to get connected with the other related offices
Infrastructure		Circle offices are computerized ,but only for the speedy delivery of those services which are related to Land records
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.1.3.3. Key Pain Areas

The constraints identified in the issuance of Income Certificate are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Technical capability of the work force for managing the operations at various levels of offices is very low • The physical verification onus lies at the grass root level thereby increasing the workload • Lack of proper training facilities for those ,who are involved in the delivery of services 	<ul style="list-style-type: none"> • No applications, databases and connectivity facilities available for service delivery at the concerned offices • All the activities, from the application submission to the Certificate issuance, are taking place manually only, thereby increasing the processing time • No MIS is maintained digitally • Retrieval of data becomes very difficult 	<ul style="list-style-type: none"> • No facility to apply for the certificate online and no facility to track the status of the applications online • In certain periods, when the volume of the transactions are high, there are logistical issues involved and tracking of the applications become difficult • Lack of availability of multiple service delivery points makes it difficult for the Citizens • No proper channel available for the dissemination of information

6.1.4. Permanent Residence Certificate

General Information

Goal: To verify and provide Certification of Permanent Residence to Citizens for various purposes

Description: Permanent Residence Certificate (PRC) is a legal document that establishes the permanent residence of a person. In Goalpara, the Permanent Residence Certificate is being issued only in the following circumstances:

- ✚ For students for the purposes of admission in educational institutions where such certificates are insisted upon by the educational institutions
- ✚ For job seekers for enrollment purposes in Indian Army/Para Military Forces and in the Central Government departments and undertakings

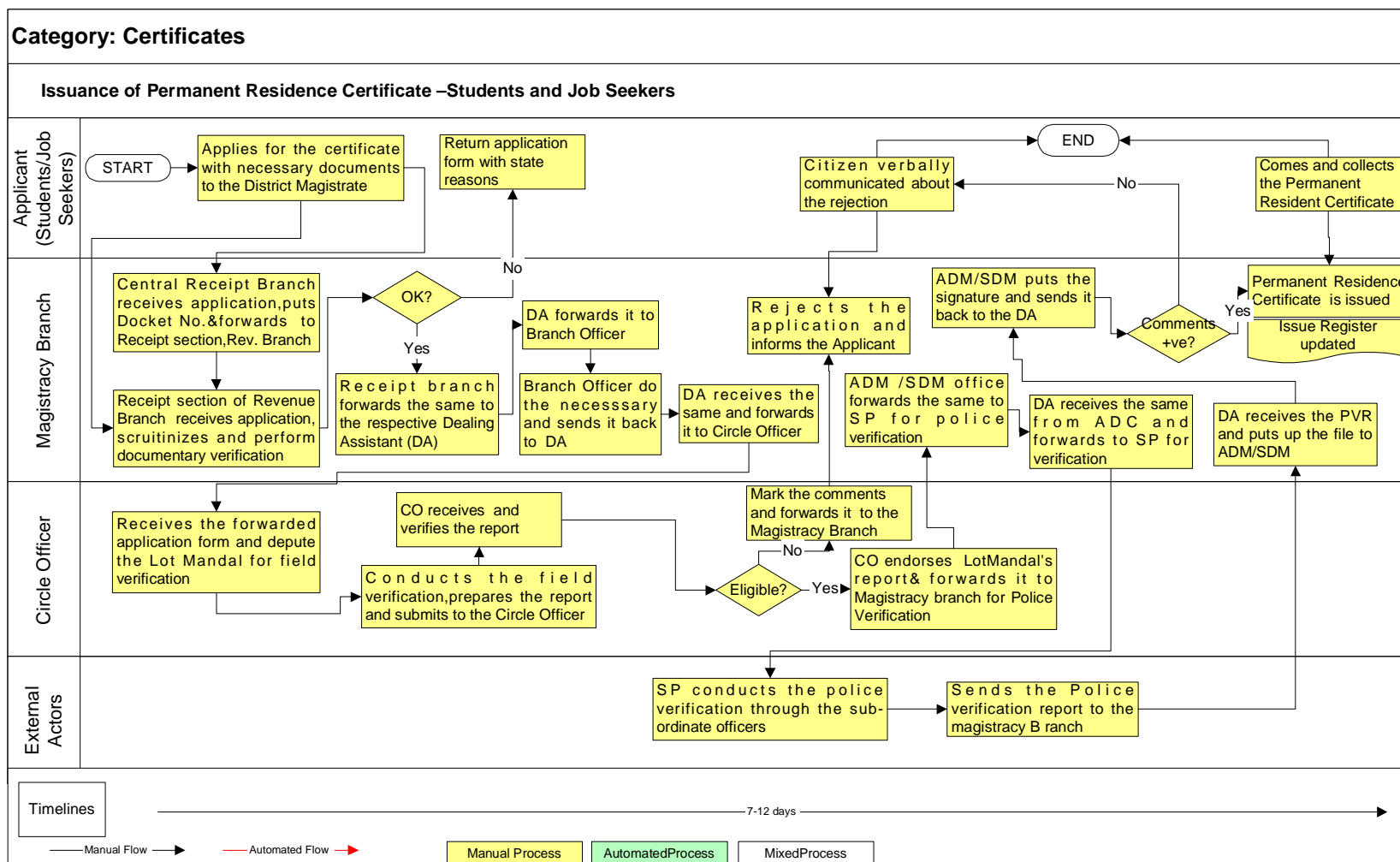
The responsibility for issuing the Certificate lies with the District Administration. It is issued at the District level and the issuing authority is the ADC.

Mainly, the Permanent Residence Certificates are used to avail admission in educational institutions which have seats reserved for local candidates and also to avail employment opportunities in organizations who have reserved seats for local candidates and also for availing Bank loans where a proof of residence is required.

Target Beneficiaries: The major target beneficiaries for Permanent Residence Certificate in Goalpara district are students for the purposes of enrolling in educational institutions where such certificates are insisted upon by the educational institutions and also job seekers for enrollment purposes in Indian Army/Para Military Forces and in the Central Government departments and undertakings

6.1.4.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Permanent Residence Certificate for Students and Job Seekers:



Process Summary-Issuance of Permanent Residence Certificate (Students and Job Seekers)

Department	Magistracy Branch/Revenue	Version	1.0
Process Name	Issuance of Permanent Residence Certificate (for Students and Job Seekers)	Process Owner	DC/ADM/SDM
Process Goal	To verify and provide the Certification of Permanent Residence to Students and Job Seekers		
Process Input		Process Output	
<ul style="list-style-type: none"> Revenue Clearance Certificate for the current year Certified Copy of Electoral Roll (If the applicant occupies Sarkari Land) Call Letter (For the Jobseekers) 		Permanent Residence Certificate	
Process details		Responsibility Center	
Applicant(Student/Job Seeker) applies for the Permanent Residence Certificate at the Deputy Commissioner's Office Fills in the Application Form Submits the form along with the necessary documents		Applicant(Student/Job Seeker)	
The Magistracy Branch at the Deputy Commissioner's office receives the application form The Branch does the preliminary scrutiny of application(Incase of deficiency in		Magistracy Branch	

<p>application form/supporting, applicant is asked to fulfill it)</p> <p>Application form is inward to inward register</p> <p>Segregates the application form with respect to the Revenue Circle</p> <p>Dispatches the application form circle wise to the Revenue Circle Office and makes the entry of the dispatch in the outward register</p>	
<p>The Circle Officer receives the application for PRC</p> <p>Updates the Inward Register</p> <p>The Circle Officer allocates the application forms to the Lotmandal based on the service area of the Lotmandal</p>	Circle Officer
<p>Lotmandal receives the application and undertakes the physical verification</p> <p>Visit applicant onsite</p> <p>Prepares verification report to Circle Office</p>	Lotmandal
<p>The Circle Officer receives the verification report along with the application</p> <p>The Circle officer attests and approves the verification report and recommends for the PRC</p> <p>Incase the on spot verification is not satisfactory, Circle Officer puts remarks on the application</p> <p>The Circle office sends the application form along with the recommendations to the</p>	Circle Officer

Magistracy Branch	
<p>Magistracy Branch receives the application form along with the recommendations of the Circle Officer</p> <p>Incase of Positive remarks, the Magistracy Branch forwards the same to the Superintendent of Police (SP) for police verification</p> <p>Incase of Negative remarks on application by the Circle Officer, SDO reserves the right to reject the application</p>	Magistracy Branch
<p>SP conducts the field verification through the police officers</p> <p>SP submits the Police verification report to the Magistracy branch</p>	Superintendent of Police
<p>Magistracy Branch receives the Police Verification Report (PVR)</p> <p>Puts up to ADM/SDM for signature</p> <p>If the comment is positive, prepares PRC for the approved applications or else citizen is communicated verbally about the rejection</p>	Magistracy Branch
ADM/SDM signs the Certificate in two copies	ADM/SDM
<p>Records appropriate information in official record</p> <p>Document attached with the application form is archived in the Magistracy Branch along with a copy of the Certificate</p>	Magistracy Branch

Magistracy Branch updates the Inward and Outward register accordingly	
Applicant (Student/Job Seeker) comes and collects the Certificate	Citizen
Formats, Documents, References	
<ul style="list-style-type: none"> • Application for Permanent Residence Certificate • Permanent Residence Certificate 	

6.1.4.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service the details regarding the technology deployment.

6.1.4.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DM/SDO	<ul style="list-style-type: none"> • Sanctioning authority of the Certificate • Receipt of application and forwarding it to the Circle Officer • Maintenance of the database of the Certificates issued 	<ul style="list-style-type: none"> • Digitization of all the old records • More robust and sophisticated IT infrastructure • Facility for area wise MIS generation
Revenue Circle	Circle Officer	<ul style="list-style-type: none"> • Receipt of application from the SDO 	<ul style="list-style-type: none"> • Connectivity between the various offices

		<ul style="list-style-type: none"> Forwarding of the application to Lokmandal for physical verification Forwarding the applications to the Magistracy Branch with the recommendations after verifying the verification report 	<ul style="list-style-type: none"> involved in delivering the service Robust IT hardware and online facility to send the CO report to the concerned authorities MIS generation
District	Superintendent of Police	<ul style="list-style-type: none"> Getting the Police Verification done Sending of PVR to the Magistracy branch 	<ul style="list-style-type: none"> Connectivity between the SP office and the Magistracy branch for sending PVR online
Village	LotMandal	<ul style="list-style-type: none"> Physical verification of the information Submission of the verification report to the Circle Officer with the application 	<ul style="list-style-type: none"> Remote access to information Facility to submit the verification report online

6.1.4.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

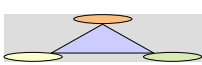
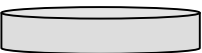

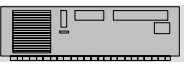

The service levels for Permanent Residence Certificates have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Application Submission	1-2
2	Registration of Application at the Magistracy Branch	1-2
3	Field Verification	1-2
4	Report Submission	1-2
5	Police Verification	2-3
6	Certificate Issuance	1
	Total Time Taken	7-12

6.1.4.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No applications are being used for the issuance of Permanent Residence Certificate
Database		No database is being used for maintaining the details of the Permanent Residence Certificates issued
Connectivity		There are no connectivity facilities available between Magistracy Branch and Circle Office
Infrastructure		Very poor infrastructural facilities
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.1.4.3. Key Pain Areas

The constraints identified in the issuance of Permanent Residence Certificate are categorized under three broad areas viz, resource related, process related and service delivery related.

The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Very limited technical manpower available for managing the operations • No proper training facilities given especially with respect to technology and the officers lack experience also in terms of technology 	<ul style="list-style-type: none"> • All activities, right from the application submission to the Certificate issuance, are taking place manually only, thereby increasing the processing time • No MIS is maintained 	<ul style="list-style-type: none"> • Lack of availability of multiple service delivery points to apply for the service • No proper channel available for the dissemination of information

6.1.5. SC/ST and OBC Certificate

General Information

Goal: To verify and provide SC (Scheduled Caste)/ ST (Scheduled Tribe) & OBC (Other Backward Classes) Certification to Citizens for various purposes

Description: SC/ST and OBC Certificate is a legal document that establishes the caste of a person. The responsibility for issuing the Certificate lies with the Chairman, SC/ST or OBC Development Board.

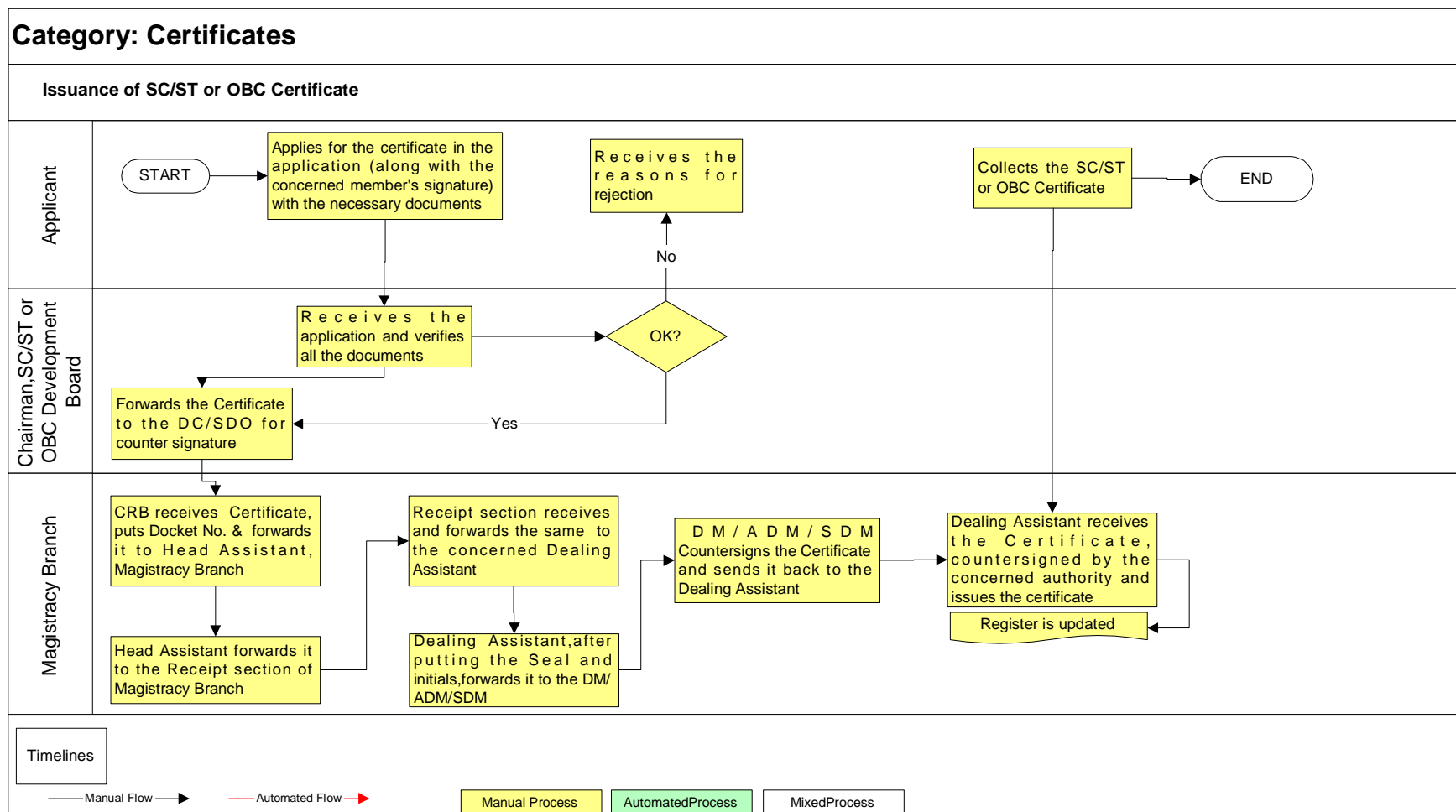
The SC/ST or OBC certificate is mainly used for :

- ✚ Availing the seats reserved for SC/ST or OBC categories in Educational institutions
- ✚ Availing the seats reserved for SC/ST or OBC categories in various Government Offices
- ✚ Availing benefits under various Social Welfare schemes run by the State as well as the Central Governments
- ✚ For getting age and fees relaxations while applying for various jobs

Target Beneficiaries: Target beneficiaries for these certificates are those who belongs to SC (Scheduled Caste)/ ST (Scheduled Tribe) & OBC (Other Backward Classes) who require reserved seats in State and Central Government jobs, for getting admissions in educational institutions, to get the fees and age relaxation for various jobs and also to obtain a lot of benefits under various Central as well as the State Government schemes

6.1.5.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of SC/ST & OBC Certificate is given below:



Process Summary-Issuance of SC/ST & OBC Certificate

Department	State SC/ST or OBC Development Board	Version	1.0
Process Name	Issuance of SC/ST & OBC Certificate	Process Owner	Chairman, SC/ST Development Board
Process Goal	To verify and provide SC / ST & OBC (Other Backward Classes) Certification to Citizens for various purposes		
Process Input		Process Output	
<ul style="list-style-type: none"> Application form signed by the SC/ST or OBC member of the same locality Supporting documents 		SC/ST or OBC Certificate	
Process details		Responsibility Center	
<p>Applicant applies for the SC/ST or OBC Certificate, as the case may be, in the application form and gets it signed by the member of the same zone from which the applicant belongs to</p> <p>With this application form, Applicant applies for the SC/ST or OBC Certificate, as the case may be, to the Chairman, SC/ST or OBC Development Board along with the necessary documents</p>		Applicant	
Chairman, SC/ST or OBC Development Board, as the case may be, receives the application form		Chairman, SC/ST or OBC Development Board	

<p>Does the preliminary scrutiny of application (Incase of deficiency in application form/supporting, applicant is asked to fulfill it)</p> <p>Updates the Inward Register</p> <p>Chairman, SC/ST or OBC Development Board, as the case may be, signs in the Certificate and forwards it to the Magistracy Branch at the Deputy Commissioner Office for countersigning on the Certificate</p>	
<p>Magistracy Branch receives the Certificate</p> <p>DM/ SDO countersigns in the Certificate</p> <p>Records appropriate information in official record</p> <p>Issues the SC/ST or OBC Certificate, as the case may be</p>	Magistracy Branch
Applicant comes and collects the Certificate	Citizen
Formats, Documents, References	
<ul style="list-style-type: none"> • Application for SC/ST or OBC Certificate • SC/ST or OBC Certificate 	

6.1.5.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.1.5.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	Chairman, SC/ST or OBC Development Board	<ul style="list-style-type: none"> Issuing authority of the Certificate Receipt of application and forwarding it to the Magistracy Branch (DC/SDO) for countersigning on the Certificate Maintenance of the database of the Certificates issued 	<ul style="list-style-type: none"> Connectivity between the SC/ST or OBC Development Board office and the DC office so that the time taken for issuance of certificate will be reduced IT infrastructure and a database to store in all information
District	DC/SDO	<ul style="list-style-type: none"> Receipt of the Certificate from the Chairman, SC/ST or OBC Development Board for countersigning Issuance of the Certificate to the Citizen after counter signature 	<ul style="list-style-type: none"> Online receipt of the applications from the Chairman, SC/ST or OBC Development Board Database of the number of certificates countersigned at the Magistracy Branch

6.1.5.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

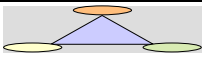


The service levels for SC/ST and OBC Certificates have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

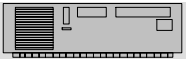
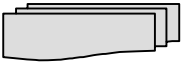
SI No:	Activities	Service level (observed) in days
1	Application Submission	1-2
2	Registration of Application	2-3
3	Forwarding of the Certificate to the DC office	2-3
4	Certificate Issuance after Countersignature	1-2
	Total Time Taken	7-12

6.1.5.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No applications are being used for the issuance of SC/ST or Certificate
Database		No database is being used for maintaining the details of the SC/ST or Certificates issued
Connectivity		There are no connectivity facilities available between Magistracy Branch and Chairman,

		SC/ST or OBC development Board
Infrastructure		Very poor infrastructural facilities
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.1.5.3. Key Pain Areas

The constraints identified in the issuance of SC/ST or OBC Certificate is categorized under three broad areas viz, resource related, process related and service delivery related.

The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Since there are no IT infrastructure in place the officials are not experienced with the use of computers and other associated equipments • Limited Technical knowledge among the workforce 	<ul style="list-style-type: none"> • Absence of application softwares, database and lack of connectivity makes the service delivery very time consuming • Lack of digitized records makes the retrieval of data and old records very difficult 	<ul style="list-style-type: none"> • Lack of proper dissemination of information especially at the grass root level • Applicant has to come to the SC/ST or OBC development Board since that is the only service delivery point

6.1.6. Senior Citizens Certificate

Goal: To verify and provide Senior Citizens Certification to Senior Citizens for various purposes

Description: Senior Citizens Certificate is a legal document to prove the age of the Citizens above 65 years of age, which will help the senior citizens to apply for and avail various benefits under various State as well as Central Government schemes.

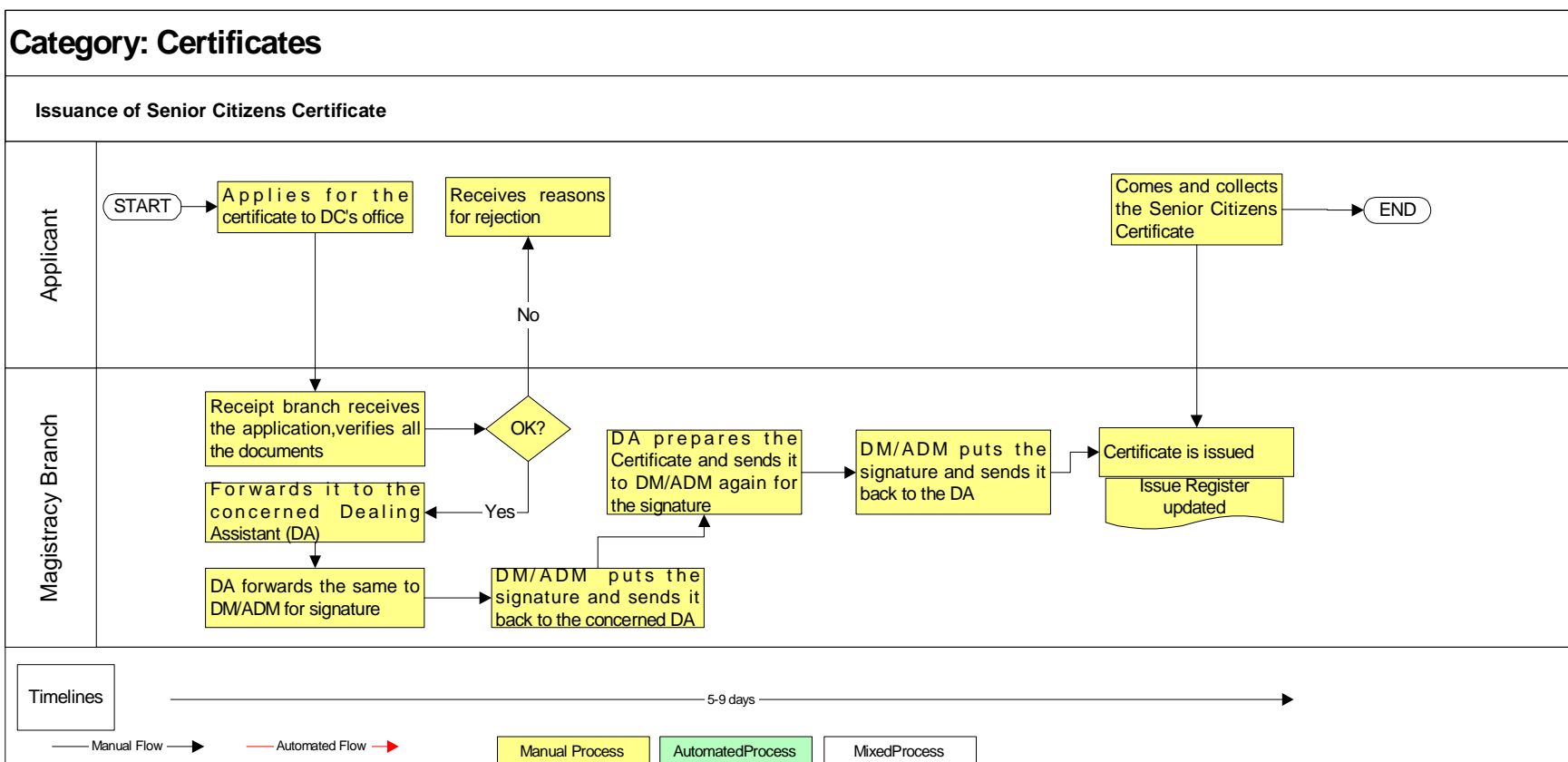
The responsibility of issuing the Senior Citizens Certificate lies solely with the District Administration. The Magistracy branch of the Deputy Commissioner office deals with the receipt of application and issuance of the Senior Citizens Certificate.

