

भारत सरकार
GOVERNMENT OF INDIA
संचार और सूचना प्रौद्योगिकी मंत्रालय
MINISTRY OF COMMUNICATIONS AND INFORMATION TECHNOLOGY
इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी विभाग
DEPARTMENT OF ELECTRONICS AND INFORMATION TECHNOLOGY
Website: www.deity.gov.in

संख्या

No.....N-14/5/2013-eGov2

दिनांक

Date 25.07.2014..

Dear Sir,

The Empowered Committee (EC) of the eDistrict MMP in its 5th Meeting held on 20.02.2013 recommended conducting Business Process Reengineering (BPR) for 10 high demand services which should be transformational in scope and not just automation of current manual processes.

2. In this regard, a Working Group was constituted under the chairmanship of Dr. Rajendra Kumar, Joint Secretary (eGov), DeitY with members from Department of Land Records, M/o Rural Development, Office of Registrar General of India, Department of Personnel & Training and Secretaries of Line Departments from eDistrict Pilot States.

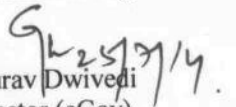
3. In consultation and inputs from the Working Group Committee Members, a BPR document for 11 high demand services has been prepared and approved.

4. This BPR document is advisory in nature and aims to sensitize the State Governments on various level of re-engineering that can be undertaken. The document provides two levels of re-engineering - (i) Incremental BPR and (ii) Aspirational BPR. The State Governments should consider various issues (including technological & regulatory preparedness) in the State before finalizing the re-engineered processes. This document does not claim to be exhaustive and the State Government is encouraged to view this document as a reference point for reviewing their existing processes. It may be noted that these documents do not substitute or overrule any approvals currently required by the concerned Department/State Government Nodal Agency. The State Government should make the changes required in any existing Act, Rules, Regulations or Orders before institutionalizing the re-engineered processes. Accordingly, it is advised that all necessary approvals are taken from appropriate authorities.

5 The BPR report is hosted at the website
http://deity.gov.in/sites/upload_files/dit/files/ModelBPR.pdf .

With regards,

Yours Sincerely,


Gaurav Dwivedi
Director (eGov)

To,

All States/UTs Secretaries – IT / Nodal Departments implementing eDistrict MMP

Business Process Re-engineering of High Volume Government to Citizen Services

Draft Version 2.0



सत्यमेव जयते

Department of Electronics & Information Technology (DeitY)

Ministry of Communications & Information Technology

Government of India

6, CGO Complex, Delhi

Document History		
S. No.	Version No.	Remarks
1	1.0	Draft BPR Report covering 10 high volume G2C services
2	2.0	Revised BPR Report incorporating suggestions of 2 nd Working Group Meeting including addition of 1 more service – Caste Certificate.

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1 Executive summary

The e-District project was conceptualized and approved in the year 2011 with the intention of creating an enabling environment and a platform for design, development and maintenance of applications relating to various departments and for providing of services to the citizens, at the district and sub-district levels.

During the implementation of the pilot phase of the project in 41 districts across the country, a number of learnings have taken place. Moreover, significant improvements have also taken place in technology creating a great potential to improve the service delivery to citizens.

It is mandatory to select following five categories of services under National wide rollout of e-District project.

- Certificate
- Pensions
- Ration card
- Revenue court cases
- RTI and Grievance

States has selected different number of services under each category. However, there are some common high volumes Government to Citizen Services selected by all the States. Each State has re-engineered these services within the boundaries of respective legal framework and maturity of ICT in the state.

High Volume Government to Citizen Services selected for BPR under mandatory category of e-District scheme

1. RTI
2. Grievance
3. Birth certificate
4. Death certificate
5. Income certificate
6. Residence certificate
7. Old Age Pension
8. Widow Pension
9. Ration Card
10. Records of rights
11. Caste Certificate


A sample for each service is being documented in this document. The As Is and To Be for each service are based on the actual work done by the State. There is section on aspirational To Be for each service.

BPR for each service consist of following three sections.

1. Process before BPR
2. Process after BPR (Incremental)
3. Aspirational To-Be

The Process after BPR (Incremental) is based on the assumption that following initiatives will be implemented.

- Aadhaar Number of the citizens are captured and stored in the database along with the other details of the application form.
- Payment of statutory fees using various payment methods - e-payment gateway from DeitY.
- Citizens can download the digitally signed certificates from eDistrict / State Portal without the need to visit CSC/Kiosks.




Process before BPR:

The As Is workflow has some minor variations in all the States due to following difference.

- Designation of officials involved in delivery of service
- Workflow of service
- Application format
- Maturity of e-Governance implementation in State


The process is same at high level in all the State. The As Is section of the report details out current State assessment of service delivery from a reference State.