Senior Citizens Certificate helps the citizens, particularly with in getting the beneficiary schemes under the Social Welfare Department and it also helps the senior Citizens to avail various bank loans and also for getting certain paid services at relaxed rates.

Target Beneficiaries: All the Citizens, who wants to prove that they fall under the category of Senior Citizens in order to avail various benefits are the target beneficiaries of the project.

6.1.6.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Senior Citizens Certificate is given below:



Process Summary-Issuance of Senior Citizens Certificate

Department		Version	1.0
Process Name	Issuance of Senior Citizens Certificate	Process Owner	
Process Goal	To verify and provide Senior Citizens Certification to the Senior Citizens for various purposes		
Process Input		Process Output	
<ul style="list-style-type: none"> Application Form 		Senior Citizens Certificate	
Process details		Responsibility Center	
<p>Applicant applies for the Senior Citizens Certificate to the Deputy Commissioner office along with the following documents</p> <ul style="list-style-type: none"> School Admit Card or Certificate from a Medical practitioner to prove the age of the applicant Two passport size photograph 		Applicant	
<p>Magistracy Branch receives the application form</p> <p>Does the preliminary scrutiny of application (Incase of deficiency in application form/supporting, applicant is asked to fulfill it)</p> <p>Updates the Inward Register</p> <p>DC/SDO signs the Certificate in two copies</p> <p>Magistracy Branch issues the Senior Citizens Certificate and retains an copy of the</p>		Magistracy Branch	

Certificate for reference purposes SDO office updates the Inward and Outward register accordingly	
Applicant comes and collects the Certificate	Citizen
Formats, Documents, References	
<ul style="list-style-type: none"> • Application for Senior Citizens Certificate • Senior Citizens Certificate 	

6.1.6.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.1.6.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DC/SDO	<ul style="list-style-type: none"> • Sanctioning authority of the Certificate • Issuance of the Certificate • Maintenance of the database of the Certificates issued 	<ul style="list-style-type: none"> • Digitalization of all the records pertaining to the Senior Citizens Certificate • Generation of periodical MIS • Robust IT infrastructure

6.1.6.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

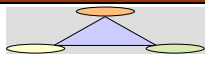

The service levels for the issuance of Senior Citizens Certificate have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.


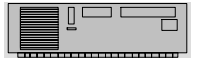

SI No:	Activities	Service level (observed) in days
1	Application Submission	1-2
2	Registration of Application	1-2
3	Processing of the application	2-3
4	Certificate Issuance	1-2
	Total Time Taken	5-9

6.1.6.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application is used for the issuance of Senior Citizens Certificate
Database		No database is being used for maintaining the details of the Senior Citizens Certificates issued

Connectivity		No connectivity between associated offices
Infrastructure		Very poor IT infrastructure facilities, most of the activities being carried out manually
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed





6.1.6.3. Key Pain Areas

The constraints identified in the issuance of Senior Citizens Certificate are categorized under three broad areas viz, resource related, process related and service delivery related.

The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> Limited Technical knowledge among the workforce Absence of IT specific training facilities In experience of the workforce in the usage of Information, Communication & Technology 	<ul style="list-style-type: none"> Absence of applications, Centralized database and lack of digital sharing of data between the various entities involved make the service very time consuming 	<ul style="list-style-type: none"> Lack of proper dissemination of information since integration between different branches/depts. not happens The time taken for the issuance of certificate are sometimes very high

Service Category II- Revenue Court Services

-  Cases listing
-  Cause List Generation
-  Progress Tracking
-  Final issuance of Order

6.2 REVENUE COURT SERVICES

General Information

Goal: To provide information to concerned parties and general public with proceedings of revenue dispute

Description: Revenue Court case service is defined as services to be provided to citizen/applicant in providing information about the status of revenue court cases especially with matters pertaining to mutation, partition, appeal, change of name under Section 151 of the ALRR Act 1886.

The revenue courts deals with the cases related to the land related matters such as ownership, boundaries, protection of Government lands, assessment and easement etc. surrounding the agriculture lands. Court cases relates to case list, cause list, information on change in hearing dates, final court order etc.

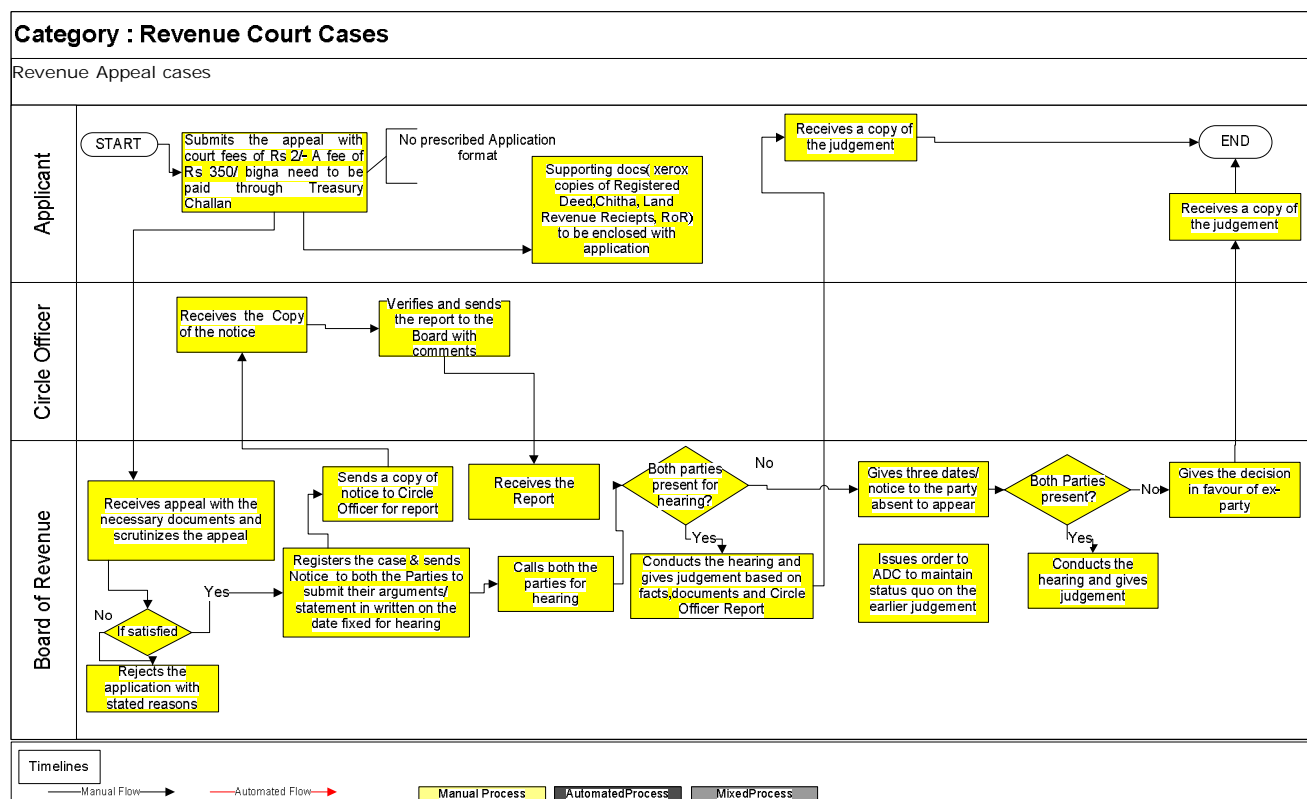
Revenue Courts are set up at various levels of the district and the respective officers dealing with the various administrative units are handling the activities related to the same. All the revenue related matters in various levels are heard at the revenue court cases.

Target beneficiaries: All the Citizens who want to file some complaints against illegal mutations, upholding of mutations and also those who wants to have partitions and want to file appeals related to revenue are the target beneficiaries under the Revenue Court cases

6.2.1. Appeals

6.2.1.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in case of appeals:-



Process Summary-Revenue Court Cases - Appeals

Department	Revenue	Version	1.0
Process Name	Proceedings of Revenue Court cases in case of Appeals	Process Owner	Board of Revenue
Process Goal	To provide information pertaining to the proceedings/judgement to concerned parties and general public of revenue dispute cases u/s 151 related to Appeal and issuance of copy of judgment to citizen		
Process Input		Process Output	
<ul style="list-style-type: none"> Application by the citizen along with necessary supporting documents and fee receipts 		judgments/ Court Orders	
Process details		Responsibility Center	
<p>Litigant submits the application for appeal enclosed with supporting documents. Court fee of Rs 2/- need to paid by the litigant</p> <p>For Rev appeal cases, fee of Rs 350 per bigha need to be paid through Treasury Challan</p> <p>The application along with necessary supporting documents and fee receipts is submitted in the Board of Revenue</p>		Applicant	
<p>Receives the application and registers the case under ALRR 1886 under section 151 and issues Notice for party concerned for appearance in the court on the date fixed</p>		Board of Revenue	
<p>Board of Revenue sends notice to Circle Officer for necessary report on the case</p>		Board of Revenue	

registered and issues Misc. Case No	
Notice is served to applicant	Board of Revenue
Applicant/Other party receives the Notice Applicant/Other party prepares the WS (Written Statement) and appear before the court for hearing on the date fixed	Applicant/Other Party
Conducts the hearing in presence of both the parties on the date fixed and gives judgement on the basis of the facts, written statements and report of the Circle Officer If party(s) are not present on the hearing date, gives two more chances to the other party and conducts the hearing on the fixed date in presence of both parties and gives the judgement. If the other party is not present even for 3 rd hearing, gives decision in favour of ex-parte Judgement copy given to the litigants Instructs the Circle Officer to update the Revenue Records	Board of Revenue
Formats, Documents, References	
Notice to litigants for hearing Circle officer Report Court Order Judgement Copy (of Circle Officer & Board of Revenue)	

6.2.1.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service and the details regarding the technology deployment.

6.2.1.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service with their responsibilities and expectations are enumerated below:

Level	Designation	Responsibility	Expectations
Revenue Circle	Circle Officer	<ul style="list-style-type: none"> Forwarding of the Circle Officer report to the Board of Revenue Updation of the revenue records after judgement from the Board of Revenue 	<ul style="list-style-type: none"> Deployment of a dedicated application software for managing all the revenue court cases Data Digitization of the old records
State Level	Board of Revenue	<ul style="list-style-type: none"> Registration of the Case Issuance of Notices to litigants Study of the case based on WS of the litigants, CO Report and other documentary evidence Authority for conducting the Hearing and responsible for giving the judgement 	<ul style="list-style-type: none"> Deployment of necessary IT infrastructure A dedicated software to ease all the activities related to the court cases Digitalization of the old records and legacy data for easy retrieval Network connectivity between Circle office

			and the Board of Revenue · Online facility to check court orders and tracking of case
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6.2.1.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

There are no specific service levels or timeline attached to revenue court cases since the revenue court cases are judicial and highly subjective and no objective service levels can be attached to it since it mainly depends upon the nature of the case and the attendance by the parties.

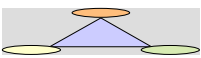
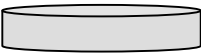

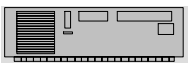

SI No:	Activities	Service level (observed) in days
1	Receiving and scrutinizing the application as well as forwarding the case to Board of Revenue	No fixed Time period
2	Admittance of the Case, issuing of notices for hearing, conduction of the hearing and giving judgement	No fixed time period
3	Final Judgement on the hearing	No fixed time period
	Total Time Taken	No fixed time period *

* There are not specific periods or timelines attached to revenue court cases. It mainly depending on the nature of the case and the attendance by the parties

6.2.1.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application is currently used for the revenue court with respect to appeal cases
Database		No database is being used for maintaining the details of the revenue court cases with respect to appeal
Connectivity		No network connectivity between the between the Revenue Courts of the district
Infrastructure		The IT infrastructural facilities are very poor and all the activities related to the Revenue court cases with respect to appeal cases are done manually at the District level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.2.1.3. Key Pain Areas

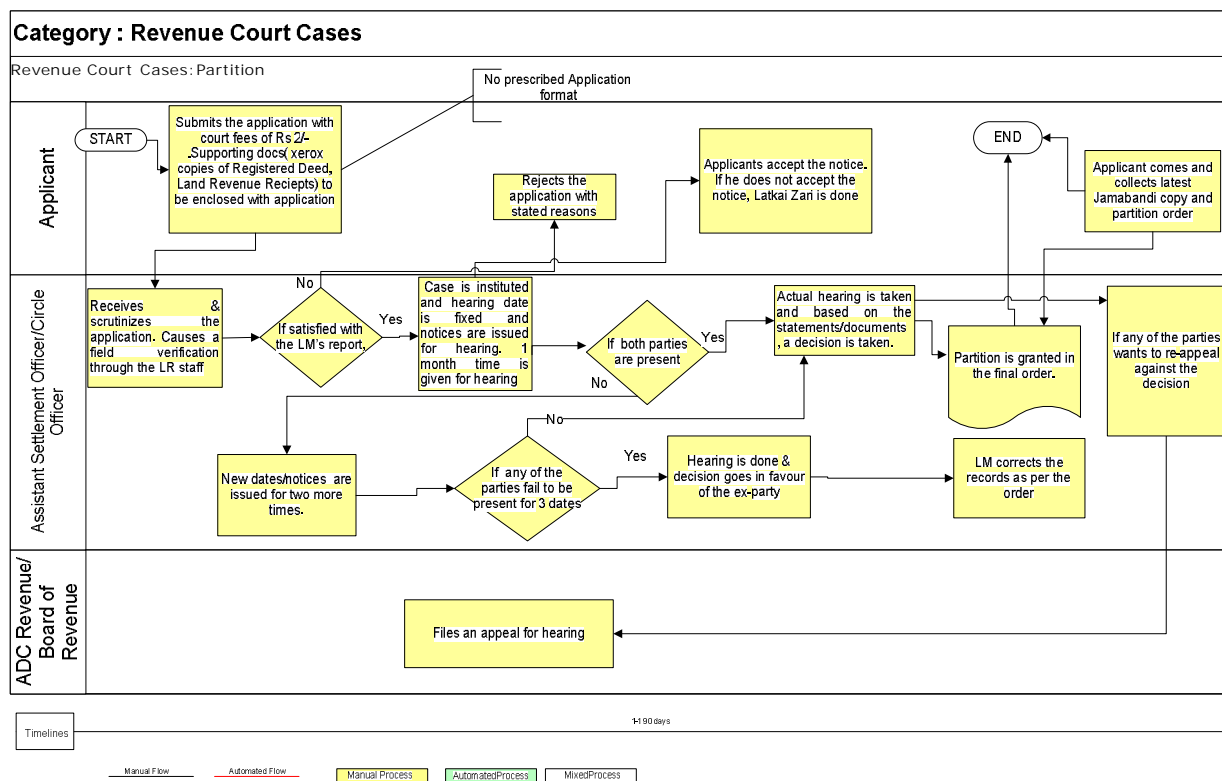
The constraints identified in the Revenue Court Cases with regard to appeals are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Limited Technical knowledge among the workforce • Absence of IT infrastructure • Lack of technical training to the concerned officials 	<ul style="list-style-type: none"> • Absence of applications, Centralized database and lack of digital sharing of data between the various entities involved make the service very time consuming • Technology deployment is almost nil at the district level for carrying out the appeal related cases 	<ul style="list-style-type: none"> • No facility to track the progress of a case • The closing of the case mainly depend on the nature of the case and also on the interest of the parties involved • No technically competent officials available through out the service delivery channels • Many of the cases require a lot of time for the final closure of the case

6.2.2. Partition

6.2.2.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in case of partition cases:-



Process Summary-Revenue Court Cases – partition

Department	Revenue	Version	1.0
Process Name	Proceedings of Revenue Court cases in case of Partitions	Process Owner	Circle Officer
Process Goal	To provide information pertaining to the proceedings/judgement to concerned parties on partition cases and issuance of copy of judgment and copy of Jamabandi to citizen		
Process Input		Process Output	
<ul style="list-style-type: none"> Application by the citizen along with necessary supporting documents and fee receipts 		judgments/ Court Orders	
Process details		Responsibility Center	
Litigant submits the application for Partition enclosed with supporting documents(Xerox copies of registered deed and revenue receipts) and of Rs 2/- Court fee stamp The application along with necessary supporting documents and fee receipts is submitted to the Circle Officer		Applicant	
The Circle Officer receives and scrutinizes the application and causes a field verification report through the Land Records Staff		Circle Officer	
The Land Records staff submit the report to the circle officer		Land Records Staff	
Based on the report of the Land Records staff, the Circle officer institutes the case.		Circle Officer	

Hearing is fixed and notices are served.	
Applicant/Other party receives the Notice Applicant/Other party prepares the written Statement / encloses other supporting documents and appear before the court for hearing on the date fixed	Applicant/Other Party
Circle Officer conducts the hearing in presence of both the parties on the date fixed and gives judgement/decision on the basis of the facts, Written Statements and report of the Land Records Staff If party(s) are not present on the hearing date, gives two more chances to the other party and conducts the hearing on the fixed date in presence of both parties and gives the judgement. If the other party is not present even for 3 rd hearing, gives decision in favour of ex-partie Circle officer grants the partition in the final order Instructs the Land Records staff to update the Revenue Records based on the final order	Circle Officer
Land Records staff updates the Revenue records based on the order of the Circle officer	Land Records Staff
Applicant collects the judgement copy from	Applicant

the Circle office Applicant comes and collects the latest copy of Jamabandi from the Circle Officer Office	
Formats, Documents, References	
Notice to litigants for hearing Circle officer Report	

6.2.2.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service and the details regarding the technology deployment.

6.2.2.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service with their responsibilities and expectations are enumerated below:

Level	Designation	Responsibility	Expectations
Revenue Circle	Circle Officer	<ul style="list-style-type: none"> · Updation of revenue records after judgement · Issuance of latest copy of Jamabandi after the final judgement 	<ul style="list-style-type: none"> · A dedicated application software for managing revenue court cases · Automation of the entire process of preparation of the CO report · Digitization of old records for easy retrieval
Revenue	Dealing	<ul style="list-style-type: none"> · Preparation of Notice 	<ul style="list-style-type: none"> · Online file movement to

Circle	Assistant	<ul style="list-style-type: none"> · Receipt of Lot Mandal report and forwarding it to CO · Updation of the related registers · Updation of revenue records after CO gives the judgement 	<ul style="list-style-type: none"> · facilitate the transfer of files in a more speedy manner · Status tracking facilities should be available in order to understand the progress of the cases
Tehsil	Lot Mandal	<ul style="list-style-type: none"> · Field Verification · Submission of field verification report to Dealing Assistant 	<ul style="list-style-type: none"> · Remote access to information · Online submission of verification reports

6.2.2.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

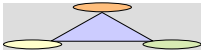




There are no specific service levels or timeline attached to revenue court cases since the revenue court cases are judicial and highly subjective and no objective service levels can be attached to it since it mainly depends upon the nature of the case and the attendance by the parties.

SI No:	Activities	Service level (observed) in days
1	Receiving and scrutinizing the application	No fixed Time period
2	Admittance of the Case, issuing of notices for hearing, conduction of the hearing and giving judgement	No fixed Time period
3	Final Judgement on the hearing	No fixed Time period
	Total Time Taken	No fixed Time period

* There are not specific periods or timelines attached to revenue court cases. It mainly depending on the nature of the case and the attendance by the parties

6.2.2.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project. The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application is currently used for the revenue court with respect to partition cases
Database		No database is being used for maintaining the details of the revenue court cases with respect to partition
Connectivity		No network connectivity between the between the Revenue Courts of the district
Infrastructure		The IT infrastructural facilities are very poor and all the activities related to the Revenue court cases with respect to partition are done manually at the District level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.2.2.3. Key Pain Areas

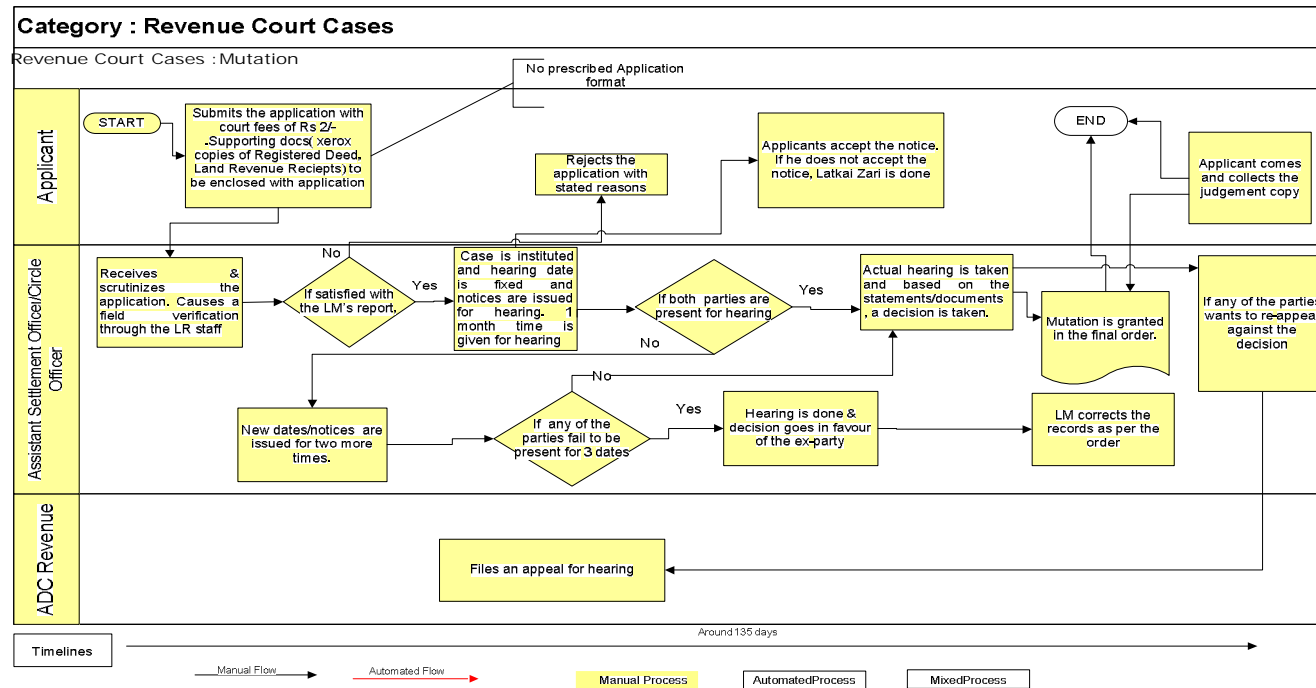
The constraints identified in the Revenue Court with respect to the Partition cases are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Limited Technical knowledge among the workforce • Absence of IT infrastructure • Lack of technical training to the concerned officials 	<ul style="list-style-type: none"> • Absence of applications, Centralized database and lack of digital sharing of data between the various entities involved make the service very time consuming • Technology deployment is very poor at the Circle Office and almost all the activities are being carried out manually only 	<ul style="list-style-type: none"> • Since the process is not automated, there is no facility to track the progress of a case • No technically competent officials available through out the service delivery channels • Many of the cases require a lot of time for the final closure of the case

6.2.3. Mutation

6.2.3.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in case of Mutation:-



Process Summary -Mutation

Department	Revenue	Version	1.0
Process Name	Proceedings of Revenue Court cases in case of Mutation	Process Owner	Circle Officer
Process Goal	To provide information pertaining to the proceedings/judgement to concerned parties on Mutation cases and issuance of copy of judgment		
Process Input		Process Output	
<ul style="list-style-type: none"> Application by the citizen along with necessary supporting documents and fee receipts 		judgments/ Court Orders	
Process details		Responsibility Center	
<p>Litigant submits the application related to Mutation in the prescribed format enclosed with supporting documents and of Rs 2/- Court fee stamp</p> <p>The application along with necessary supporting documents and fee receipts is submitted in the Circle Officer</p>		Applicant	
The Circle Officer receives and scrutinizes the application and causes a field verification report through the Land Records Staff		Circle Officer	
The Land Records staff submit the report to the circle officer		Land Records Staff	
Based on the report of the Land Records staff, the Circle officer institutes the case.		Circle Officer	

Hearing is fixed and notices are served.	
Applicant/Other party receives the Notice Applicant/Other party prepares the written Statement / encloses other supporting documents and appear before the court for hearing on the date fixed	Applicant
Circle Officer conducts the hearing in presence of both the parties on the date fixed and gives judgement/decision on the basis of the facts, Written Statements and report of the Land Records Staff If party(s) are not present on the hearing date, gives two more chances to the other party and conducts the hearing on the fixed date in presence of both parties and gives the judgement. If the other party is not present even for 3 rd hearing, gives decision in favour of ex-partie Circle officer grants the mutation in the final order Instructs the Land Records staff to update the Revenue Records based on the final order	Circle Officer
Land Records staff updates the Revenue records based on the order of the Circle officer	Land Records Staff

Applicant collects the judgement copy from the Circle office Applicant comes and collects the latest copy of Jamabandi from the Circle Officer Office	Applicant
Formats, Documents, References	
Notice to litigants for hearing Field verification Report Final Order Judgement Copy	

6.2.3.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service and the details regarding the technology deployment.

6.2.3.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service with their responsibilities and expectations are enumerated below:

Level	Designation	Responsibility	Expectations
Revenue Circle	Circle Officer	<ul style="list-style-type: none"> · Hearing Authority · To give the final judgements · Issuing authority of the Notice 	<ul style="list-style-type: none"> · A dedicated application software for managing revenue court cases · Automation of the entire process of preparation of the CO report · Digitized records and data

Circle Office	Dealing Assistant	<ul style="list-style-type: none"> Preparation of Notice Receipt of LotMandal report and forwarding it to CO Updation of the related registers Updation of revenue records after CO gives the judgement 	<ul style="list-style-type: none"> Online file movement to facilitate the transfer of files in a more speedy manner Status tracking facilities should be available in order to understand the progress of the cases
Tehsil	LotMandal	<ul style="list-style-type: none"> Field Verification Submission of field verification report to Dealing Assistant 	<ul style="list-style-type: none"> Remote access to information Online submission of verification reports

6.2.3.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

There are no specific service levels or timeline attached to revenue court cases since the revenue court cases are judicial and highly subjective and no objective service levels can be attached to it since it mainly depends upon the nature of the case and the attendance by the parties.

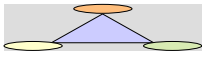
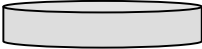



SI No:	Activities	Service level (observed) in days
1	Receiving and scrutinizing the application as well as processing	No fixed Time period
2	Field verification report	No fixed Time period
3	Admittance of the Case, issuing of notices for hearing, conduction of the hearing and giving judgement	No fixed Time period

	Total Time Taken	No fixed Time period
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* There is not specific period or timelines attached to revenue court cases. It mainly depending on the nature of the case and the attendance by the parties

6.2.3.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project. The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application is currently used for the revenue court with respect to mutation cases
Database		No database is being used for maintaining the details of the revenue court cases with respect to mutation
Connectivity		No network connectivity between the between the Revenue Courts of the district
Infrastructure		The IT infrastructural facilities are very poor and all the activities related to the Revenue court cases with respect to mutation cases are done manually at the District level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.2.3.3. Key Pain Areas

The constraints identified in the Revenue Court with respect to the Mutation cases are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Limited Technical knowledge among the workforce • Absence of IT infrastructure • Lack of technical training to the concerned officials 	<ul style="list-style-type: none"> • Absence of applications, Centralized database and lack of digital sharing of data between the various entities involved make the service very time consuming • Technology deployment is very poor at the concerned offices and almost all the activities are being carried out manually only 	<ul style="list-style-type: none"> • Since the process is not automated, there is no facility to track the progress of a case • No technically competent officials available through out the service delivery channels • Many of the cases require a lot of time for the final closure of the case

Service Category III- Pension Schemes

 Old Age Pensions

 Widow Pensions

6.3 PENSION SCHEMES

6.3.1. Issuance of Old Age Pensions

General Information

Goal: To provide pensions to Old Aged Citizens, infirmity cases etc. in rural area

Description: Old Age Pension is a scheme to provide financial assistance to the Old aged and infirmed persons / Destitute as monthly pensions, who are over 65 years old and do not have sufficient means to fund themselves. The basic objective of the scheme is to bring the old aged into the main stream of development by making them self-reliant .Old aged pensions, destitutes, widows, who don't have any income or sources of income either of his own or any one else who is legally liable to support him or her are eligible for the scheme.

The Old Age Pension Scheme is a part of Government of India scheme of Social Welfare Department to support the aged persons with a fixed monthly income in order to provide them with certain monetary benefit. The very basic eligibility for receiving the Old Age Pension is given below:

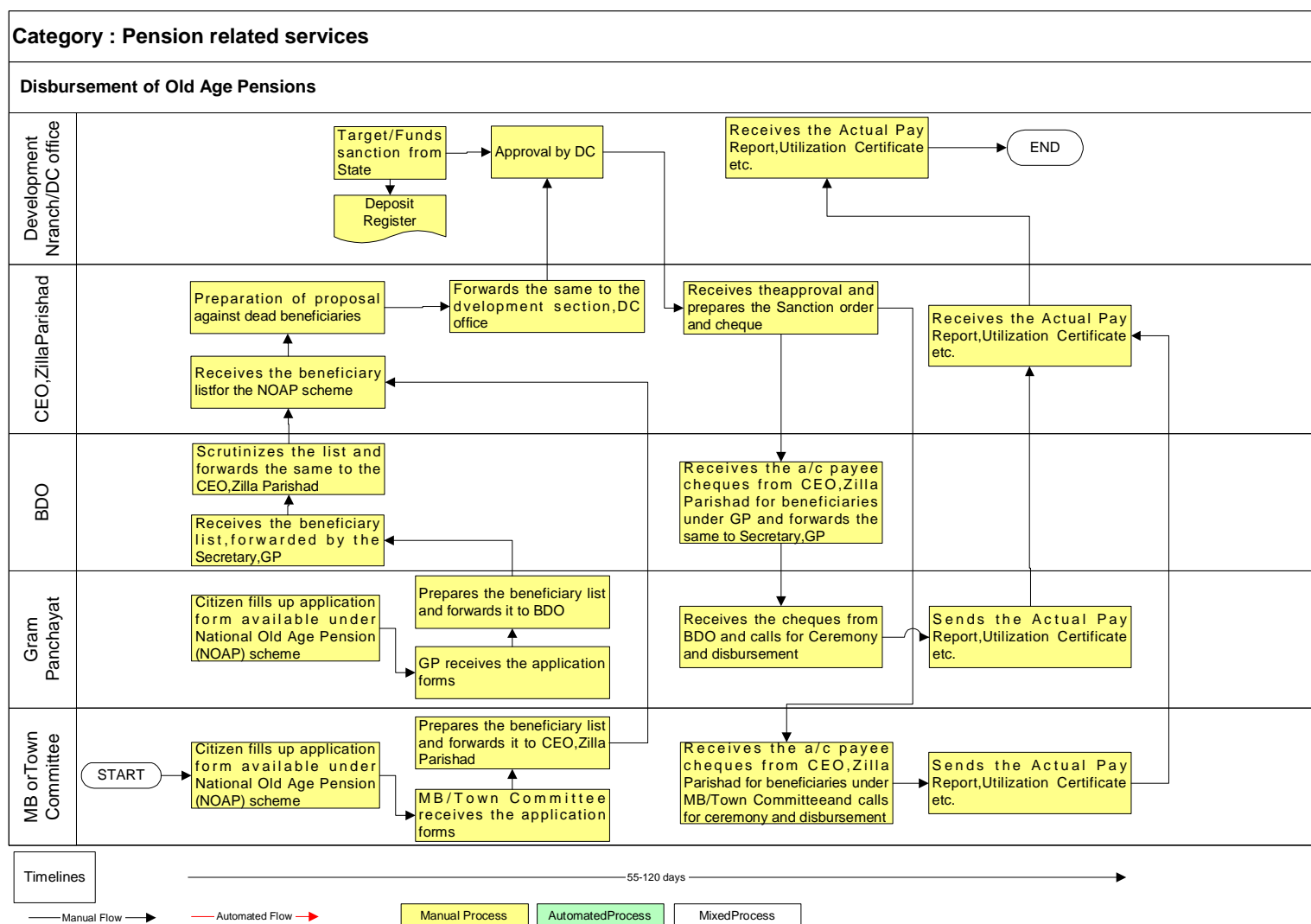
- The person's age should be more than or equal to 65 years
- He should be from the BPL (Below Poverty Line) category

There are two components to the pension pay outs. A Central Government component of Rs. 200/month and a State Government component of Rs. 50/month. This amount of Rs. 250/- is paid out in two installments over an year.

Target Beneficiaries: Old people equal to or above 65 years who belongs to Below Poverty Line (BPL) category

6.3.1.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Old Age Pensions:



Process Summary-Issuance of Old Age Pensions

Department	Zilla Parishad/Development Branch	Version	1.0
Process Name	Issuance of Old Age Pensions	Process Owner	Deputy Commissioner
Process Goal	To provide Pensions to old aged citizens, infirmity cases etc. in rural area		
Process Input		Process Output	
Application form under the National Old Age Pension Scheme		Old Age Pension	
Process details		Responsibility Center	
<p>Applicant collects the Old Age Pension application form free of cost from either the BDO office or from the Relief Branch, DC office</p> <p>Applicant fills details asked in the form and submits the form along with supplementary documents to Gram Panchayat (Rural)/Municipal Board/Town Committee (Urban).</p>		Applicant	
<p>GP(Rural)/ MB or Town Committee (Urban) receives the application form from the applicant</p> <p>Verifies whether the applicant comes under the purview of the Old Age Pension Scheme. If the applicant fulfills the set criteria, then the his application is accepted</p> <p>If the applicant does not fulfill the set criteria, the application is rejected</p> <p>GP/MB or Town Committee prepares final</p>		GP/MB or Town Committee	

beneficiary list as per the target allocated GP forwards the list to the Block Development Officer (BDO) MB/Town Committee forwards the list to the CEO, Zilla Parishad	
BDO receives the beneficiary list, as forwarded by the Secretary, GP ,scrutinizes and forwards it to the CEO, Zilla Parishad	Block Development Officer
CEO, Zilla Parishad receives the list from the BDO (rural)and forwards it to the Deputy Commissioner, Goalpara CEO, Zilla Parishad receives the list from the MB or Town Committee and forwards it to the Deputy Commissioner, Goalpara	CEO, Zilla Parishad
Deputy Commissioner scrutinizes the list and sanctions the same, if there are no discrepancies DC asks for clarifications, if there are any discrepancies	Deputy Commissioner
Dealing assistant at the Zilla Parishad receives the sanction order, prepares the cheque and puts upto CEO, Zilla Parishad for signature CEO, Zilla Parishad puts the signature on the cheque and sends it back to the dealing assistant. CEO, Zilla Parishad office issues the a/c	CEO, Zilla Parishad

<p>payee cheques (given in two installments on a six monthly basis - April to September & October to March - @ Rs. 250/month. i.e. Rs. 1500 consolidated per person)</p> <p>CEO, Zilla Parishad office forwards the sanction order and the a/c payee cheques to BDO for Rural areas</p> <p>CEO, Zilla Parishad office forwards the sanction order and the a/c payee cheques to MB or Town Committee (Urban) as per the allocation</p>	
<p>BDO (Rural) receives the sanction order and the cheques</p> <p>BDO forwards the sanction order and the cheques to the Secretary, GP</p>	BDO
<p>Gram Panchayat give away the cheques to the beneficiaries of urban areas</p>	Secretary, GP
<p>MB or Town Committee give away the cheques to the beneficiaries of urban areas</p>	Chairman/Chairperson, MB/Town Committee
<p>Receipt of the cheque</p>	Applicant
Formats, Documents, References	
<ul style="list-style-type: none"> • Old Age Pension Application Form • Sanction Order • Actual Pay Report (APR) • Utilization Certificate (UC) • Register for maintaining the records 	

6.3.1.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels, the Volume of transactions & other important financial information and the details regarding the technology deployment.

6.3.1.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DC	<ul style="list-style-type: none"> Approval of the beneficiary list received from CEO, Zilla Parishad after verification According sanction and forwarding of the same to CEO, Zilla Parishad for disbursing the pension amount Receipt of APRs, UC etc. 	<ul style="list-style-type: none"> Connectivity between the CEO, Zilla Parishad office and the DC office for document exchange and data transfer Online facility to track the status of the scheme Proper Information dissemination
District	CEO, Zilla Parishad	<ul style="list-style-type: none"> Receipt of Target for beneficiaries from DC Receipt of beneficiary list forwarded by the BDO (rural) and MB/Town Committee (Urban) Compilation of beneficiary list & Forwarding to DC Preparation of cheque and 	<ul style="list-style-type: none"> Facility to receive and forwards the beneficiary list online Digitization of the legacy data

		forwarding it to the BDO (rural) and MB/Town Committee (Urban) <ul style="list-style-type: none"> · Receipt and sending of the Actual Pay Receipts to the DC office 	
Block	BDO	<ul style="list-style-type: none"> · Receipt of the beneficiary list under the National Old Age Pension scheme · Forwarding the beneficiary list to the CEO, Zilla Parishad · Receipt of the cheques from the CEO, Zilla Parishad · Forwarding of cheques to the GPs 	<ul style="list-style-type: none"> · Connectivity between the CEO, Zilla Parishad office and the BDO office · Facility to receive and forward the beneficiary list online · Web based application to view/edit /modify the beneficiary list
Panchayat/ Municipality	GP Secretary	<ul style="list-style-type: none"> · The GP prepares beneficiary list and forwards it to the BDO office · MB or Town Committee prepares beneficiary list and forwards it to CEO, Zilla Parishad office 	<ul style="list-style-type: none"> · Online viewing and processing of various matters related to the beneficiary list · Facility to forward the beneficiary list online

6.3.1.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels some key statistics like the target beneficiaries fixed and the amount disbursed during the current year.

Service Levels

The service levels for the issuance of the Old Age Pensions have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

Sl No:	Activities	Service level (observed) in days
1	Receiving, scrutinizing the application, preparing proposal of beneficiaries	1-30
2	Approval of the beneficiary list	20 -40
3	Receipt of Sanction order and cheque by the GP/MB or town committee	20-30
4	Disbursement of Funds	15-20
	Total Time Taken	55-120 days

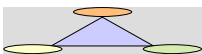
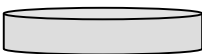



Pension Amount disbursed under the Old Age Pension scheme

The target beneficiaries and the amount that is disbursed as Old age pensions for the year 2006-2007 is given below:

Year	No. of Beneficiaries	Amount Disbursed		
		Central Share	State Share	Total
2006-2007	17,310	2,02,32,000	25,29,000	2,27,61,000

6.3.1.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project. The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application is currently being used for the issuance of Old Age Pension
Database		No database is being used for maintaining the details related to the Old Age Pension scheme
Connectivity		No network connectivity exists between the Development branch, BDO, MBs/Town Committees/Gram Panchayats
Infrastructure		IT infrastructural facilities are very poor and all the activities related to Old Age pension done manually at District level
Policy		Since Central Government scheme, not much control over the policy related matters

6.3.1.3. Key Pain Areas

The constraints identified in the issuance of Old Age Pensions are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> IT knowledge among the workforce needs to be strengthened Workforce not experienced with the usage of Computers and other peripherals. 	For the delivery of Pension related services, the administration does not use any applications or databases. Entire activities related to the pension are carried out manually.	<ul style="list-style-type: none"> No facility to track the status of pension online Selection of right beneficiaries and the preparation & approval of the beneficiary list takes time

6.3.2. Issuance of Widow Pension

General Information

Goal: To provide pension support to Widows in rural areas

Description: Widow Pensions aim to provide financial assistance to Widows, who do not have sufficient means to fend for themselves. Widows who do not have any income or sources of income, either of her own or anyone else who is legally liable to support her are eligible for the scheme.

A woman is eligible for the Widow Pension if she meets all the eligibility criteria that are mentioned below:

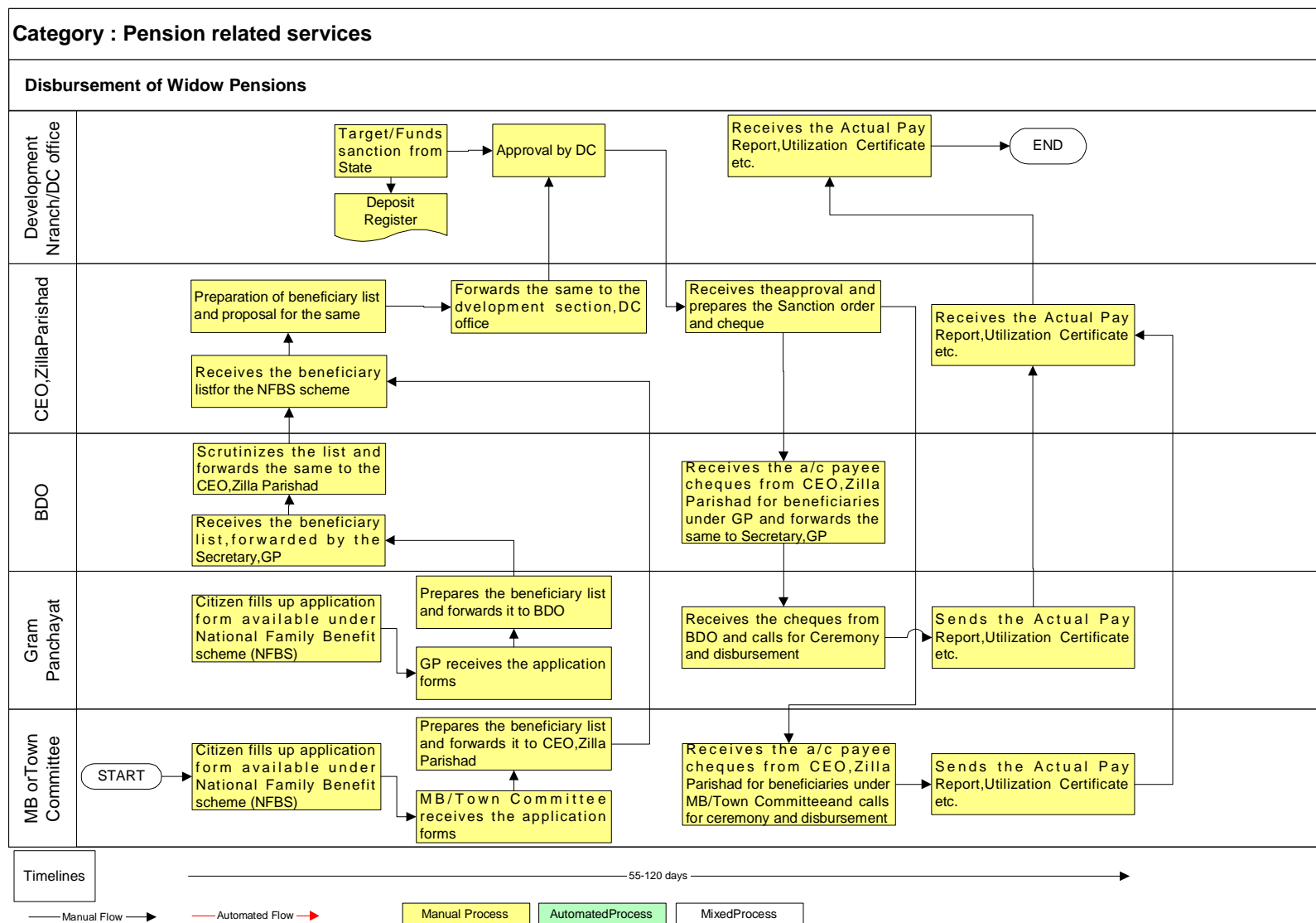
- Death of the Husband
- Should belong to BPL category
- Applicant's son or grandson on whom he/she is dependent should not be working in any Government department or corporation

A one time assistance of Rs. 10000/- will be given for the year. One widow will be eligible from each Gram Panchayat and each MB or Town Committee.

Target Beneficiaries: Widows, coming under the Below Poverty line, one from each GP or each Municipal Body/Town Committee is the beneficiary to be eligible under the scheme.

6.3.2.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Widow Pensions:



Process Summary-Issuance of Widow Pensions

Department	Zilla Parishad/Development Branch	Version	1.0
Process Name	Issuance of Widow Pensions	Process Owner	Deputy Commissioner
Process Goal	To provide Pensions to Widows		
Process Input		Process Output	
Application form under the National Family Benefits Scheme (NFBS)		Widow Pension	
Process details		Responsibility Center	
<p>Applicant collects the Widow Pension application form free of cost from either the BDO office or from the Relief Branch, DC office</p> <p>Applicant fills details asked in the form and submits the form along with supplementary documents to Gram Panchayat (Rural)/Municipal Board/Town Committee (Urban).</p>		Applicant	
<p>GP(Rural)/ MB or Town Committee (Urban) receives the application form from the applicant</p> <p>Verifies whether the applicant comes under the purview of the National Family Benefits Scheme (NFBS).</p> <p>If the applicant fulfills the set criteria, then the his application is accepted</p> <p>If the applicant does not fulfill the set criteria, the application is rejected</p> <p>GP/MB or Town Committee prepares final</p>		GP/MB or Town Committee	

beneficiary list as per the target allocated GP forwards the list to the Block Development Officer (BDO) MB/Town Committee forwards the list to the CEO, Zilla Parishad	
BDO receives the beneficiary list, as forwarded by the Secretary, GP ,scrutinizes and forwards it to the CEO, Zilla Parishad	Block Development Officer
CEO, Zilla Parishad receives the list from the BDO (rural)and forwards it to the Deputy Commissioner, Goalpara CEO, Zilla Parishad receives the list from the MB or Town Committee and forwards it to the Deputy Commissioner, Goalpara	CEO, Zilla Parishad
Deputy Commissioner scrutinizes the list and sanctions the same, if there are no discrepancies DC asks for clarifications, if there are any discrepancies	Deputy Commissioner
Dealing assistant at the Zilla Parishad receives the sanction order, prepares the cheque and puts upto CEO, Zilla Parishad for signature CEO, Zilla Parishad puts the signature on the cheque and sends it back to the dealing assistant. CEO, Zilla Parishad office issues the a/c	CEO, Zilla Parishad

<p>payee cheque (of Rs. 1000/- onetime)</p> <p>CEO, Zilla Parishad office forwards the sanction order and the a/c payee cheques to BDO for Rural areas</p> <p>CEO, Zilla Parishad office forwards the sanction order and the a/c payee cheques to MB or Town Committee (Urban) as per the allocation</p>	
<p>BDO (Rural) receives the sanction order and the cheques</p> <p>BDO forwards the sanction order and the cheques to the Secretary, GP</p>	BDO
Gram Panchayat give away the cheques to the beneficiaries of urban areas	Secretary, GP
MB or Town Committee give away the cheques to the beneficiaries of urban areas	Chairman/Chairperson, MB/Town Committee
Receipt of the cheque	Applicant
Formats, Documents, References	
<ul style="list-style-type: none"> • Widow Pension Application Form • Sanction Order • Actual Pay Report (APR) • Utilization Certificate (UC) • Register for maintaining the records 	

6.3.2.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels, the Volume of transactions & other important financial information and the details regarding the technology deployment.