Process after BPR:

Some of the States has done excellent BPR of few services. Immediate To Be can be adopted by any of the State as it is already implemented or in advance state of implementation in the reference State.

- Ready to use application



Aspirational To Be:

This section of the report is an aspirational BPR base on the various assumptions that may be in place over a period of time. There as service specific assumptions in addition to following common assumptions.

- All resident have Aadhar number
- All workflows in the Government are electronic
- Authenticated and real-time updated databases of residents are available
- Government officials are technology savvy
- Required legal framework are in force

All Government departments has required ICT infrastructure including secured connectivity, digital signature for all officials, hardware and peripherals.

The Aspirational BPR critically analyse services from the perspective of purpose of service. Report also argues that there is no need of particular services if purpose can be met by available authenticated database. For e.g. Birth/ Death certificates helps in availing in some other benefits or required as proof in some other application forms. If we assume that all birth and death are registered in the authenticated and secured databases within the timeframe mandated under Birth Death Act, the applicant should write only birth/ death registration number in other application forms.

The aspirational BPR is based on the assumption that following initiatives will be implemented.

- Authentication of Applicant using Aadhaar Database
- Providing services in a self-service mode to the citizens
- Providing integrated services through authenticated, updated and interlinked Government databases. Also, eliminate requirement to submit multiple copies of supporting documents to avail a service.
- Prepopulating data from various Databases in application form
- Proactive identification of beneficiary for each service on the basis of eligibility. i.e. eliminating the need for citizens to apply for a service; benefits should be automatically given to the eligible beneficiaries
- Informing and offering services/benefits to a citizen who has approached for a particular service. i.e. Citizen submits application for issuance of BPL ration card. She/he may be informed for other services/benefits available for him based on his profile and eligibility.

- Payment of statutory fees using various payment methods - e-payment gateway from DeitY/ Mobile payment/ CSC Wallet. Annexure A provides details of these payment methods. (Fees for availing services would be decided by the respective State.)
- Cross validation of applicant's information from various databases
- Direct Benefit Transfer (DBT) for social welfare schemes

These interventions are extensively leveraged for aspirational BPR.

The objective of this document is to help State in start preparing for aspirational BPR. States are expected to validate aspirational BPR with respect to available legal framework, ICT readiness of the State. Detailing and validation of the aspirational BPR is recommended before implementation by the State.

2 RTI Application

An application for RTI is filed by citizen requesting specific information from concerned department(s) which is otherwise not available in the public domain. As response to this application, the required information is provided to the citizen by the government in a timely manner. State of Tamil Nadu has already done the BPR of RTI services. This section covers the case study of Tamil Nadu.

Please see Annexure B, section 1 for the process maps related to RTI Application.

1.1. Process before BPR RTI Application

Table Process Summary RTI Application

Name of process		Execution process of RTI	
Process Goal		Providing validated and asked information to citizens in 30 days.	
Process Owner			
District Magistrate/ District Collector			
Primary Actors		Secondary Actors	
<input checked="" type="checkbox"/> Citizen / Applicant <input checked="" type="checkbox"/> District Magistrate/ District Collector <input checked="" type="checkbox"/> HoDs, All Departments		<input checked="" type="checkbox"/> Information Commission	
Process Input		Process Output	
<input checked="" type="checkbox"/> Information Request from Citizen		<input checked="" type="checkbox"/> Certified Copy of Information	
Service Level as Defined in GO			
Certified Copy of Information should be given to citizen within 30 days			
Documentation		Format	
<input checked="" type="checkbox"/> RTI register for inward and outward entries		-	

2.1.1 Process Description

Sr.	Process Detail	Responsibility Center
1.	Citizen writes application for seeking desired information	Citizen
2.	Citizen submits Application and fee of INR 10 in form of Challan/cash/DD in PIO Office. (No fee to be charged for people below poverty line)	Citizen
3.	APIO/Clerk accepts application and makes entry in inward register	Clerk
4.	APIO/Clerk issues receipt to Citizen mentioning due for collection certified copy of Information	Clerk
5.	APIO (in case APIO receives the application) forwards this to PIO	APIO
6.	In case the information requested is not available with him, it is forwarded to the concerned official. In such a case, the concerned official is treated as PIO	PIO
7.	<p>PIO assigns due date and asks the concerned official to prepare the information before due date.</p> <p>In case information is not to be provided, it is still to be responded with the reasons.</p>	PIO
8.	PIO prepares information or gets information prepared with in due date (for APIO cases, within 35 days of receipt, else 30 days. For matters of life and liberty, it is 48 hours)	PIO
9.	<p>PIO decides whether :</p> <ol style="list-style-type: none"> 1) Whether additional fee is required to be charged for provisioning of the information (no fee to be charged for people below poverty line) 2) Whether the applicant can be invited for inspection <p>and accordingly the applicant may be communicated accordingly. Else the subsequent steps are followed.</p>	PIO
10.	PIO stamps and signs the copy of information.	PIO
11.	Clerk collects the information and stores with him. If applicant	Clerk