6.3.2.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DC	<ul style="list-style-type: none"> Approval of the beneficiary list received from CEO, Zilla Parishad after verification According sanction and forwarding of the same to CEO, Zilla Parishad for disbursing the pension amount Receipt of APRs, UC etc. 	<ul style="list-style-type: none"> Connectivity between the CEO, Zilla Parishad office and the DC office for document exchange and data transfer Online facility to track the status of the scheme Proper Information dissemination
District	CEO, Zilla Parishad	<ul style="list-style-type: none"> Receipt of Target for beneficiaries from DC Receipt of beneficiary list forwarded by the BDO (rural) and MB/Town Committee (Urban) Compilation of beneficiary list & Forwarding to DC Preparation of cheque and 	<ul style="list-style-type: none"> Facility to receive and forwards the beneficiary list online Digitization of the legacy data

		forwarding it to the BDO (rural) and MB/Town Committee (Urban) <ul style="list-style-type: none"> · Receipt and sending of the Actual Pay Receipts to the DC office 	
Block	BDO	<ul style="list-style-type: none"> · Receipt of the beneficiary list under the National Family Benefits Scheme · Forwarding the beneficiary list to the CEO, Zilla Parishad · Receipt of the cheques from the CEO, Zilla Parishad · Forwarding of cheques to the GPs 	<ul style="list-style-type: none"> · Connectivity between the CEO, Zilla Parishad office and the BDO office · Facility to receive and forward the beneficiary list online · Web based application to view/edit /modify the beneficiary list
Panchayat/ Municipality	GP Secretary	<ul style="list-style-type: none"> · The GP prepares beneficiary list and forwards it to the BDO office · MB or Town Committee prepares beneficiary list and forwards it to CEO, Zilla Parishad office 	<ul style="list-style-type: none"> · Online viewing and processing of various matters related to the beneficiary list · Facility to forward the beneficiary list online

6.3.2.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels some key statistics like the target beneficiaries fixed and the amount disbursed during the current year.

Service Levels

The service levels for the issuance of the Widow Pensions have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

Sl No:	Activities	Service level (observed) in days
1	Receiving, scrutinizing the application, preparing proposal of beneficiaries	1-30
2	Approval of the beneficiary list	20 -40
3	Receipt of Sanction order and cheque by the GP/MB or town committee	20-30
4	Disbursement of Funds	15-20
	Total Time Taken	55-120 days

Pension Amount disbursed

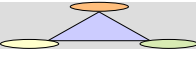




The target beneficiaries and the amount that is disbursed as Widow pensions for the year 2006-2007 is given below:

Year	Target Beneficiaries	Amount Disbursed
2006-2007	203	20,3,0000

6.3.2.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-





Parameters		Present Status
Applications		No application is currently being used for the issuance of Widow Pension
Database		No database is being used for maintaining the details related to the Widow Pension scheme
Connectivity		No network connectivity exists between the Development branch, BDO, MBs/Town Committees/Gram Panchayats
Infrastructure		The IT infrastructural facilities are very poor and all the activities related to the Widow pension are done manually at the District level
Policy		Since Central Government scheme, not much control over policy related matters

6.3.2.3. Key Pain Areas

The constraints identified in the issuance of Widow Pensions are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints:

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> IT knowledge among the workforce needs to be strengthened Workforce not experienced with the usage of Computers and other peripherals. 	For the delivery of Pension related services, the administration does not use any applications or databases. Entire activities related to the pension are carried out manually.	<ul style="list-style-type: none"> No facility to track the status of pension online Selection of right beneficiaries and the preparation & approval of the beneficiary list takes time

Service Category IV - Revenue Dues & Recovery Services

-  Issue of Recovery Certificates (RCs)
-  Tracking of Recovery Certificates
-  Tracking of Status of Dues
-  Issue of Notices

6.4 Dues and Recovery from Revenue perspective

6.4.1. Recovery Certificates, Notices and Dues tracking

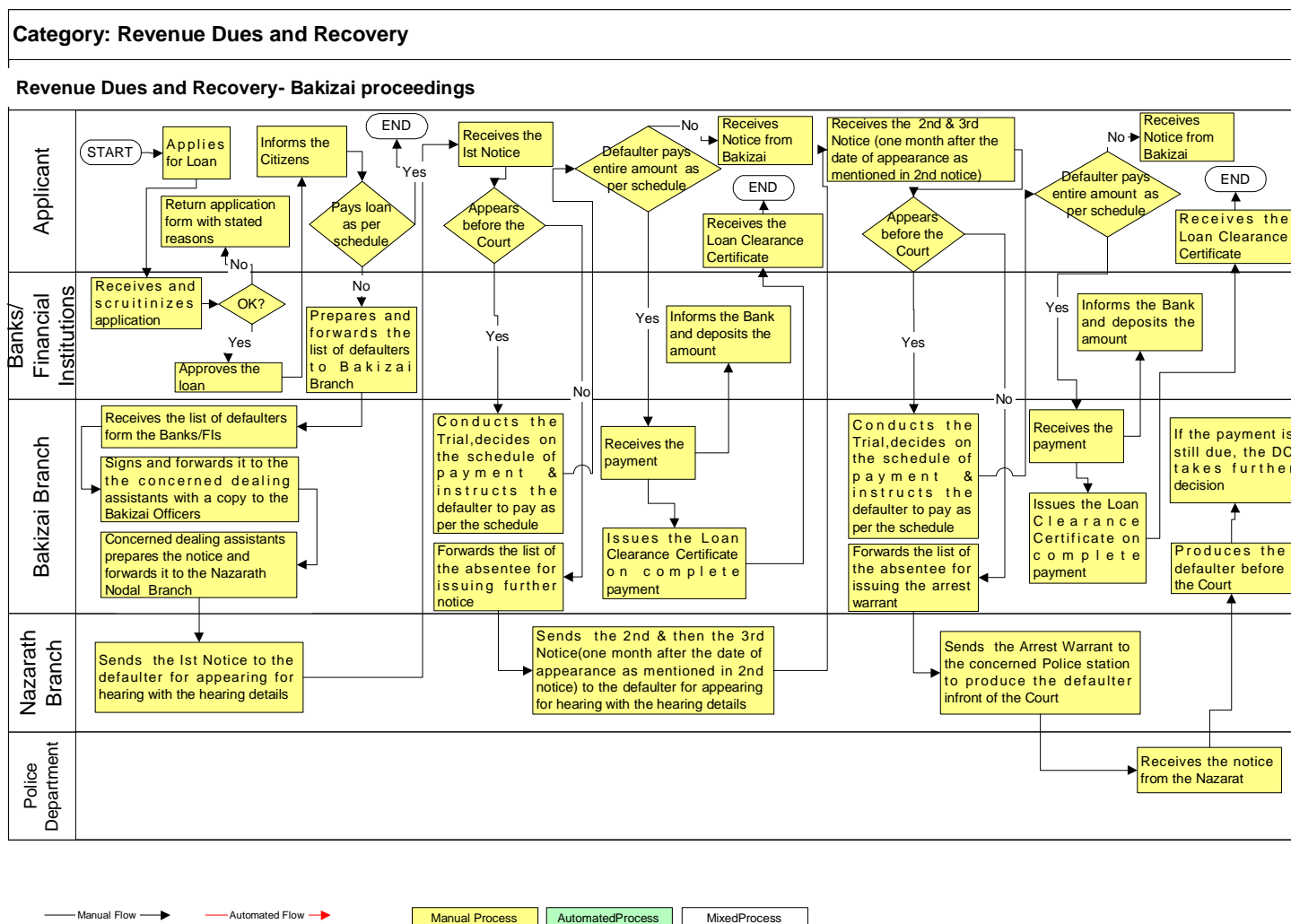
General Information

Goal: To recover the due of Banks/Financial Institutions from defaulters

Description: The dues and recovery process is a government centric service. aimed at recovering the dues to the Banks/Financial institutions from the defaulters. This is the biggest revenue generator for the Government. In the Deputy Commissioner office, mainly, the Bakizai branch deals with the revenue dues and recovery.

Target Beneficiaries: The Banks/Financial Institutions, which wants to recover the due to be paid from the defaulters are the target beneficiaries for this service.

The following As-Is process flow diagram shows the flow of activities carried out in the recovery of Government dues:



Process Summary- Bakizai proceedings

Department	Bakizai Branch, DC Office	Version	1.0
Process Name	Bakizai proceedings	Process Owner	Bakizai Officer
Process Goal	To recover the revenue from the defaulters who fail to pay to the Banks and Financial Institutions		
Process Input		Process Output	
<ul style="list-style-type: none"> The Defaulters list from the Bank/FIs 		Loan Clearance Certificate	
Process details		Responsibility Center	
Banks /Financial Institutions (FIs) gives Loan to the Citizens The Banks/FIS forwards the list of defaulters to the Bakizai branch		Banks/Financial Institutions	
The Bakizai Branch at the Deputy Commissioner's office receives the list of defaulters from the Banks/FIs Bakizai officer signs and forwards it to the concerned dealing assistants		Bakizai Branch	
The dealing assistants of the Bakizai branch receives the list signed by the Bakizai officer Prepares the Notice and forwards it to the Nazarat Branch Updates the register		Dealing Assistants, Bakizai Branch	
Receives the notice that is to be sent it to the defaulters Sends the 1 st notice to the defaulter for		Nazarat	

appearing for hearing with the details of hearing	
The defaulter receives the 1st notice and appears before the court	Defaulter
The hearing authority conducts the trial and gives the schedule of payments to the defaulter	Court-Nazarat
If the defaulter does not appear for hearing, the Dealing Assistant prepares and forwards the 2 nd notice and later on 3 rd Notice (if the defaulter fails to appear for hearing as response to the 2 nd notice) and forwards it to the Nazarat branch	Dealing Assistants
Nazarat branch receives the 2 nd and 3 rd Notice (receives 3 rd notice only if the defaulter fails to appear for the hearing in response to the 2 nd notice) Nazarat Branch issues the 2 nd and 3 rd notice (issues 3 rd notice only if the defaulter does fails to appear for the hearing in response to the 2 nd notice) and sends to the defaulter	Nazarat
The defaulter receives the 2 nd and 3 rd notice(receives the 3 rd notice only if he fails to appear for hearing with respect to the 2 nd Notice) and appears before the court	Defaulter

<p>Defaulter comes and pays the amount either in cash or through draft in the Nazarat branch</p> <p>Defaulter receives the receipt of the payment</p>	Defaulter
<p>Nazarat branch receives the due amount by the defaulter</p> <p>Updates the records</p> <p>Forwards the amount to the concerned Banks/FIS</p>	Nazarat
Banks/FIs receives the amount	Banks/FIs
Nazarat branch sends the arrest warrant, if the defaulter fails to appear before the hearing authority for hearing even after receiving the 3 rd notice	Nazarat Branch
Concerned police personnel make the defaulter appear for hearing	Police department
Deputy Commissioner hears the defaulter and decides on further actionable	Deputy Commissioner
If the defaulter pays the complete amount as per the schedule of payment, issues the Bakizai Clearance Certificate	Nazarat
Formats, Documents, References	
Defaulters List, Order form, Realization form, Notices, Arrest Warrant	

6.4.1.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.4.1.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DM/SDO	<ul style="list-style-type: none"> · Receipt of list of defaulters from the Banks/FIs · Forwarding of the list of defaulters to the Bakizai branch and to the Bakizai officers · Authority to fix the date and time of hearing · Hearing Authority · Authority to decide on the schedule of payments · Sanctioning authority for the Loan Clearance Certificate 	<ul style="list-style-type: none"> · Connectivity with other entities like Nazarat Branch, Banks/Financial Institutions etc. which is a part of delivering the service · Automation of the entire Bakizai proceedings · Online updation of the proceedings · MIS generation of various reports · Digitization of all the legacy data
	Dealing Assistants	<ul style="list-style-type: none"> · Preparation of the 1st ,2nd 3rd and 4th notice and forwarding it to the Nazarat · Keeping track of those 	<ul style="list-style-type: none"> · A proper databases of the cases and its easy and fast retrieval · Online file movement and approval

		who appear and not appear for hearing · Maintenance and Updation of all the related registers	· Proper Technical and change management training · Online Status tracking of cases
	Nazarat	· Serving of notice 1st, 2nd and 3rd notice to the defaulter · Serving of the Arrest warrant to the concerned police station · Receipt of payment by the defaulters	· Connectivity with the Bakizai branch · Network Connectivity with the Banks/ Financial institutions · A proper cash management module and generation of periodic MIS
	Banks/FIs	· Forwarding of list of defaulters to the Nazarat Branch · Receipt of money from the Nazarat branch · Updating of Status of payment	· Network Connectivity between the Bakizai branch and the Banks/FIs · Access to real time data and information · Online fund transfer

6.4.1.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels and important financial information

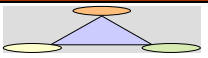
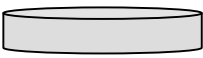

Service Levels



There are no specific service levels or timeline attached to dues and recovery cases since these court cases are judicial and highly subjective and no objective service levels can be attached to it since it mainly depends upon the amount to be paid and the attendance of the parties.

SI No:	Activities	Service level (observed) in days
1	Admittance of the Case, issuing of notices for hearing, conduction of the hearing and giving judgement	No fixed Time period
2	Final Judgement on the hearing	No fixed Time period
	Total Time Taken	No specific time period

6.4.1.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping hardware & software requirement for rolling out services under e-district. The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No applications are being used with related to the Bakizai proceedings
Database		No databases are maintained with related to the Bakizai proceedings.
Connectivity		No connectivity between the Banks, Bakizai branch and Nazarat Branch at DC office





Infrastructure		The infrastructural facilities are very poor.
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.4.1.3. Key Pain Areas

The constraints identified in the recovery of dues are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Experience with respect to usage of Information Technology is very low • The specific technical training needs and capacity building requirements should be catered to 	<ul style="list-style-type: none"> • Lack of databases, applications and the IT Hardware makes the proceedings very difficult • A lot of process participants are involved but no connectivity exists between these process participants 	<ul style="list-style-type: none"> • The entire Bakizai proceedings takes a very long time • No stringent timelines attached with respect to the various activities, coming under the revenue dues and recovery • The closure of the case depends very much on the nature of the case and the attendance and the interest of the parties, while calling for hearing • The % of dues Recovered is very nominal

Service Category V- Ration Card Related Services

-  Issuance of New Ration Cards
-  Issuance of Duplicate Ration Cards
-  Issuance of Surrender Certificates
-  Modification in Ration Cards

6.5 RATION CARD RELATED SERVICES

General Information

Goal: To provide various ration card related services to the Citizens

Description:, Ration card, which, in Assam, is known as the Family Identity Card related services constitute a very vital component of the services provided by the Government to its citizens. Under this, essential commodities such as rice, sugar, wheat, kerosene are being distributed to the public, particularly to down trodden people at easily affordable price. The objective is to provide cost effective and good quality food and other amenity to its citizens, particularly the poor.

The Family Identity Card related services which are taken up under e-District project are given below:

- + Issuance of New Family Identity Card
- + Issuance of Duplicate Family Identity Card
- + Issuance of Surrender Certificate
- + Modification in Family Identity Card

The Citizens are divided into three categories on the basis of their annual income in order to provide a fair distribution, which are given below:-




- + APL (Above Poverty Line)
- + BPL (Below Poverty Line)
- + Antyodyoya Anna Yojana

The APL ration card can be given to each and every citizen of India. BPL cards, on the other hand are issued to a pre defined number of households which have an annual income below a certain amount fixed by the Government of India. Out of these low income households, the bottom most 36% (also a percentage defined annually by the GoI) will be eligible for the Antyodyoya Ration

card. Also, this pre defined figure which defines the BPL and the Antyodyoya eligibility criterion is different for rural and urban areas.

The Government of India pre allocates the number of BPL and Antyodyoya cards for each State. The State Government, in turn, allocates a quota to each of the districts in the State based on the demand and population within each district. The over arching criterion here is to reach out and help the neediest of all citizens.

There are three types of differently coloured Family Identity Cards are issued for each of these categories and each offers different privileges to the card holder. The colour codes are as follows:

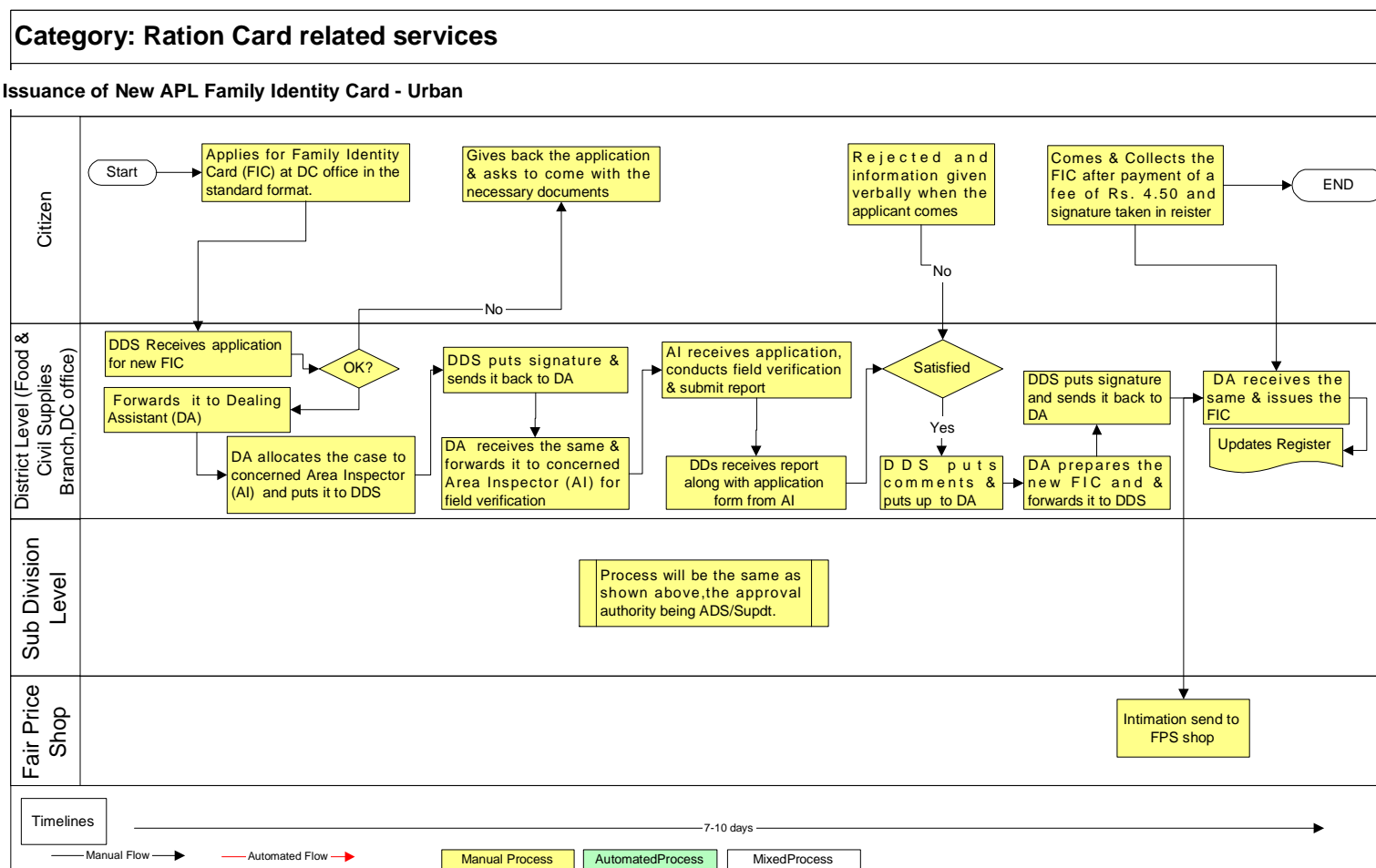
-  Yellow Card - APL (Above Poverty Line)
-  Red Card - BPL (Below Poverty Line)
-  Light Green Card - Antyodyoya Anna Yojana

Target Beneficiaries: The target beneficiaries for the Ration Card related services include all the Citizens of the district. Basically, the Target beneficiaries have been demarked into the ones Above Poverty Line (APL), the ones Below Poverty Line (BPL) and again the ones which are again the poorest of the poor for easiness for implementing various schemes under the department.

6.5.1. Issuance of New APL Family Identity Card

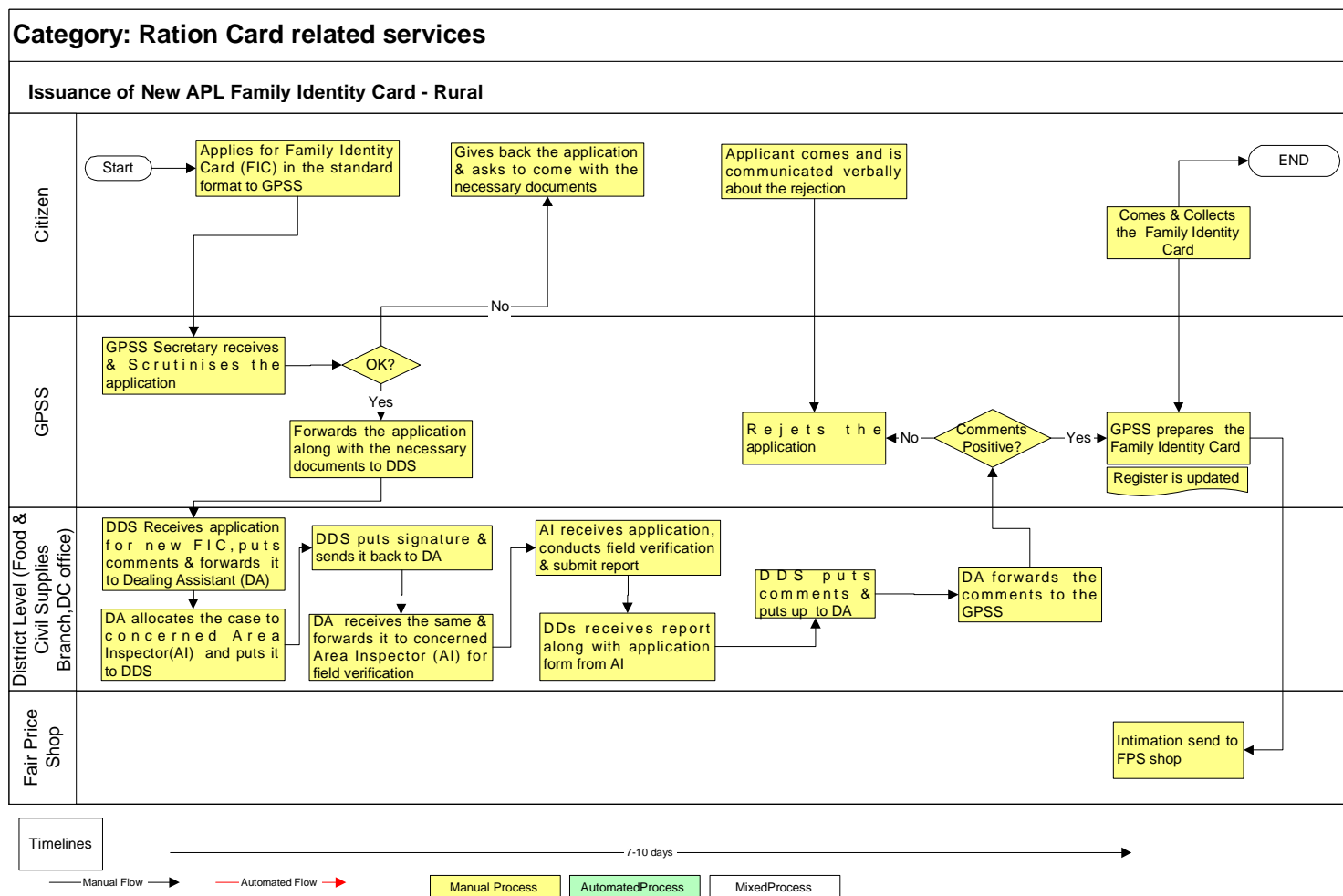
6.5.1.1. Process Flow Diagram (Urban Areas)

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of new APL Family Identity Card for Urban areas:



6.5.1.2. Process Flow Diagram (Rural Areas)

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of new APL Family Identity Card for Rural areas:



Process Summary –Issue of APL Family Identity Card in Urban and Rural Areas

Department	Food, Civil Supplies & Consumer Affairs Department	Version	1.0
Process Name	Issuance of New APL Family Identity Card (Urban & Rural)	Process Owner	Deputy Director, F&CS Dept.
Process Goal	Issuance of new APL Family Identity Card in Urban & Rural Areas		
Process Input		Process Output	
<ul style="list-style-type: none">• Application form with necessary documents• Area Inspector Verification report		Family Identity Card	
a) Issuance of new APL Family Identity Card in Urban Areas			
Process details		Responsibility Center	
Applicant apply for the Family Identity Card (FIC) at the Deputy Commissioner’s office in the prescribed application format with the necessary documents		Applicant	
Deputy Director (DDS) F&CS receives the application, verifies the documents and forwards it to the concerned Dealing Assistant		Deputy Director, F&CS	
Dealing Assistant allots the necessary Area Inspector for field verification Dealing Assistant puts the file to DDS		Dealing Assistant	

DDS puts the signature and forwards it to the Dealing Assistant	Deputy Director, F&CS
Dealing Assistant forwards the Application form along with the furnished documents to the Area Inspector	Dealing Assistant
Area Inspector conducts the Field Verification Area Inspector submits the field verification report to the DDS	Area Inspector
DDS verifies the report, based on the report puts comments and forwards it to the Dealing Assistant	DDS
If the comments are positive, Dealing Assistant prepares the new FIC and forwards it to DDS for signature If the comments are negative, the application is rejected and the information given verbally to the applicant ,when he comes	Dealing Assistant
DDS puts the signature and sends it back to the Dealing Assistant	DDS
Dealing Assistant issues the FIC to the applicant Dealing Assistant updates the register	Dealing Assistant

Applicant receives the new FIC	Applicant
Formats, Documents, References	
Application Form, Verification Report, Receipt & Issue register	
b) Issuance of new APL Family Identity Card in Rural Areas	
Process details	Responsibility Center
Applicant apply for the Family Identity Card (FIC) at the Gram Panchayat Samabay Samiti (GPSS) in the prescribed application format with the necessary documents	Applicant
Secretary, GPSS forwards the application along with the necessary documents to the Deputy Director (DDS) F&CS Dept.	Secretary, GPSS
Deputy Director (DDS) F&CS receives the application, verifies the documents and forwards it to the concerned Dealing Assistant	Deputy Director, F&CS
Dealing Assistant allots the necessary Area Inspector for field verification Dealing Assistant puts the file to DDS	Dealing Assistant
DDS puts the signature and forwards it to the Dealing Assistant	Deputy Director, F&CS
Dealing Assistant forwards the Application form along with the furnished documents to the Area Inspector	Dealing Assistant
Area Inspector conducts the Field	Area Inspector

Verification Area Inspector submits the field verification report to the DDS	
DDS verifies the report, based on the report puts comments and forwards it to the Dealing Assistant	DDS
Dealing Assistant forwards the comments to the GPSS Updates the register	Dealing Assistant
If the comments are positive, Secretary, GPSS office prepares the new FIC and updates the register Informs the Fair Price Shop (FPS) If the comments are negative, the information is given verbally to the applicant	Secretary, GPSS
Receives the new FIC from the GPSS	Applicant
Formats, Documents, References	
<ul style="list-style-type: none"> • Application Form • Verification Report • Receipt & Issue register 	

6.5.1.3. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.5.1.3.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DDS	<ul style="list-style-type: none"> · Receipt of application from the applicant (Urban) & Secretary, GPSS (Rural) · Issuing authority of the FIC at the district level · Responsible for maintenance of records 	<ul style="list-style-type: none"> · Digitization of the ration card related information · Connectivity between the various offices at various levels involved in issuing the Family Identity Card · Database of the owners of APL,BPL and Antyodaya cards · Technical training to all the related office staff
Sub Division	Supdt/ADC	<ul style="list-style-type: none"> · Receipt of application from the applicant (Urban) · Issuing authority of the FIC at the Sub Division level · Responsible for maintenance of records at the Sub-Division level 	<ul style="list-style-type: none"> · Robust IT infrastructure at all levels involved in delivering the Family Identity Card related services · Technical training to the resources on dealing with various aspects of technology

District	Dealing Assistant	<ul style="list-style-type: none"> · Manages the register · Forwarding the application with the documents to the Area Inspector · Preparation of the new FIC 	<ul style="list-style-type: none"> · Online File movement system to enable faster processing the cases · MIS generation on various parameters · Online tracking facilities
Tehsil	Area Inspector	<ul style="list-style-type: none"> · Field Verification · Submission of the field verification report to the DDS 	<ul style="list-style-type: none"> · Provision for entering data online and submitting the verification report online to DDS
Local level	Ration Shop Keepers	<ul style="list-style-type: none"> · Sale of food items as per the various schemes available · Maintenance of the shop distribution register 	<ul style="list-style-type: none"> · Getting the monthly allocation and distribution of the food grains Online · The information regarding all the card holders at least with respect to the particular FPS
GP	Secretary, GPSS (Only for rural cases)	<ul style="list-style-type: none"> · Receipt of application for FIC in rural areas · Receipt of the verification report with comments from DDS · Issuing authority of FIC in rural areas 	<ul style="list-style-type: none"> · Getting the monthly allocation details online · Network connectivity with the related offices · Online access to all the necessary information

6.5.1.3.b. Process Analysis

The process Analysis covers the details regarding the Service levels and the number of APL Family Identity Card holders

Service Levels

The service levels for the Family Identity Card Related Services have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Filing of application along with supporting documents	1
2	Processing of the application	2-3
3	Field Verification	2-3
4	Issuance of Family Identity Cards	1-2
5	Receipt of Family Identity Cards	1
	Total Time Taken	7-10 days

Volumes of Transaction

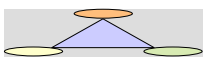
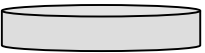

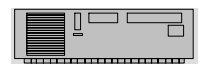

Total number of APL Family Identity Card Holders in Goalpara District, as on October 2007 is given below:

Year	Type of Family Identity Card	Nos:
2007	APL	1,80,338

* Figures as on October 2007

6.5.1.3.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project. The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application being used for Family Identity Card related services
Database		No databases are maintained with respect to the Family Identity Card related services
Connectivity		No connectivity between the Deputy Director, F&CS office and other various offices involved at various levels in the delivery of FIC related services
Infrastructure		The infrastructural facilities are very poor and no IT infrastructure available at any level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.5.1.4. Key Pain Areas

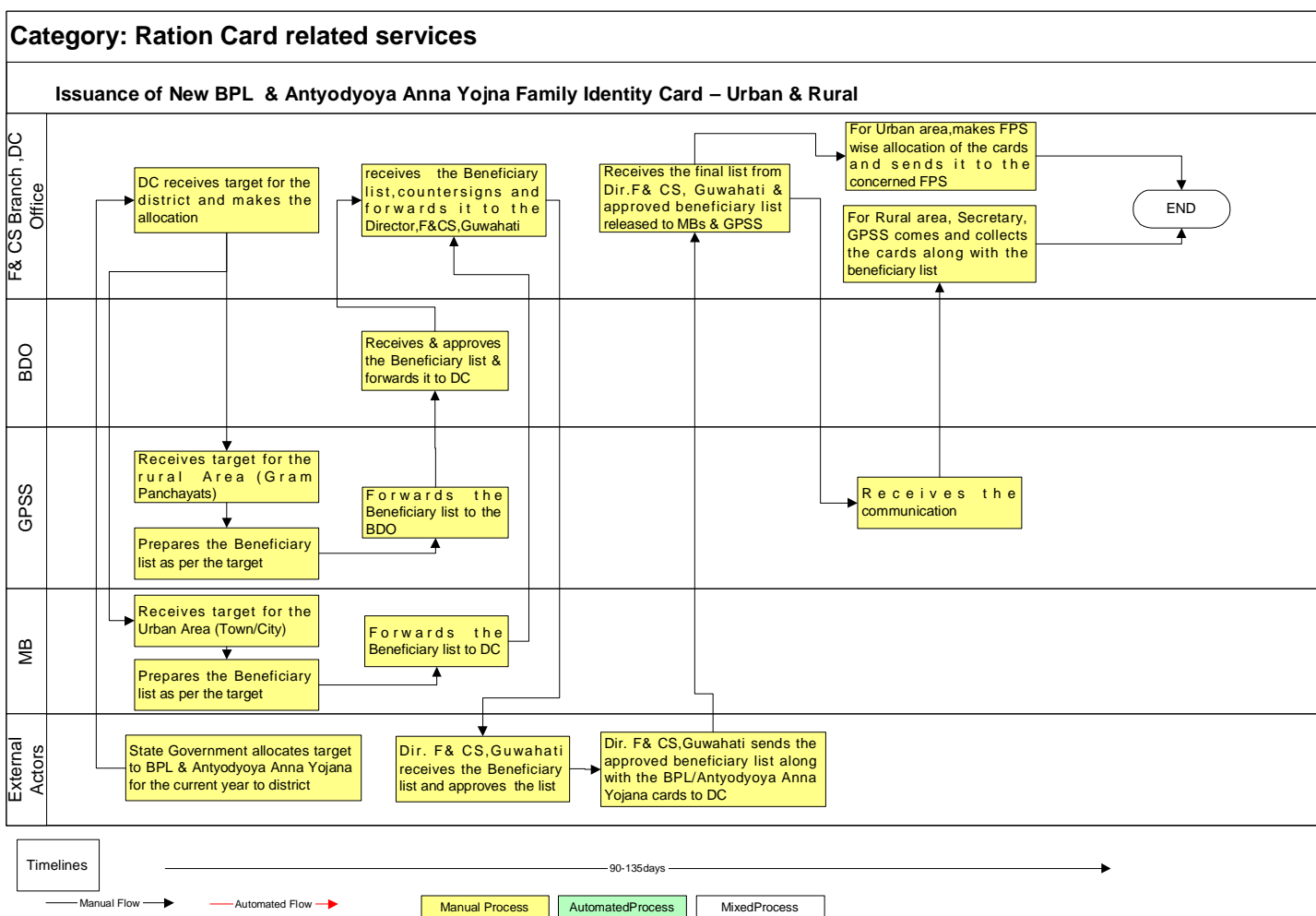
The constraints identified in various Family Identity Card related services are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> Lack of experience in handling the technology Skilled resources are available but training and capacity enhancement required for upgradation 	<ul style="list-style-type: none"> The IT infrastructural facilities are very poor and the department does not use any applications or databases for rendering the services Records are manually maintained and are not updated when required 	<ul style="list-style-type: none"> The nature of work is like that the officers are overloaded with work during the starting days of the month

6.5.2. Issuance of BPL and Antyodyoya Anna Yojana Family Identity Card

6.5.2.1. Process Flow Diagram (Urban & Rural)

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of new BPL and Antyodyoya Anna Yojana Family Identity Card for Urban & Rural areas:



Process Summary –Issuance of New BPL & Antyodyoya Anna Yojana Family Identity Card (Urban & Rural)

Department	Food, Civil Supplies & Consumer Affairs Department	Version	1.0
Process Name	Issuance of New BPL & Antyodyoya Anna Yojana Family Identity Card (Urban & Rural)	Process Owner	Deputy Director, F& CS Dept.
Process Goal	Issuance of new BPL & Antyodyoya Anna Yojana Family Identity Card in Urban & Rural Areas		
Process Input		Process Output	
<ul style="list-style-type: none"> Beneficiary List Area Inspector Verification report 		Family Identity Card for BPL & Antyodyoya Anna Yojana	
Process details		Responsibility Center	
State Government allocates target to BPL & Antyodyoya Anna Yojana for the current year to district		State Government	
DC receives target for the district from the State Govt. DC makes the allocation GP wise as per the target DC forwards the Target no. for beneficiaries under BPL & Antyodyoya Anna Yojana to the Municipal Body (MB) for urban and to the Gram Panchayat Samabay Samiti (GPSS) for the rural area		Deputy Commissioner	
Municipal Body receives the target allocated		Municipal Body (MB)	

for the beneficiaries Municipal Body prepares the beneficiary list Municipal Body forwards the beneficiary list to DC	
GP receives the target allocated for the beneficiaries GP prepares the beneficiary list	GP
GP forwards the beneficiary list to BDO BDO puts signature on the beneficiary list and forwards it to DC	Block Development Officer (BDO)
DC receives the beneficiary list and countersigns on the beneficiary list DC forwards this beneficiary list to Director, Food & Civil Supplies, Guwahati	DC
Director, Food & Civil Supplies, Guwahati scrutinizes the beneficiary list Director, Food & Civil Supplies, Guwahati forwards the final approved list to the DC ,along with the FICs	Director, Food & Civil Supplies, Guwahati
DC receives the final approved list of beneficiaries DC intimates the Town Committee (Urban) and GP (Rural) regarding the final beneficiary list Makes FPS wise allocation of the FICs for BPL and Antyodyoya Anna Yojana for Urban	DC

area and sends it to the concerned FPS	
Secretary, GPSS comes and collects the FIC for BPL & Antyodyoya Anna Yojana for the rural area GPSS processes the same and issues the BPL cards to the beneficiaries	Secretary, GPSS
Beneficiary receives the new FIC for BPL & Antyodyoya Anna Yojana from GPSS (Rural) and from the DC office (Urban)	Beneficiary
Formats, Documents, References	
Beneficiary List, Receipt & Issue register	

6.5.2.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.5.2.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DC	<ul style="list-style-type: none"> Receipt of target from the State for BPL & Antyodyoya Anna Yojana scheme Allocation of the target GP wise for BPL & Antyodyoya Anna 	<ul style="list-style-type: none"> Digitization of the ration card related information Connectivity between the various offices at various levels involved in issuing the Family Identity Card Database of the owners of

		Yojana scheme · Countersigning of the beneficiary list and forwarding it to DDS, Guwahati for approval · Receipt of the final approved list and intimating the GP and MB or Town Committee	APL,BPL and Antyodaya cards · Technical training to all the related office staff
MB	Secretary, MB	· Receipt of target list for the Urban area form DC for BPL & Antyodyoya Anna Yojana scheme · Finalization of the beneficiary list for the schemes · Forwarding of the beneficiary list to DC	· Robust IT infrastructure at all levels involved in delivering the Family Identity Card related services · Technical training to the resources on dealing with various aspects of technology
GP	Secretary, GP	· Receipt of target list for the rural area form DC for BPL & Antyodyoya Anna Yojana scheme · Finalization of the beneficiary list for the schemes · Forwarding of the beneficiary list to BDO	· Online File movement system to enable faster processing the cases · MIS generation on various parameters · Online tracking facilities · Online access to all the related information and various schemes under the department

Block	BDO	<ul style="list-style-type: none"> Receipt of the beneficiaries list for the schemes and forwarding it to DC 	<ul style="list-style-type: none"> Online receipt of the beneficiaries list from Secretary, GP Online forwarding of the beneficiary list to DC
GP	GPSS	<ul style="list-style-type: none"> Collection of the BPL & Antyodyoya Anna Yojana cards and distribution 	<ul style="list-style-type: none"> Provision for online and information Network Connectivity with other field level offices
Local level	Ration Shop Keepers	<ul style="list-style-type: none"> Getting the information about the BPL & Antyodyoya Anna Yojana card holders Sale of food items as per the various schemes available Maintenance of the shop distribution register 	<ul style="list-style-type: none"> Getting the monthly allocation and distribution of the food grains Online The information regarding all the card holders at least with respect to the particular FPS

6.5.2.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels and the number of APL Family Identity Card holders

Service Levels

The service levels for the Family Identity Card Related Services have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Preparation of Beneficiary list	60-90
2	Processing and approval of beneficiary list at DC level	10-15
3	Finalization of the Final Beneficiary list	15-20
4	Issuance of Cards	5-10
	Total Time Taken	90-135 days

Volumes of Transaction

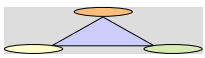

Total number of BPL & Antyodyoya Anna Yojana Family Identity Card Holders in Goalpara District, as on October 2007 is given below:


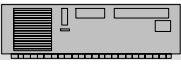

Year	Type of Family Identity Card	Nos.
2007	BPL	37,147
2007	AYY	19,723

* Figures as on October 2007

6.5.2.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project. The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application being used for issuance of BPL or AYY Family Identity Card related services
Database		No databases are maintained with respect to BPL or AYY Family Identity Card related

		services
Connectivity		No connectivity between the Deputy Director, F&CS office and various other offices like MB/Town Committee involved at various levels in the delivery of BPL or AYY FIC related services
Infrastructure		The infrastructural facilities are very poor and no IT infrastructure available at any level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.5.2.3. Key Pain Areas

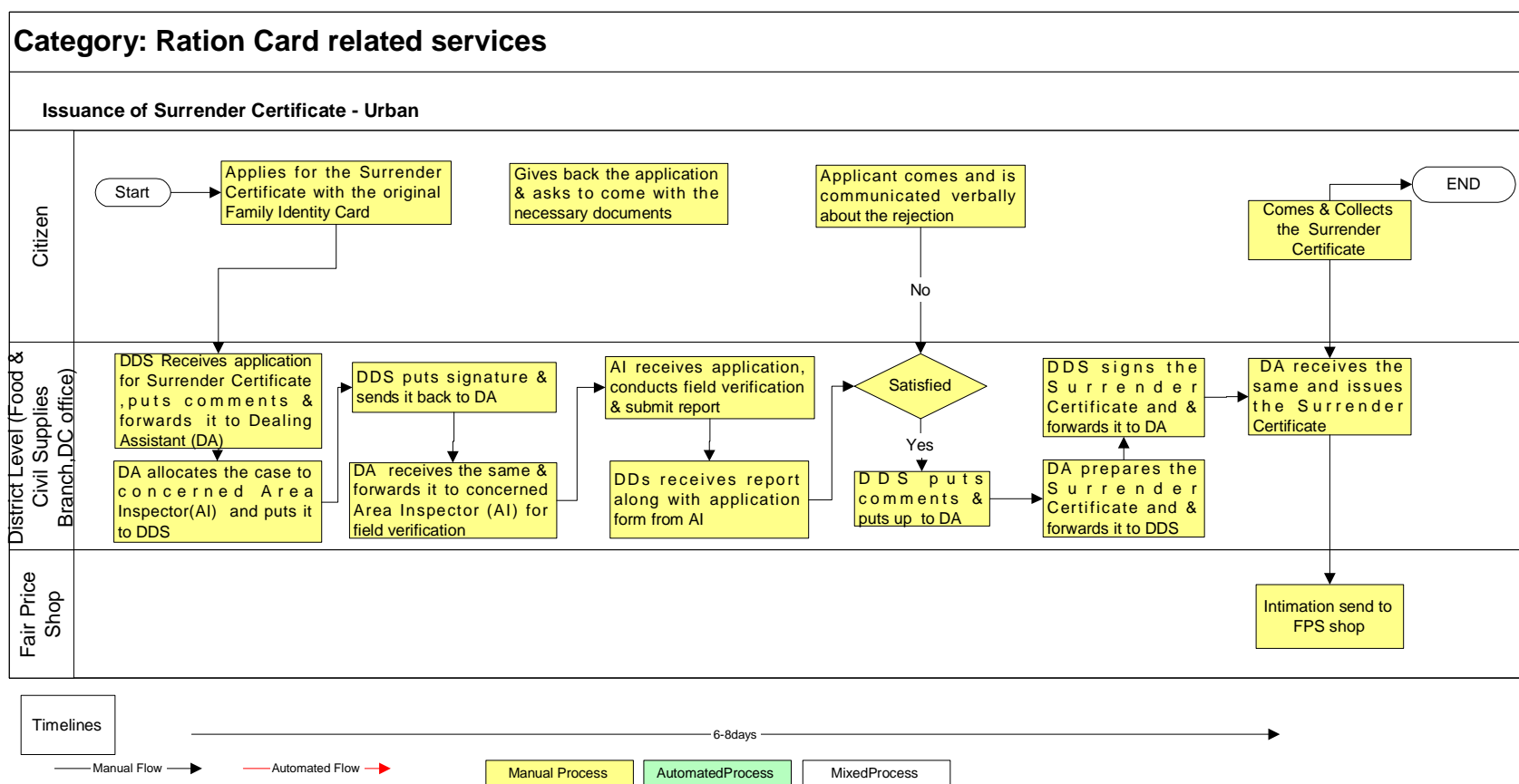
The constraints identified in various Family Identity Card related services are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Skilled resources are available but training and capacity enhancement required for upgradation • Resources are loaded with multiple responsibilities which makes the delivery of all services at the earliest possible time difficult 	<ul style="list-style-type: none"> • Records are manually maintained and are not updated as and when required • The IT infrastructural facilities are very poor • Lack of databases and digitalized records makes the retrieval of the data very difficult 	<ul style="list-style-type: none"> • The nature of work is like that the officers are overloaded with work during the starting days of the month • Lack of transparent and accountable arrangement for service delivery • Precise identification of beneficiaries and the issue of cards to the BPL population become difficult