Sr.	Process Detail	Responsibility Center
	has requested for delivery of information through post and made the postal fee payment, clerk sends the information via post.	
12.	Citizen visits the office and demands the information	Citizen
13.	Clerk takes signature in register and gives the certified copy of information to citizen.	Clerk

2.1.2 Service Levels

S. No.	Activities	Where application is received from APIO	Service Level (observed) – In days	Matters of life and death
1	Filing of Application	1 + 5 days for movement to PIO	1	1
2	Search for Information	2-25	2-25	1
3	Printout of Information	1-2	1-2	
4	Issue of Information	1-2	1-2	
	Total time	9-35 days	4-30 days	2 days

2.1.3 Process Analysis

Process Analysis – RTI Application

Sr.	Parameters	Improvement/Opportunities
1	Cross Departmental Interface	High, as all departments are under RTI act
2	Transparency	Low on account of poor awareness of responsibilities under RTI act and presence of

		large information at multiple locations.
3	Accountability	Medium as Accountability has been not realized among Level 2 and level 3 officers
4	Citizen Orientation	Access to and availability of information is limited / discretionary. Citizen finds it difficult to locate PIO in departments
5	Degree of BPR Required	High as information regarding this act need to travel to grass root level. Also, he has to make multiple numbers of visits for getting information
6.	Technology	Technology is not in use for discharging the responsibilities

1.2. Process after BPR

1.2.1. Key BPR interventions

The new Process after BPR envisages providing additional benefits such as:

- Workflow system to forward RTI applications to officials along with deadlines (as per RTI Act) to take suitable action
- Multiple Service delivery channels, viz. CSC by paying nominal fees and direct access through State Portal
- Auto escalation mechanism to ensure timely action in case deadline is not being met.
- Accepting payments at the CSCs would provide one more avenue for the applicant to submit the RTI application fees as well as additional charges for the information material.

Note: As part of the BPR exercise, the Departments should provide more information about departmental processes, schemes, etc. on department portal in public domain. If more information is available, there are chances of reduction in RTI queries.

Sr.	Process Details	Responsibility Centre
1	<p>Citizen applies using the following 2 channels</p> <ul style="list-style-type: none"> • State Portal • CSC <p>Also, citizen details such as Name, Address, Contact number, email and Aadhaar number are provided. Applicant makes</p>	Citizen

	payment through any of the payment methods – electronic payment or mobile payment or CSC wallet.	
2	Operator registers RTI application under appropriate department. Details are stored in database.	CSC Operator/ State Portal
3	Acknowledgement and reference number are provided to Citizen	State Portal/ CSC Operator
4	Operator/ State Portal forwards to concerned PIO Office about the RTI request located at District / Tehsil / Block office respectively depending on the service request. If the service request is not directed to any of the above, the e-district application would route the service request to ADM under “others categories” section	State Portal/ CSC Operator
4	PIO officer at District/Tehsil/ Block level receives the notification and views the RTI application request	PIO officer
5	PIO officer at District/Tehsil/Block level checks the RTI request <ul style="list-style-type: none"> • If the service request qualifies under RTI ACT, then PIO officer marks against the reference number as “Accepted request” using digital signature • If the service request does not comes under the purview of RTI act, then PIO officer marks against the reference number as “rejected” using digital signature • If the service request not belongs to his department, then it is forwarded to ADM office for routing to the concerned department 	PIO officer
6	ADM (or any other officer appointed by DM for regular review and monitoring of responses to RTI application) receives notification of service requests that fall under other categories section or forwarded from Department. Upon receiving the request, ADM forwards the service request to concerned PIO for further action. The process goes back to step 4.	ADM office
7	Citizen receives alert over SMS and email about the Acceptance/ Rejection Status of application with reasons.	CSC Operator/ State Portal
8	Upon approval of service request, PIO authorizes APIO to respond to the service request and furnish information within stipulated timeframe	PIO officer