6.5.3. Issuance of Surrender Certificate

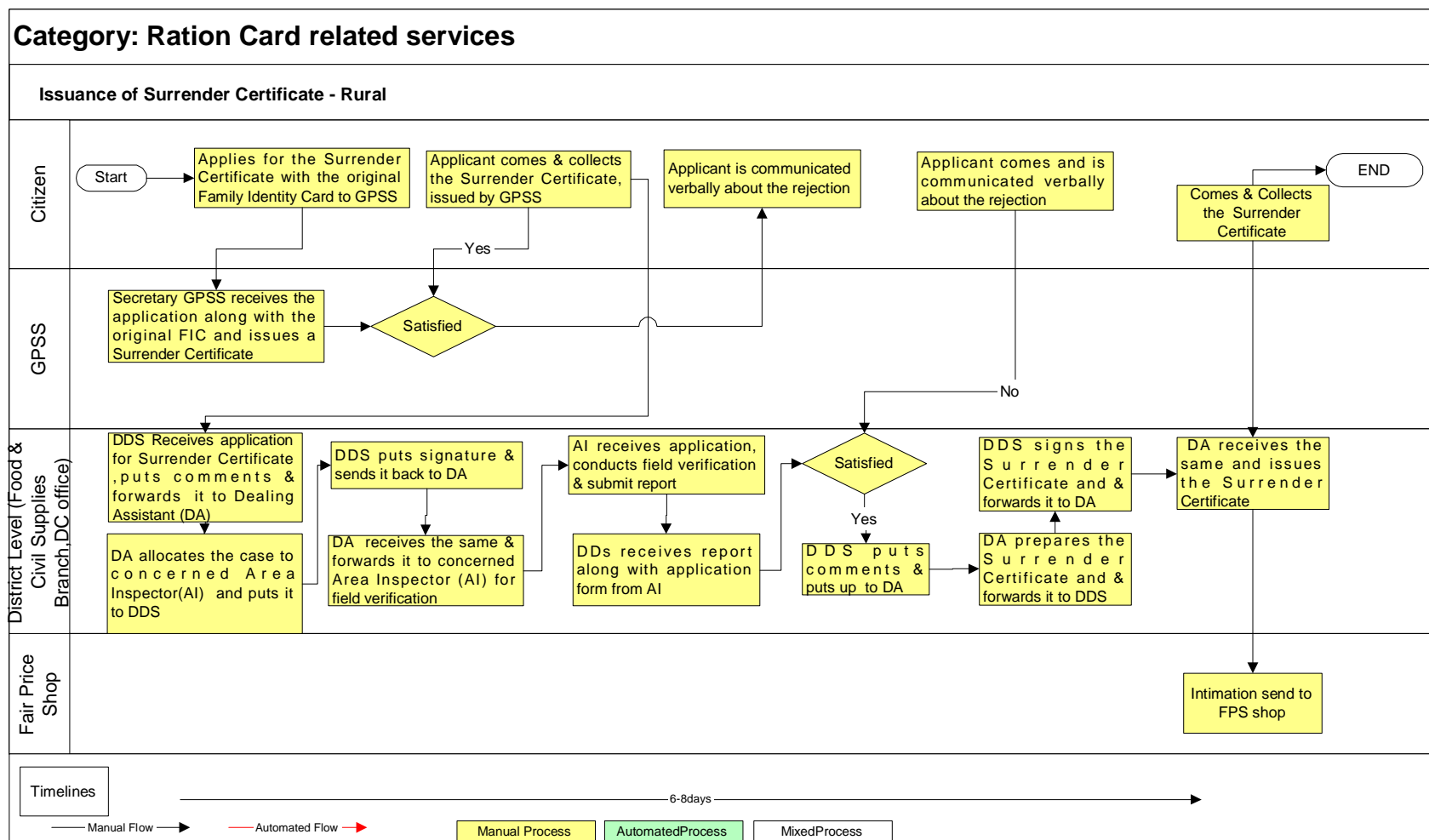
6.5.3.1. Process Flow Diagram (Urban Areas)

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Surrender Certificate in Urban Areas



6.5.3.2. Process Flow Diagram (Rural Areas)

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Surrender Certificate in Rural Areas



Process Summary –Issuance of Surrender Certificate in Urban & Rural areas

Department	Food, Civil Supplies & Consumer Affairs Department	Version	1.0
Process Name	Issuance of Surrender Certificate in Urban & Rural areas	Process Owner	Deputy Director, F& CS Dept.
Process Goal	To issue the Surrender Certificate in Urban & Rural areas		
Process Input		Process Output	
<ul style="list-style-type: none">Beneficiary ListArea Inspector Verification report		Surrender Certificate	
a) Issuance of Surrender Certificate in Urban Areas			
Process details		Responsibility Center	
Applies for the Surrender Certificate with the original Family Identity Card		Applicant	
Deputy Director (DDS) F&CS receives the application for Surrender Certificate, verifies the documents and forwards it to the concerned Dealing Assistant		Deputy Director, F&CS	
Dealing Assistant allots the necessary Area Inspector for field verification Dealing Assistant puts the file to DDS		Dealing Assistant	
DDS puts the signature and forwards it to the Dealing Assistant		Deputy Director, F&CS	
Dealing Assistant forwards the Application		Dealing Assistant	

form along with the furnished documents to the Area Inspector	
Area Inspector conducts the Field Verification Area Inspector submits the field verification report to the DDS	Area Inspector
DDS verifies the report, based on the report puts comments and forwards it to the Dealing Assistant	DDS
If the comments are positive, Dealing Assistant prepares the Surrender Certificate and forwards it to DDS for signature If the comments are negative, the information is given to the GPSS	Dealing Assistant
DDS puts the signature and sends it back to the Dealing Assistant	DDS
Dealing Assistant issues the Surrender Certificate to the applicant Dealing Assistant updates the register Informs the Fair Price Shop (FPS)	Dealing Assistant
Applicant receives the new Surrender Certificate	Applicant
Formats, Documents, References	
<ul style="list-style-type: none"> • Verification Report • Receipt & Issue register 	

<ul style="list-style-type: none"> Surrender Certificate 	
b) Issuance of Surrender Certificate in Rural Areas	
Process details	Responsibility Center
Applies for the Surrender Certificate with the original Family Identity Card to GPSS	Applicant
Secretary, GPSS receives the application along with the original FIC and issues a Surrender Certificate	Secretary, GPSS
Deputy Director (DDS) F&CS receives the application for Surrender Certificate, verifies the documents and forwards it to the concerned Dealing Assistant	Deputy Director, F&CS
Dealing Assistant allots the necessary Area Inspector for field verification Dealing Assistant puts the file to DDS	Dealing Assistant
DDS puts the signature and forwards it to the Dealing Assistant	Deputy Director, F&CS
Dealing Assistant forwards the Application form along with the furnished documents to the Area Inspector	Dealing Assistant
Area Inspector conducts the Field Verification Area Inspector submits the field	Area Inspector

verification report to the DDS	
DDS verifies the report, based on the report puts comments and forwards it to the Dealing Assistant	DDS
If the comments are positive, Dealing Assistant prepares the Surrender Certificate and forwards it to DDS for signature If the comments are negative, the information is given to the GPSS	Dealing Assistant
DDS puts the signature and sends it back to the Dealing Assistant	DDS
Dealing Assistant issues the Surrender Certificate to the applicant Dealing Assistant updates the register Informs the Fair Price Shop (FPS)	Dealing Assistant
Applicant receives new Surrender Certificate	Applicant

6.5.3.3. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.5.3.3.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DDS	<ul style="list-style-type: none"> · Receipt of application from the applicant for Surrender Certificate (urban) · Signing authority for issuing Surrender Certificate · Issuing authority for the Surrender Certificate after scrutinizing the field verification report by the Area Inspector 	<ul style="list-style-type: none"> · Digitization of the Surrender Certificate related information · Connectivity between the various offices at various levels involved in issuing the Surrender Certificate · Database of the various information like the number of surrender certificates issued area wise etc. with the ability to generate MIS
District	Dealing Assistant	<ul style="list-style-type: none"> · Manages the register · Forwarding the application with the documents to the Area Inspector · Preparation of the new Surrender Certificate · 	<ul style="list-style-type: none"> · Online File movement system to enable faster processing the cases · MIS generation on various parameters · Online tracking facilities

Tehsil	Area Inspector	<ul style="list-style-type: none"> Field Verification Submission of the field verification report to the DDS 	<ul style="list-style-type: none"> Provision for entering data online and submitting verification report online to DDS
GP	GPSS	<ul style="list-style-type: none"> Issuance of a surrender certificate after the applicant surrenders the FIC 	<ul style="list-style-type: none"> Online access to information Automation of the processes for issuance of surrender certificate

6.5.3.3.b. Process Analysis

The process Analysis covers the details regarding the Service levels and the number of Surrender Certificate issued for the current year

Service Levels

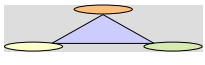
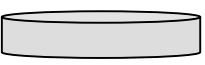



The service levels for the Family Identity Card Related Services have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Application for Surrender Certificate	1
2	Registration and processing for Surrender certificate	1
3	Field Verification	2-3
4	Issuance of Surrender Certificate	2-3
	Total Time Taken	6- 8 days

6.5.3.3.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application being used for services related to issuance of Surrender Certificate
Database		No databases are maintained with respect to issuance of Surrender Certificate
Connectivity		No connectivity between DDS, F&CS office and various other offices involved at various levels related to the issuance of Surrender Certificates
Infrastructure		The infrastructural facilities are very poor and no IT infrastructure available at any level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.5.3.4. Key Pain Areas

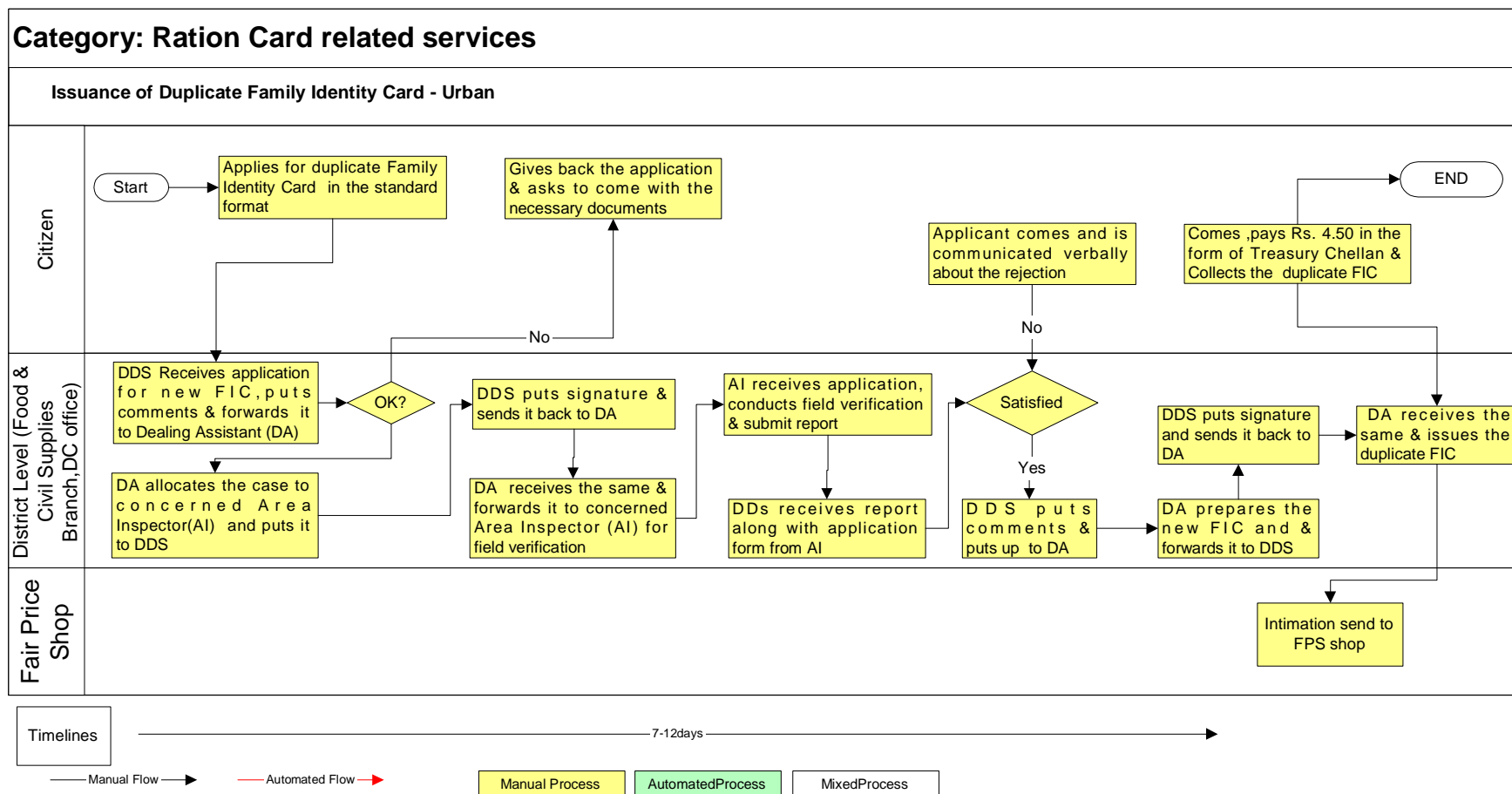
The constraints identified in the issue of Surrender Certificates are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints:

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Skilled resources are available but training and capacity enhancement required for upgradation • Resources are loaded with multiple responsibilities which makes the delivery of all services at the earliest possible time difficult 	<ul style="list-style-type: none"> • Records are manually maintained and are not updated as and when required • The IT infrastructural facilities are very poor • Lack of databases and digitalized records makes the retrieval of the data very difficult 	<ul style="list-style-type: none"> • The nature of work is like that the officers are overloaded with work during the starting days of the month • Lack of transparent and accountable arrangement for service delivery

6.5.4. Issuance of Duplicate family Identity Card

6.5.4.1. Process Flow Diagram (Urban areas)

The following As-Is process flow diagram shows the flow of activities carried out in the issuance of Duplicate Family Identity Card in Urban Areas



Process Summary – Issue of Duplicate Family Identity Card in Urban Areas

Department	Food, Civil Supplies & Consumer Affairs Department	Version	1.0
Process Name	Issuance of Duplicate Family Identity Card (Urban)	Process Owner	DDS, F& CS Dept.
Process Goal	Issuance of Duplicate Family Identity Card in Urban areas		
Process Input		Process Output	
<ul style="list-style-type: none">• Application form with necessary documents• Police verification report in case of lost card• Area Inspector Verification report		Duplicate Family Identity Card	
a) Issuance of Duplicate Family Identity Card in Urban Areas			
Process details		Responsibility Center	
Applicant apply for the duplicate Family Identity Card (FIC) at the Deputy Commissioner’s office with the necessary documents		Applicant	
Deputy Director (DDS) F&CS receives the application, verifies the documents and forwards it to the concerned Dealing Assistant		Deputy Director, F&CS	
Dealing Assistant allots the necessary Area Inspector for field verification Dealing Assistant puts the file to DDS		Dealing Assistant	
DDS puts the signature and forwards it to the Dealing Assistant		Deputy Director, F&CS	

Dealing Assistant forwards the Application form along with the furnished documents to the Area Inspector	Dealing Assistant
Area Inspector conducts the Field Verification Area Inspector submits the field verification report to the DDS	Area Inspector
DDS verifies the report, based on the report puts comments and forwards it to the Dealing Assistant	DDS
If the comments are positive, Dealing Assistant prepares the Duplicate FIC and forwards it to DDS for signature If the comments are negative, the application is rejected and the information given verbally to the applicant ,when he comes	Dealing Assistant
DDS puts the signature and sends it back to the Dealing Assistant	DDS
Dealing Assistant issues the duplicate FIC to the applicant Dealing Assistant updates the register	Dealing Assistant
Applicant receives the duplicate FIC	Applicant
Formats, Documents, References	
Application Form, Verification Report, Receipt & Issue register	

6.5.4.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.5.4.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DDS	<ul style="list-style-type: none"> Receipt of application from the applicant Issuing authority of the duplicate FIC (Urban) at the district level Responsible for maintenance of records 	<ul style="list-style-type: none"> Digitization of the ration card related information Connectivity between the various offices at various levels involved in issuing the Family Identity Card Database of the owners of the modified FICs Technical training to all the related office staff
District	Dealing Assistant	<ul style="list-style-type: none"> Maintenance and entry in the registers Forwarding the application with the documents to the Area Inspector Preparation of the duplicate FIC Intimating to the FPS 	<ul style="list-style-type: none"> Online File movement system to enable faster processing the cases MIS generation on various parameters Online tracking facilities Online access to all the related information and various schemes under the department
Tehsil	Area Inspector	<ul style="list-style-type: none"> Field Verification 	<ul style="list-style-type: none"> Provision for entering data

		· Submission of the field verification report to the DDS	online and submitting the verification report online to DDS
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6.5.4.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

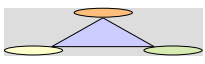
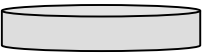

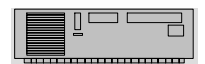

The service levels for the Family Identity Card Related Services have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Filing of application along with supporting documents	1-2
2	Processing of the application	2-3
3	Field Verification	2-3
4	Issuance of Duplicate Identity Cards	1-2
5	Receipt of Duplicate FICs	1-2
	Total Time Taken	7-12 days

6.5.4.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application being used for issuance of Duplicate Family Identity Card related services
Database		No databases are maintained with respect to issuance of Duplicate FICs
Connectivity		No connectivity between DDS, F&CS office and various other offices involved at various levels in the delivery of Duplicate FICs
Infrastructure		The infrastructural facilities are very poor and no IT infrastructure available at any level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.5.4.3. Key Pain Areas

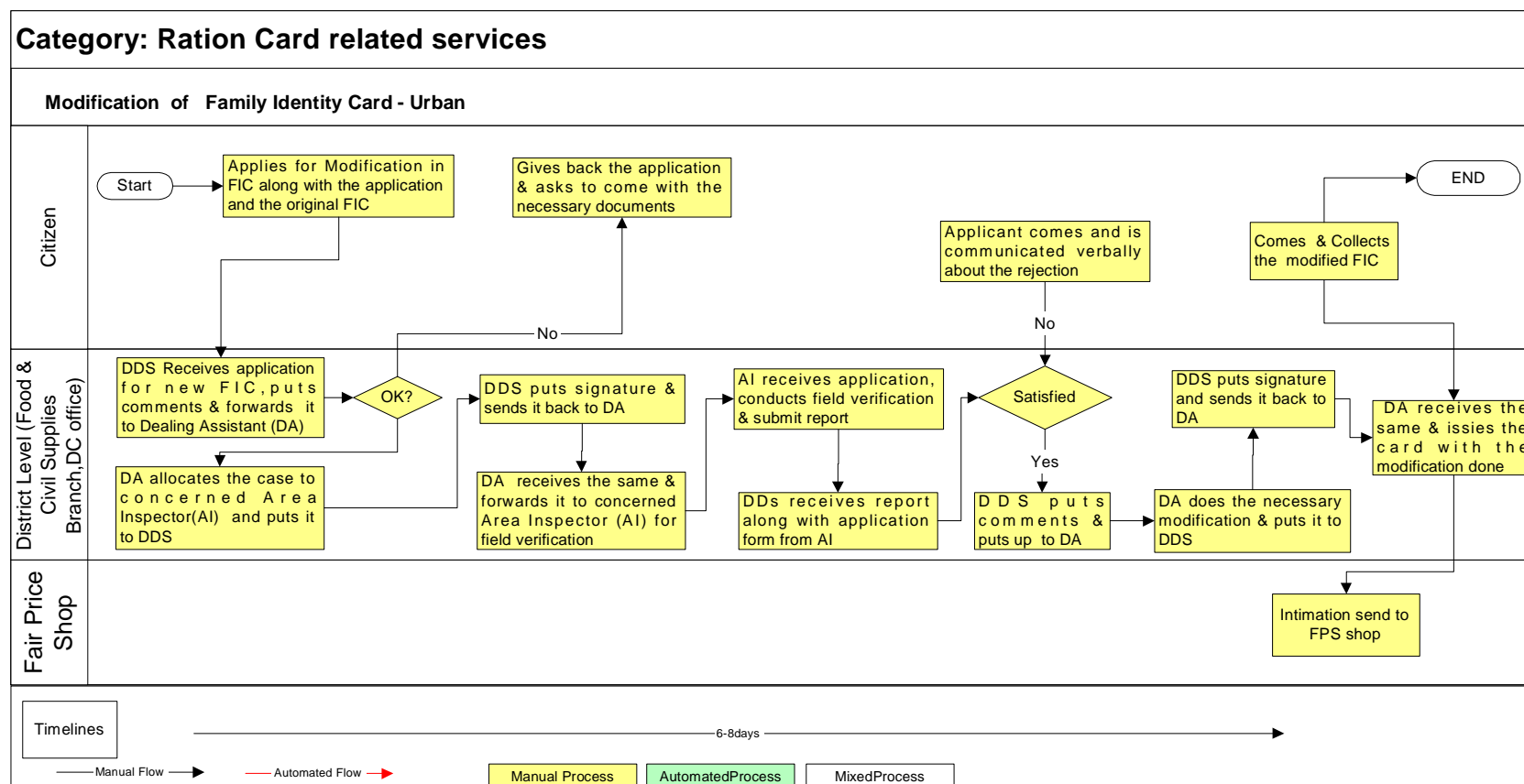
The constraints identified in various Family Identity Card related services are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Skilled resources are available but training and capacity enhancement required for upgradation • Resources are loaded with multiple responsibilities which makes increased delivery time 	<ul style="list-style-type: none"> • Records are manually maintained and are not updated as and when required • The IT infrastructural facilities are very poor • Lack of databases and digitalized records makes the retrieval of the data very difficult 	<ul style="list-style-type: none"> • The nature of work is like that the officers are overloaded with work during the starting days of the month • Lack of transparent and accountable arrangement for service delivery

6.5.5. Modification of Family Identity Card

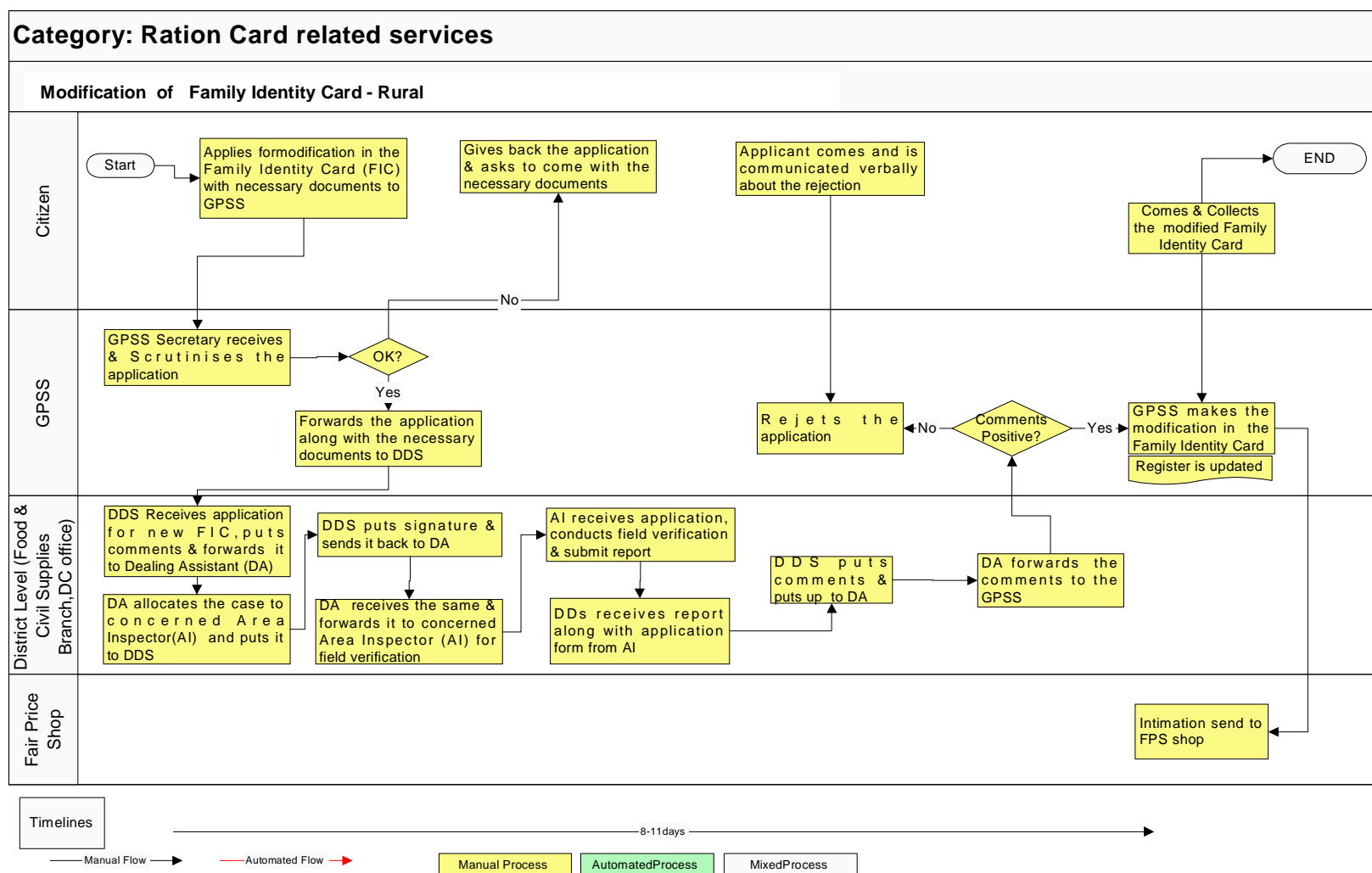
6.5.5.1. Process Flow Diagram (Urban areas)

The following As-Is process flow diagram shows the flow of activities carried out in Modification of the Family Identity Card in Urban Areas



6.5.5.2. Process Flow Diagram (Rural areas)

The following As-Is process flow diagram shows the flow of activities carried out in Modification of Family Identity Card in Rural Areas



Process Summary –Modification of Family Identity Card in Urban and Rural Areas

Department	Food, Civil Supplies & Consumer Affairs Department	Version	1.0
Process Name	Modification of Family Identity Card (Urban & Rural)	Process Owner	Deputy Director, F&CS Dept.
Process Goal	Modification (Addition or deletion of unit) of Family Identity Card in Urban & Rural Areas		
Process Input		Process Output	
<ul style="list-style-type: none">• Application form with necessary documents• Area Inspector Verification report		Modified Family Identity Card	
a) Modification of Family Identity Card in Urban Areas			
Process details		Responsibility Center	
Applicant apply for the modification (addition /deletion of unit) of Family Identity Card (FIC) at the Deputy Commissioner's with the original card and the necessary documents For Ex: Birth Certificate in case of adding name of the child		Applicant	
Deputy Director (DDS) F&CS receives the application, verifies the documents and forwards it to the concerned Dealing Assistant		Deputy Director, F&CS	
Dealing Assistant allots the necessary Area Inspector for field verification		Dealing Assistant	

Dealing Assistant puts the file to DDS	
DDS puts the signature and forwards it to the Dealing Assistant	Deputy Director, F&CS
Dealing Assistant forwards the Application form along with the furnished documents to the Area Inspector	Dealing Assistant
Area Inspector conducts the Field Verification Area Inspector submits the field verification report to the DDS	Area Inspector
DDS verifies the report, based on the report puts comments and forwards it to the Dealing Assistant	DDS
If the comments are positive, Dealing Assistant makes the necessary modification in the FIC and forwards it to DDS for signature If the comments are negative, the application is rejected and the information given verbally to the applicant ,when he comes	Dealing Assistant
DDS puts the signature and sends it back to the Dealing Assistant	DDS
Dealing Assistant issues the FIC with the modification done to the applicant	Dealing Assistant

Dealing Assistant updates the register	
Applicant receives the new FIC	Applicant
Formats, Documents, References	
Application Form, Verification Report, Receipt & Issue register	
c) Modification of Family Identity Card in Rural Areas	
Process details	Responsibility Center
Applicant apply for modification in the Family Identity Card (FIC) at the Gram Panchayat Samabay Samiti (GPSS) in the prescribed application format with the necessary documents	Applicant
Secretary, GPSS forwards the application along with the necessary documents to the Deputy Director (DDS) F&CS Dept.	Secretary, GPSS
Deputy Director (DDS) F&CS receives the application, verifies the documents and forwards it to the concerned Dealing Assistant	Deputy Director, F&CS
Dealing Assistant allots the necessary Area Inspector for field verification Dealing Assistant puts the file to DDS	Dealing Assistant
DDS puts the signature and forwards it to the Dealing Assistant	Deputy Director, F&CS
Dealing Assistant forwards the Application form along with the furnished documents to	Dealing Assistant

the Area Inspector	
Area Inspector conducts the Field Verification Area Inspector submits the field verification report to the DDS	Area Inspector
DDS verifies the report, based on the report puts comments and forwards it to the Dealing Assistant	DDS
Dealing Assistant forwards the comments to the GPSS Updates the register	Dealing Assistant
If the comments are positive, Secretary, GPSS office makes the necessary modification in the FIC updates the register Informs the Fair Price Shop (FPS) If the comments are negative, the information is given verbally to the applicant	Secretary, GPSS
Receives the modified FIC from the GPSS	Applicant
Formats, Documents, References	
Application Form, Verification Report, Receipt & Issue register	

6.5.5.3. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.5.5.3.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DDS	<ul style="list-style-type: none"> • Receipt of application for modification from the applicant (Urban) & Secretary, GPSS (Rural) • Approving authority for modification in the FIC at the district level for Urban areas • Responsible for maintenance of records 	<ul style="list-style-type: none"> • Digitization of the ration card related information • Connectivity between the various offices at various levels involved in issuing the Family Identity Card • Database of the owners of modified ration cards and all other related information • Technical training to all the related office staff
District	Dealing Assistant	<ul style="list-style-type: none"> • Manages the register • Forwarding the application with the documents to the Area Inspector • Conducting the necessary modification in the FIC • Intimating to the FPS 	<ul style="list-style-type: none"> • Online File movement system to enable faster processing the cases • MIS generation on various parameters • Online tracking facilities • Online access to all the related information and various schemes under the department
Tehsil	Area Inspector	<ul style="list-style-type: none"> • Field Verification • Submission of the field 	<ul style="list-style-type: none"> • Provision for entering data online and

		verification report to the DDS	submitting the verification report online to DDS
GP	Secretary, GPSS (Only for rural cases)	<ul style="list-style-type: none"> • Receipt of application for modification in FIC in rural areas • Receipt of the verification report with comments from DDS • Approving authority for modification of FIC in rural areas 	<ul style="list-style-type: none"> • Getting the monthly allocation details online • Network connectivity with the related offices • Online access to all the necessary information

6.5.5.3.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

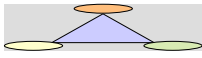
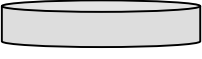

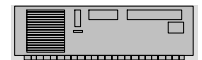

The service levels for the Family Identity Card Related Services have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Filing of application along with supporting documents	1
2	Processing of the application	2-3
3	Field Verification	3-5
4	Issuance of Family Identity Cards with the modifications made	1

5	Receipt of Family Identity Cards with the modifications	1
	Total Time Taken	8-11 days

6.5.5.3.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project. The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application being used for the modification of Family Identity Card related services
Database		No databases are maintained with respect to the modified FICs
Connectivity		No connectivity between DDS, F&CS office and various other offices involved at various levels with respect to modification of FICs
Infrastructure		The infrastructural facilities are very poor and no IT infrastructure available at any level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.5.5.4. Key Pain Areas

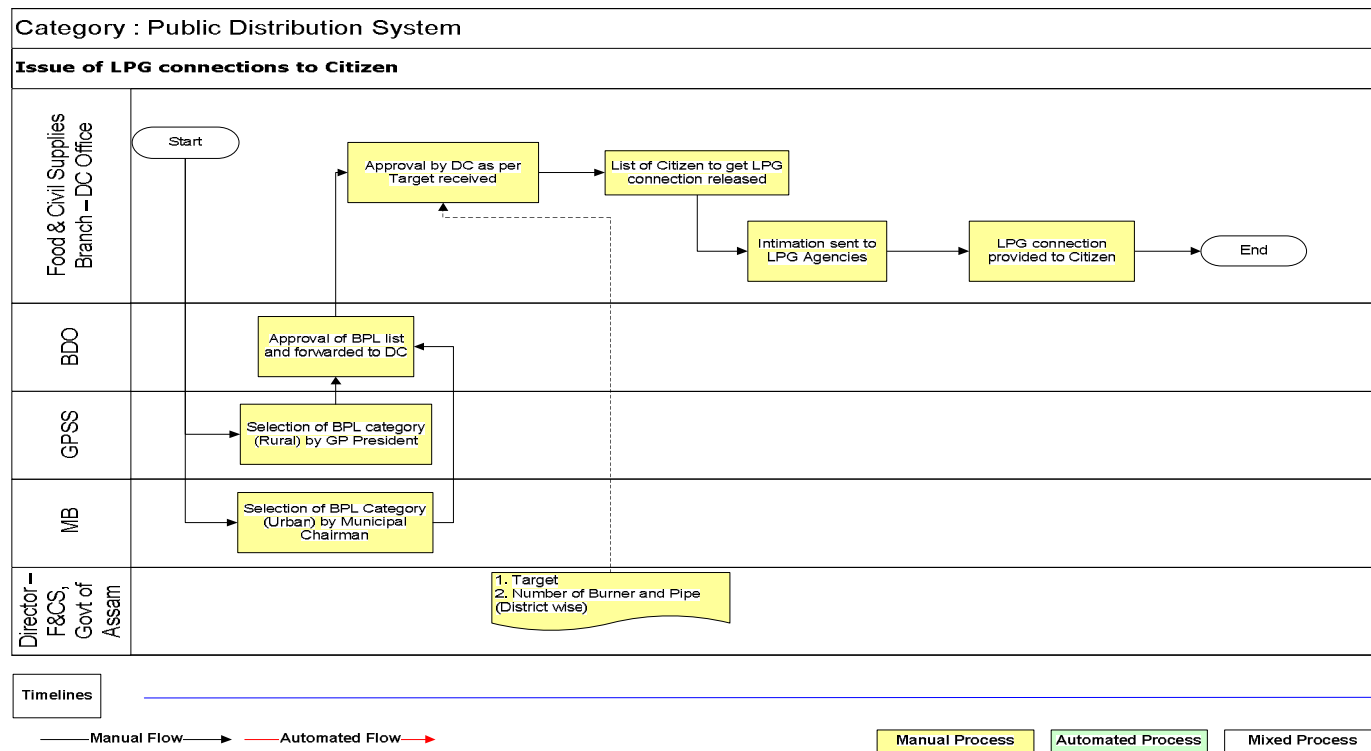
The constraints identified in various Family Identity Card related services are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Skilled resources are available but training and capacity enhancement required for upgradation • Resources are loaded with multiple responsibilities which makes the delivery of all services at the earliest possible time difficult 	<ul style="list-style-type: none"> • Records are manually maintained and are not updated as and when required • The IT infrastructural facilities are very poor • Lack of databases and digitalized records makes the retrieval of the data very difficult 	<ul style="list-style-type: none"> • Lack of transparent and accountable arrangement for service delivery • The nature of work is like that the officers are overloaded with work during the starting days of the month

6.5.6. Issuance of LPG connections to Citizen

6.5.6.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out for issue of LPG connections to Citizens



Process Summary –Issuance of LPG connections to Citizens

Department	Food, Civil Supplies & Consumer Affairs Department	Version	1.0
Process Name	Issue of LPG connections to the Citizens	Process Owner	Deputy Director, F& CS Dept.
Process Goal	Issuance of LPG connections to Citizens		
Process Input		Process Output	
<ul style="list-style-type: none"> Beneficiary List 		LPG Connection	
Process details		Responsibility Center	
Director, F& CS, Guwahati allocates target for Burner & Pipe for the current year to district		Director. F&CS department, Guwahati	
DC receives target for the district from the Director, F& CS DC makes the allocation GP wise as per the target		Deputy Commissioner	
Municipal Body prepares the beneficiary list as per target Municipal Body forwards the beneficiary list to DC		Municipal Body (MB)	
GP prepares the beneficiary list as per target		GP	

GP forwards the beneficiary list to BDO BDO puts signature on the beneficiary list and forwards it to DC	Block Development Officer (BDO)
DC receives the beneficiary list of both the GPs and MBs/Town Committees DC releases the list of citizens eligible for the LPG connection Sends the intimation to the LPG agencies	DC
Beneficiary receives the LPG connection	Beneficiary
Formats, Documents, References	
Beneficiary List, Receipt & Issue register	

6.5.6.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in delivering the service, the process details including the Service levels and the details regarding the technology deployment.

6.5.6.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	DC	<ul style="list-style-type: none"> Receipt of target for Burners and pipe from the Director, Food & Civil Supplies Department, Guwahati Allocation of the target to GP & MBs/Town 	<ul style="list-style-type: none"> Digitization of the Family Identity Card related information Connectivity between the various offices at various levels involved in issuing the Family

		<p>Committees</p> <ul style="list-style-type: none"> • Release of the list of the citizens to get LPG connection 	<p>Identity Card</p> <ul style="list-style-type: none"> • Database of the owners of APL,BPL and Antyodaya cards • Technical training to all the related office staff
MB	Secretary, MB	<ul style="list-style-type: none"> • Receipt of target list for the Urban area form DC • Finalization of the beneficiary list for obtaining LPG connection • Forwarding of the beneficiary list to DC 	<ul style="list-style-type: none"> • Robust IT infrastructure at all levels involved in delivering the Family Identity Card related services • Technical training to the resources on dealing with various aspects of technology
GP	Secretary, GP	<ul style="list-style-type: none"> • Receipt of target list for the rural area form DC • Finalization of the beneficiary list for obtaining LPG connection • Forwarding of the beneficiary list to BDO 	<ul style="list-style-type: none"> • Online File movement system to enable faster processing the cases • MIS generation on various parameters • Online tracking facilities • Online access to all the related information and various schemes under the department

Block	BDO	<ul style="list-style-type: none"> • Receipt of the beneficiaries list for issuing the LPG and forwarding it to DC 	<ul style="list-style-type: none"> • Online receipt of the beneficiaries list from Secretary, GP • Online forwarding of the beneficiary list to DC
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6.5.6.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

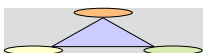


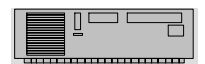

Service Levels

The service levels for the Family Identity Card Related Services have been arrived upon after observation and in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Preparation of Beneficiary list by the GP & MBs/Town Committees	60-90
2	Processing and approval of beneficiary list at DC level	10-15
3	Finalization of the Final Beneficiary list	15-20
4	Issuance of LPG to citizens	5-10
	Total Time Taken	90-135 days

6.5.6.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project. The details of the present level of hardware and software application are given below:-




Parameters		Present Status
Applications		No application being used for the issuance of LPG to the beneficiaries
Database		No databases are maintained with respect to the issue of LPG to the beneficiaries
Connectivity		No connectivity between DDS, F&CS office and various other offices involved at various levels with respect to issuance of LPG
Infrastructure		The infrastructural facilities are very poor and no IT infrastructure available at any level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.5.6.2.d. Key Pain Areas

The constraints identified in various Family Identity Card related services are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> Resources are loaded with multiple responsibilities which makes the delivery of all services at the earliest possible time difficult Skilled resources available but training and capacity enhancement required 	<ul style="list-style-type: none"> The IT infrastructural facilities are very poor Records are manually maintained and are not updated as and when required Lack of databases and digitalized records makes the retrieval of the data very difficult 	<ul style="list-style-type: none"> Lack of transparent and accountable arrangement for service delivery Precise identification of beneficiaries to get LPG connections is difficult <p>Preparation and finalization of the beneficiary list takes comparatively longer periods</p>

Service Category VI- Grievance Redressal Services

-  Registration of Complaints / Grievance
-  Issuance of Case Number
-  Resolution of Complaints / Grievances

6.6 GRIEVANCE REDRESSAL SERVICES

General Information:

Goal: To provide grievance Redressal services in lowest possible time with satisfaction to citizens

Description: Grievance means any claim by a person, who sustained injustice to undue hardship as a consequence of maladministration. The voice of the Citizens should be heard and responded in a way so that the accountability of the Government towards the citizen propagates and percolates down to each segment of the society.

In this process, a citizen can submit an application in the Grievance Redressal Cell of the DC office for requesting the DC administration to address his/her grievance pertaining and provide information regarding the action initiated from time to time.

Although, matters pertaining to the jurisdiction of the DC office are generally filed, it has been observed that matters pertaining to other line Departments are also filed at the Grievance Redressal Cell. In those cases, the Magistracy Branch will forward the case to the concerned line department and the citizen needs to pursue the case with the concerned line dept official for seeking redressal. However, there is no fixed time frame of redressal as the matters vary from case to case.

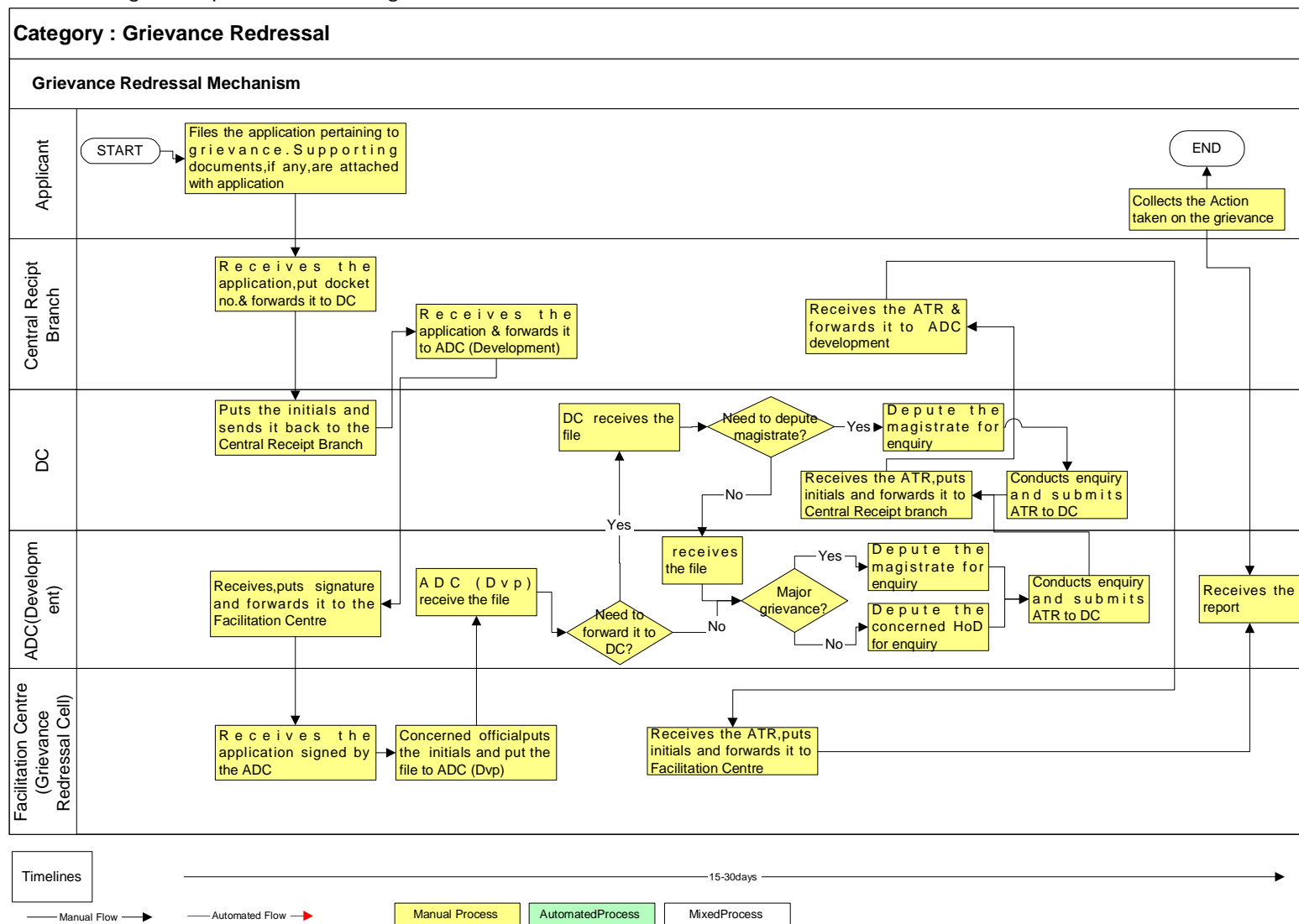
The objective of the Grievance redressal system is to provide a platform to the Citizens, wherein the grievance registration and resolution is done from a single point within a specified timeline, in a cost effective and transparent manner.

Target Beneficiaries: All the citizens who are having any sort of official complaints against any of the government officials within the district are the target beneficiaries

6.6.1. Redressal of Grievances

6.6.1.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the Redressal of Public Grievances:



Process Summary- Grievance Redressal Services

Department	Grievance Redressal section	Version	1.0
Process Name	Execution process of Grievance Redressal	Process Owner	Deputy Commissioner
Process Goal	To provide Grievance Redressal Services to the citizens		
Process Input		Process Output	
<ul style="list-style-type: none"> Grievance from the Complainant Supporting documents, if any Instruction from Deputy Commissioner Instruction from Head of Departments Action Taken Report 		Redressed Grievance	
Process details		Responsibility Center	
Files the application pertaining to grievance. Supporting documents, if any, are attached with application		Applicant	
Central Receipt Branch receives the application, put docket no.& forwards it to DC		Central Receipt Branch	
DC puts the initials and sends it back to the Central Receipt Branch		Deputy Commissioner	
Receives the application & forwards it to ADC (Development)		Central Receipt Branch	
Receives, puts signature and forwards it to		ADC (Development)	

the Facilitation Centre	
Receives the application signed by the ADC Concerned official puts the initials and put the file to ADC, Development	Facilitation Centre
ADC ,Development receives the file If it is required to send to DC, forwards the file to DC If it is not required to send to DC but a major issue, deposes a magistrate for enquiry If it is not required to send to DC and not a major issue, deposes the Head of Department(HoD) for enquiry	ADC ,Development
DC receives the file from ADC ,Development If it is required to depute a magistrate, DC deposes a magistrate If it is not required to depute a magistrate ,DC sends it back to ADC with comments	Deputy Commissioner
Magistrate/HoD conducts the enquiry and submits the ATR(Action Taken Report) to DC	Magistrate/HoD
DC receives the report, puts initials and forwards it to Central Receipt Branch	Deputy Commissioner
Forwards it to ADC, Development	Central Receipt Branch
Receives the ATR, puts initials and forwards	ADC, Development

it to Facilitation Centre	
Comes and collects the action taken on grievance	Citizen
Formats, Documents, References	
Supporting documents	

6.6.1.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in redressing the public grievances, the process details, which includes the Service levels and the details regarding the technology deployment for the redressal of grievances.

6.6.1.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	Deputy Commissioner	<ul style="list-style-type: none"> • Receipt of the grievance from the Central receipt branch & ADC, Development and marking comments • Deputing the Magistrate for inquiry, if required • Receipt of ATR and forwarding it to the Central Receipt Branch 	<ul style="list-style-type: none"> • Online facility to register the grievances, and the facility to track the status online • Network connectivity, atleast a Local Area Network • Redressal of the grievance within a week

District	ADC, Development	<ul style="list-style-type: none"> • Deputing the Magistrate or the HoD for inquiry • Forwarding of the grievance to the DC, if required • Forwarding of the file to the Facilitation centre(Grievance redressal cell) 	<ul style="list-style-type: none"> • Online file tracking facilities • Network connectivity with various associated entities to improve the processing time of the grievances
District	Magistrate/HOD	<ul style="list-style-type: none"> • Conducting of enquiry • Submission of the ATR (Action taken Report) to the Deputy Commissioner 	<ul style="list-style-type: none"> • Facility to submit the ATR online to the Deputy Commissioner • Remote access to information • Better network connectivity
Facilitation centre		<ul style="list-style-type: none"> • Putting the file to the ADC development • Receipt of the final action taken report from the ADC Development • Giving the action taken on grievance to the citizen 	<ul style="list-style-type: none"> • Online file movement for speedy redressal of grievances • Online facility to register and track complaints • Network connectivity with the associated entities
Central Receipt Branch		<ul style="list-style-type: none"> • Receipt of the application from the citizens and 	<ul style="list-style-type: none"> • Computerization of the Central receipt branch for forwarding the

		forwarding it to the DC • Getting the application form and ATR signed by DC and forwarding of it to ADC development	application to the DC • Network connectivity for faster processing
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6.6.1.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

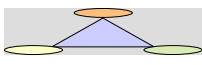


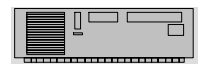

The service levels for the redressal of grievances have been arrived at after in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Receipt and registration of grievance	1-2
2	Order for enquiry on grievance	2-5
3	Submission of the ATR (Action Taken Report) by the concerned authority	7-15
4	Final Order	3-5
5	Information to Citizen	2-3
	Total Time Taken	15-30 days

6.6.1.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		No application being used for the redressal of public grievances
Database		No databases are maintained with respect to the grievance redressal services
Connectivity		No connectivity exists between the Grievance redressal Cell and various other offices involved at various levels with respect to the redressal of grievances
Infrastructure		The infrastructural facilities are very poor and no IT infrastructure available at any level
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.6.1.3. Key Pain Areas

The constraints identified in the redressal of Public Grievances are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> • Officers are not well versed with the handling of IT hardware. All the record keeping and other related activities are done manually, which takes a lot of time • Officers not exposed to specific training facilities 	<ul style="list-style-type: none"> • Absence of applications, Centralized database and lack of digital sharing of data between the various entities involved make the Grievance redressal service very time consuming • A more approachable and online system is not available for the redressal of grievance • There is no connectivity between the Grievance Cell and the other concerned sections/Department 	<ul style="list-style-type: none"> • Lack of online facilities to register the grievance and to track progress online • The complainant has to make multiple visits to the Deputy Commissioner office to get an update on the status of the complaint • Many a time, the redressal of grievances takes a lot of time • The lack of multiple service delivery points makes the registration of grievances difficult

Service Category VII- Utility Services

 Payment of Electricity Bills

 Payment of Telephone Bills

6.7 UTILITY SERVICES

General Information

Goal: Payment of Utility Bills

Description: Collection of the utility bills is one of the most Revenue generating activities of the Government. This is one of the most important as well as the one of the most commonly used service all across the State, irrespective of the districts.

The important utility payment services include payment of Electricity Bills, payment of Telephone Bills, payment of Water bills, payment of Property tax etc. Out of these, the most commonly used services are the payment of Electricity and Telephone Bills.

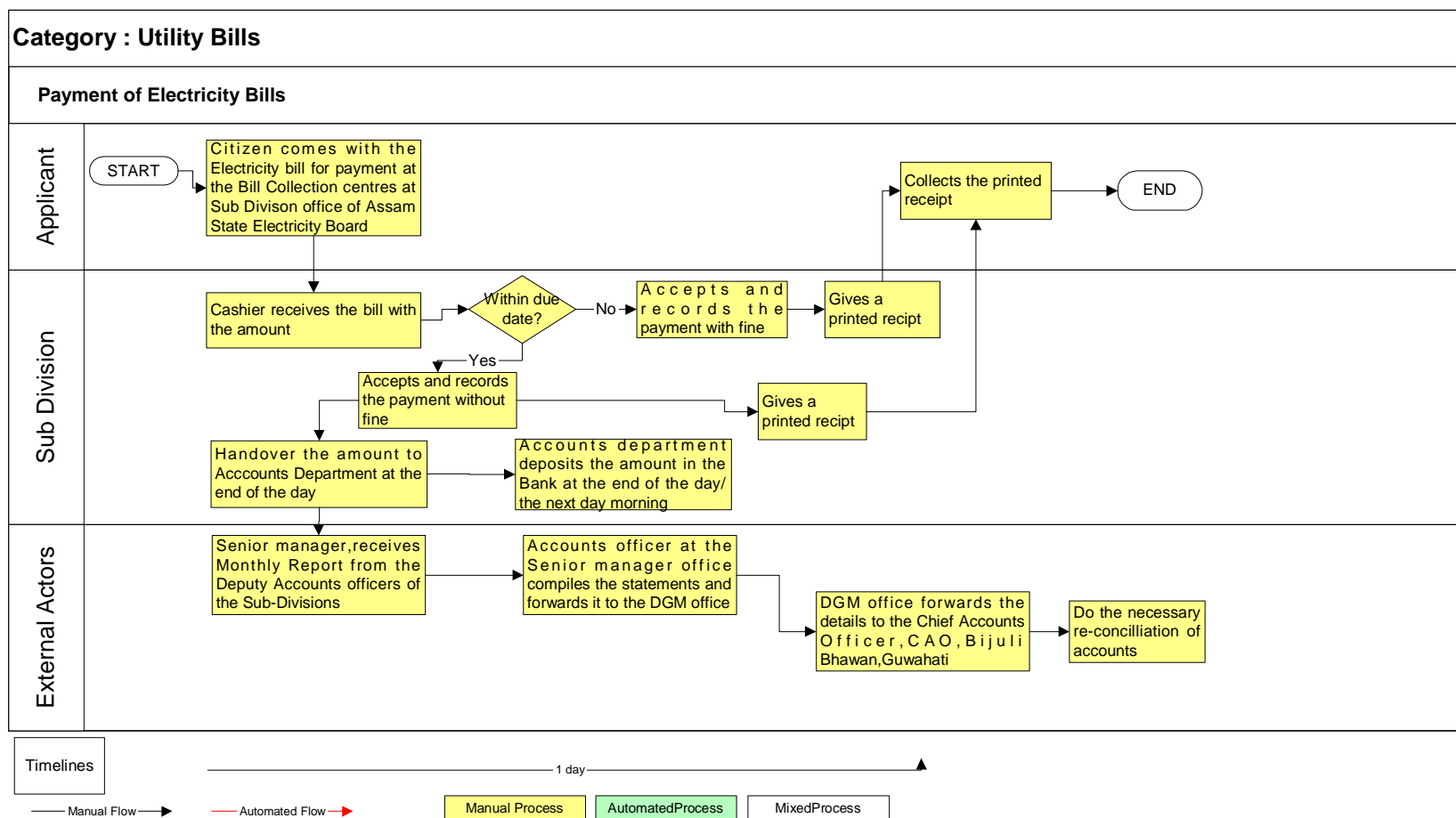
Now a days many of the departments across various state are giving facilities to pay the bills online with the use of credit cards or with the help of various kiosks.

Target Beneficiaries: All the Citizens who has Electricity Connections and the Telephone connection are the target beneficiaries coming under the scope of these services.

6.7.1. Payment of Electricity Bills

6.7.1.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the receipt and payment of Electricity



Process Summary- Payment of Electricity Bills

Department	Assam State Electricity Board	Version	1.0
Process Name	Electricity Bill Payment service	Process Owner	Cashier
Process Goal	Payment and recording of the Electricity Bills		
Process Input		Process Output	
<ul style="list-style-type: none"> Electricity Bill 		Pay Receipt of the electricity Bill	
Process details		Responsibility Center	
<p>The Citizens comes to the Cash collection centres of the Assam State Electricity Board with the electricity bill</p> <p>Citizens gives the Electricity Bill along with the amount to be paid to the Cashier at the Cash counter</p>		Applicant	
<p>Cashier receives the amount and if the payment is within the due date, accepts the amount without any fine</p> <p>Cashier receives the amount and if the payment is after due date, accepts the amount with the required fine</p> <p>Cashier records payment and hands over the receipt of cash payment</p> <p>Hands over the cash received for the day to the Accounts department</p>		Cashier	
Receives the cash receipt		Citizen	

Receives the payment and deposits it in the Bank the next working day Forwards the monthly accounts statement to the Senior Manger, Goalpara Electrical division, Bhalukdubi	Accounts Officer, Sub Division
Receives the Monthly accounts statement and forwards it to the Director, Assam State Electricity Board, Bijali Bhawan Senior Manger, Goalpara Electrical division forwards the same to DGM, Electrical Division	Senior Manger, Goalpara Electrical division
DGM, Electrical Division receives the compiled accounts and forwards it to Chief Accounts Officer (CAO), Guwahati, Bijuli Bhawan	DGM, Electrical Division
Formats, Documents, References	
Electricity Bill	

6.7.1.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in the payment of electricity bills, the process details, which includes the Service levels and the details regarding the technology deployment

6.7.1.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District	Senior Manager	<ul style="list-style-type: none"> • Receipt the Monthly accounts statement from the Senior Manager, and forwarding it to the Director, Bijuli Bhawan, Guwahati 	<ul style="list-style-type: none"> • Online receipt and forwarding facilities of all the required data • Connectivity between all the offices at various levels for transfer of real time data
Division	Senior Manager	<ul style="list-style-type: none"> • Receipt the Monthly accounts statement from the Accounts department and forwarding it to the DGM, Electrical division 	<ul style="list-style-type: none"> • Online receipt and forwarding facilities of all the required data • Connectivity between all the offices at various levels for transfer of real time data
Sub Division	Cashier	<ul style="list-style-type: none"> • Receipt of the Electricity bill payment from the Citizen • Records the payment and give cash receipt to the citizen • Handing over the collected bill amount to the Accounts officer at the end of the day 	<ul style="list-style-type: none"> • Online Bill payment facilities • Proper dissemination of information at all levels • Adequate IT infrastructure and a customized software for managing all activities related to bill payment

Division/Sub Division	Accounts Officer	<ul style="list-style-type: none"> • Receives the amount from the cashiers at the end of the day • Deposits the amount in the bank the next working day • Forwarding of the monthly accounts statement to the concerned every month 	<ul style="list-style-type: none"> • Online forwarding of the required data to the various entities • Network and internet connectivity for better and efficient service delivery
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6.7.1.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels and the number of Domestic & Commercial consumers and the revenue generated

Service Levels

The service levels for the payment of electricity bills have been arrived at after in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Payment of the electricity bill	1
2	Accepting and record pf payment	Same day
3	Issuance of cash receipt	Same day
4	Receipt of the cash receipt by the Citizen	Same day
5	Deposit of money in the Bank	1
	Total Time Taken	1-2 days

Number of Consumers in Goalpara District

Year	Sub-Division	No. of Domestic Consumer	No. of Commercial Consumer	Total No. of Consumer
2004-2005	Goalpara	7889	1727	9616
	Damra	3544	1685	5229
	Dhupdhara	1469	611	2080
	Lakhipur	1974	1225	3199
	Mankachar	2642	1001	3463
	Total number of Consumers			23,587
2005-2006	Goalpara	7227	2782	10009
	Damra	3734	2115	5849
	Dhupdhara	1333	1239	2572
	Lakhipur	2134	1381	3515
	Mankachar	3391	808	4199
	Total number of Consumers			26,144
2006-2007	Goalpara	5682	3181	8863
	Damra	4767	1971	6738
	Dhupdhara	1702	1313	3015
	Lakhipur	2343	1542	3885
	Mankachar	3456	1243	4699
	Total number of Consumers			27,200

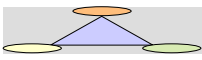
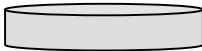

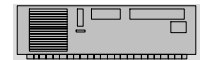

Revenue generated

	Sub-Division	Revenue Generated
Aug –Dec 2006	Goalpara	9694590
	Damra	4139983
	Dhupdhara	1645187
	Lakhipur	1832597
	Mankachar	2569178
	Total Revenue	19881535
Jan – Oct 2007	Goalpara	22634522
	Damra	8505481
	Dhupdhara	4246051
	Lakhipur	4679508
	Mankachar	6023164
	Total Revenue	46088726

6.7.1.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		The department uses computerized billing system at Goalpara town but it is not fully operational
Database		Some part of the Consumer details has be digitized and maintained
Connectivity		Does not have any connectivity with any of the associated offices at any levels
Infrastructure		Only part of Goalpara town has a computerized bill payment system but is not fully operational
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.7.1.3. Key Pain Areas

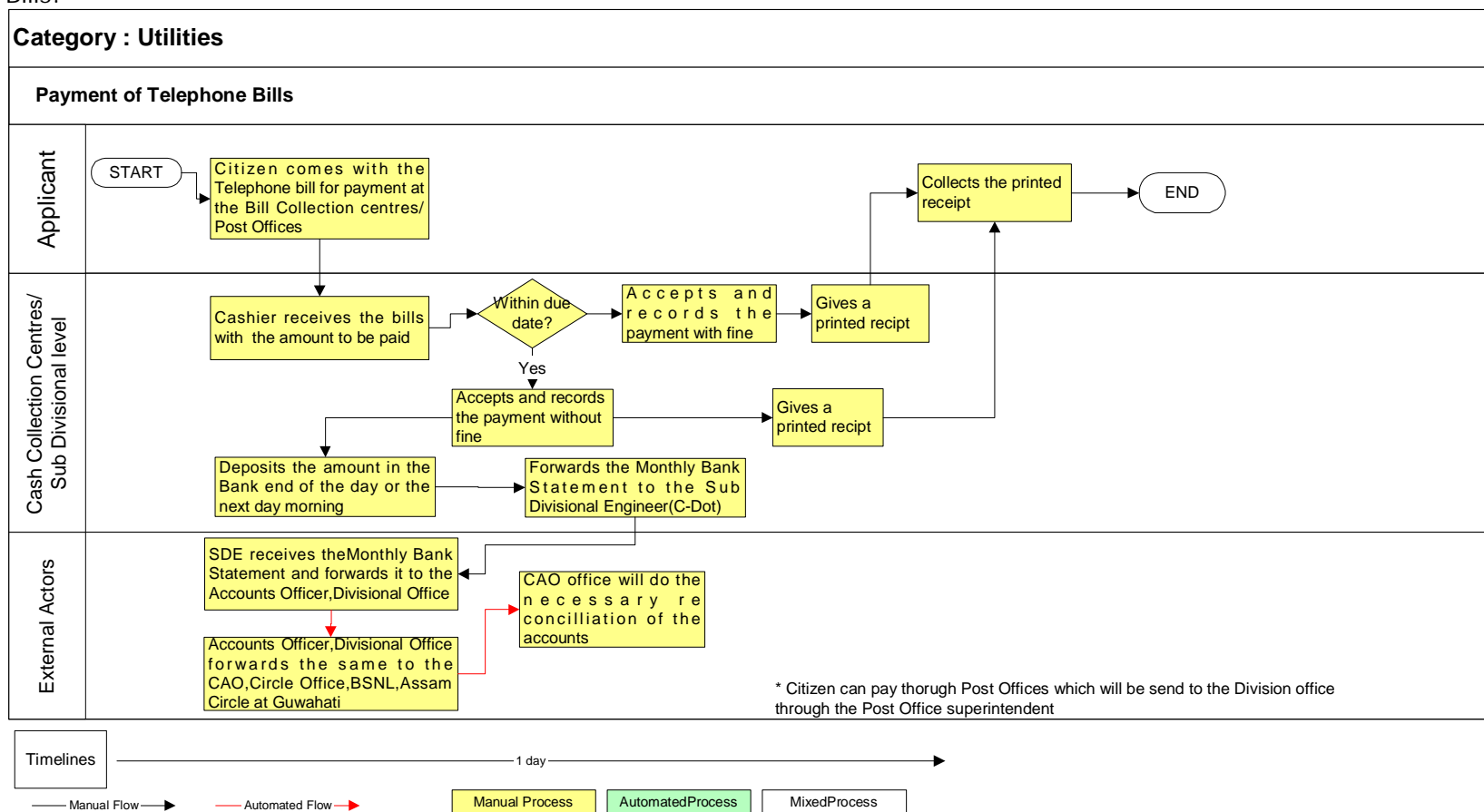
The constraints identified in the payment of electricity bills are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> Limited Technical knowledge among the workforce Officers are not well versed with the handling of IT hardware. All the record keeping and other related activities are done manually, which takes a lot of time Officers are not exposed to regular training facilities 	<ul style="list-style-type: none"> Absence of applications, Centralized database and lack of digital sharing of data between the various entities involved make the receipt and retrieval difficult No online system for bill payment is available There is no connectivity between the various levels of offices involved with respect to the Electricity Bill payment services 	<ul style="list-style-type: none"> No online bill payment system is available, which demands the physical payment of the electricity bills Multiple modes of bill payment facilities are not available, which makes the number of service delivery channels very minimal Sometimes, the waiting time to pay the electricity bills are too high

6.7.2. Payment of Telephone Bills

6.7.2.1. Process Flow Diagram

The following As-Is process flow diagram shows the flow of activities carried out in the receipt and payment of Telephone Bills:



Process Summary- Payment of Telephone Bills

Department	Bharat Sanchar Nigam Ltd.	Version	1.0
Process Name	Telephone Bill Payment service	Process Owner	Cashier
Process Goal	Payment and recording of the Telephone Bills		
Process Input		Process Output	
<ul style="list-style-type: none"> Telephone Bill 		Pay Receipt of the Telephone Bill	
Process details		Responsibility Center	
<p>The Citizens comes to the Cash collection centres of BSNL or Post Offices</p> <p>Citizens gives the Telephone Bill along with the amount to be paid to the concerned personnel at the collection center</p>		Applicant	
<p>The person at the counter receives the amount and if the payment is within the due date, accepts the amount without any fine</p> <p>Receives the amount and if the payment is after due date, accepts the amount with the required fine</p> <p>Records payment and hands over the receipt of cash payment</p> <p>Hands over the cash/cheques (Banks& Pos) received to the BSNL on the same day or the next day</p>		Cashier	

Receives the cash receipt	Citizen
Receives the payment and deposits it in the Bank Forwards the Monthly Bank Statement and forwarding of it to the Sub-Divisional Engineer (C-Dot)	Accounts Officer
Sub-Divisional Engineer (C-Dot) forwards the Monthly Bank Statement to the Accounts Officer, Divisional office	Sub-Divisional Engineer
Accounts Officer, Divisional office forwards the same to the DGM Finance or Chief Accounts Officer, Circle Office, BSNL, Assam Circle, Guwahati	Accounts Officer, Divisional office
Formats, Documents, References	
<ul style="list-style-type: none"> • Telephone Bill • Monthly Bank Statement 	

6.7.2.2. Service Delivery Framework

The Service Delivery Framework provides an overall idea on the roles and responsibilities of the various Stakeholders involved at various levels in the payment of Telephone bills, the process details, which includes the Service levels and the details regarding the technology deployment for the redressal of grievances.

6.7.2.2.a. Stakeholders Analysis

The Stakeholders involved at various levels in delivering the service is enumerated below:

Level	Designation	Responsibility	Expectations
District Level	Accounts Officer, Divisional Office	<ul style="list-style-type: none"> Receipt the Monthly Bank statement from the SDE(C-Dot) and forwarding of it to the DGM Finance at the Circle office, Guwahati, Assam Circle 	<ul style="list-style-type: none"> Online Bill payment facilities at Goalpara district Connectivity between all the offices at various levels for transfer of real time data
Division/Sub Division	Cashier	<ul style="list-style-type: none"> Receipt of the Telephone bill payment from the Citizen Records the payment and give cash receipt to the citizen Deposit of the amount in the bank the end of the day nor the next working day 	<ul style="list-style-type: none"> Online Bill payment facilities Proper dissemination of information at all levels Adequate IT infrastructure and a customized software for managing all activities related to bill payment
Division/Sub Division	Sub Divisional Engineer	<ul style="list-style-type: none"> Receives the Monthly Bank Statement Forwarding of the monthly Bank statement to the Accounts Officer, Sub Divisional office 	<ul style="list-style-type: none"> Network and internet connectivity for better and efficient service delivery Remote access to information

6.7.2.2.b. Process Analysis

The process Analysis covers the details regarding the Service levels

Service Levels

The service levels for the payment of telephone bills have been arrived at after in consultation with the appropriate authorities. The service levels given below will depend on the availability of the resources involved in the process.

SI No:	Activities	Service level (observed) in days
1	Payment of the Telephone bill	1
2	Accepting and record pf payment	Same day
3	Issuance of cash receipt	Same day
4	Receipt of cash receipt by the Citizen	Same day
5	Deposit of money in the Bank	1
	Total Time Taken	1-2 days

Total Number of Subscribers of BSNL in Goalpara district

Year	Land Line	WLL	Mobile
2005	6142	1592	NA
2006	6014	1914	NA
2007*	5725	2279	12000 (Approx)

* 2007 figures from Jan-Oct

Total revenue generated for the past three years

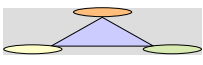



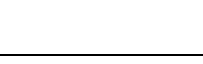
Year	Revenue
2005	24439133
2006	26651282
2007*	15660464

* 2007 figures from Jan-Oct

6.7.2.2.c. Technology Analysis

The technology details regarding the particular service was captured during the study to understand the present level of IT preparedness of the department from e-enabling of the listed service. The information thus captured will help to identify the level of automation and subsequently mapping the hardware and software requirement for rolling out the services under e-district project.

The details of the present level of hardware and software application are given below:-

Parameters		Present Status
Applications		The department uses a computerized billing system for the payment of telephone bills
Database		Database of the consumers of Landline and mobile customers
Connectivity		Some kind of network connectivity exists at various levels of offices
Infrastructure		Almost all the branches are computerized and the branches are using a computerized bill payment system
Policy		Policies such as IT Security, IT Architecture standards, Privacy etc need to be addressed

6.7.2.3. Key Pain Areas

The constraints identified in the payment of telephone bills are categorized under three broad areas viz, resource related, process related and service delivery related. The following table summarizes the process constraints:-

Resource Related	Process/Technology Related	Service Delivery Related
<ul style="list-style-type: none"> Limited Technical knowledge among the workforce Officers are not well versed with the handling of IT hardware. All the record keeping and other related activities are done manually, which takes a lot of time 	<ul style="list-style-type: none"> Lack of digital sharing of data between the various entities involved at all levels make the receipt and retrieval difficult No online system for bill payment is available There is no connectivity between the various levels of offices involved with respect to the Telephone Bill payment services 	<ul style="list-style-type: none"> No online bill payment system is available, in Goalpara district, which demands the physical payment of the electricity bills Multiple modes of bill payment facilities are not available but the transfer of money and data takes place only manually Sometimes, the waiting time to pay the Telephone bills are too high

7. WAY FORWARD

The As-Is assessment of the various processes related to service delivery from the District administration would be followed by 'Should-Be' scenario analysis. Going forward the major milestones for e-District implementation at Goalpara would be as follows:-

a) Benchmarking with Best in Class processes & BPR:-

The analysis phase would involve a detailed BPR exercise to stream line processes to address needs and expectations of process owners and department officials. This would help to identify services that needs to be combined with other services/ elimination of certain services based on Business Process Re-engineering study. There would be a detailed analysis of processes to assess the information gap with respect to overall goals of the project

b) Design of To-Be processes :-

Cross functional TO-BE process maps would be prepared considering the services which would be automated for better efficiency and the process which would remain manual but work in cohesion with automated processes. This exercise would be done in consultation and discussion with government departments and process owners at Goalpara district

c) Functional Requirement Specifications :-

Functional Requirement Specification document would be prepared for identified services. The document would capture detailed functionality of the proposed automated services.

d) Comprehensive RFP for Application, Data Digitization and Hardware Procurement :

RFP would be prepared covering amount of data to be digitized, service level parameters and metrics for Vendor.

e) Change Management Plan :-

Change management plan would be developed to address the training requirements of the government staff identified during the subsequent phase

f) Application Development:-

Application development for selected services would be carried out by an application developer.

g) Procurement of IT infrastructure :-

Based on the RFP for Hardware & Networking components, tendering and subsequent procurement action will commence.

h) Site Preparation Monitoring :-

Preparation of site lay out plan for office renovation and monitoring of renovation works would also be carried out by consultants.

i) Site Go Live :-

Launch of the e-District application at the DC office of Goalpara and other subordinate offices.

j) RFP for State Wide Rollout :-

Post implementation at the pilot districts, the State wide rollout RFP will be prepared.

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