	APIO receives notification over SMS and email and checks	APIO (District/Tehsil/Block)
9	If action is taken within deadline, APIO uploads action taken in the State Portal against the reference number using digital signature. Alert is sent to PIO against the reference number and APIO to whom the case was assigned to. If action is not taken within deadline, the System auto escalates to PIO. PIO reviews to expedite	APIO/ PIO (District/Tehsil/Block)
10	APIO prepares action taken report on the service request.	APIO (District/Tehsil/Block)
	APIO uploads action taken report and scanned copy of information using his digital signature.	APIO (District/Tehsil/Block)
11	PIO receives alert over email and SMS and verifies the APIO report. PIO also checks the copy of information sent by APIO digitally and approves using digital signature	PIO officer (District/Tehsil/Block)
12	Citizen receives notification about completion of Service request over SMS and email along with payment details. This email shall provide the requested information in electronic format.	State Portal
13	Citizen visits CSC and exercises one of the 2 options along with requisite payment <ul style="list-style-type: none"> • Receive physical copies of digitally signed documents at the CSC • Visit concerned office, Read and take copies of the documents 	Citizen
14	PIO on confirmation of receipt of Citizen request for complete information furnishes the information and send through courier to requesting CSC. PIO updates this on State Portal. If Citizen has requested for reading than he locks the reading time and date for applicant in the system.	PIO
15	Citizen visits the department on given date and time and reads the information. If applicant needs copy of pages than he pays requisite fees per page and gets the information.	Citizen and PIO

1.3. Aspirational Process

Assumptions

1. M-Payment for payment for depositing the fee for RTI application.
2. All the Government officials involved in the delivery of this service have been assigned digital signatures.
3. Service Workflow is completely electronic. The workflow is simplified and approvals as required are incorporated.
4. All the databases are updated in real time.
5. All the RTI documents provided till date would be scanned and made available online in a knowledge sharing portal called RTI Portal.
6. The documents would be clearly tagged as per government nomenclature.
7. RTI cell has been created for receiving the request for information over phone call.

Process Description

Sr. No.	Process Details
1	<p>Citizen can access RTI documents through two channels –</p> <ul style="list-style-type: none">a) Citizen logs into the RTI Portal. Payment to be made using paid call. A number will be generated that will be required to enter into the application as fees.b) Citizen calls RTI Cell using toll number (Fee may be collected by increasing the call charges on consent of citizen). <p>Citizen will be given option to pay fees using any of the option provided in payment methods in Annexure A.</p> <p>No fee to be charged for people below poverty line</p>
2	<p>If the Citizen logs into the RTI Portal, links to disclosed RTI documents are made available to him and details of documents accessed by him are stored by the System.</p>
3	<p>If the Citizen calls the RTI Cell, the Operator upon authentication processes the Citizen's enquiry and if the information sought is in Public Domain, the relevant links are sent to the Citizen's email and mobile. Details are logged in the System.</p>
4	<p>If Information is not available online, request for application is forwarded to concerned PIO for furnishing the information and uploading on RTI portal after taking necessary approvals.</p>
5	<p>PIO uploads the information on RTI section of State portal using his digital</p>

	signature and creates an Index including key references for searching this information by other applicant. (for APIO cases, within 35 days of receipt, else 30 days. For matters of life and liberty, it is 48 hours)
6	<p>PIO decides whether :</p> <ol style="list-style-type: none"> 1) Whether additional fee is required to be charged for provisioning of the information 2) Whether the applicant can be invited for inspection <p>and accordingly the applicant may be communicated accordingly. Else the subsequent steps are followed.</p>
7	Citizen receives updates as soon as information is available on portal. Citizen calls RTI cell or logs on portal to receive the required information.

Sr.	Process Details	Responsibility Centre
1	<p>Citizen can access RTI documents through two channels using Aadhaar authentication</p> <ul style="list-style-type: none"> • RTI Portal • RTI Cell 	Citizen
2	<p>Portal authenticates citizen using Aadhaar number</p> <p>Portal with links pertaining to disclosed documents is made accessible to the citizen</p>	RTI Portal
1. 3	Citizen accesses links of interest to him	Citizen
4	Details of pages accessed are stored in citizens' login database	RTI Portal
5	RTI Cell operator receives call	RTI Cell
6	<p>If information sought is available in public domain, relevant links are sent to citizen via email and SMS</p> <p>If information sought is not available in public domain, status is provided that this is not accessible under RTI</p>	RTI Cell

Grievances

This section covers the case study of Tamil Nadu. Please see Annexure B, section 2 for the process maps related to Grievances.

2.2 Process before BPR: Grievances

An application for Grievance is meant to address citizens' grievance in various government services, resolve the issue and provide proper citizen feedback

Table Process Summary Grievances

Name of process	Execution process of Grievance
Process Goal	Redressal of grievance in lowest possible time with satisfaction of Citizen.
Process Owner	
District Magistrate/ District Collector	
Primary Actors	Secondary Actors
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Citizen / Applicant <input checked="" type="checkbox"/> District Magistrate <input checked="" type="checkbox"/> HoD, All Departments 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> State Government <input checked="" type="checkbox"/> Central Government
Process Input	Process Output
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Grievance from citizen from various channels <input checked="" type="checkbox"/> Instruction from DC/DM <input checked="" type="checkbox"/> Instruction from HoDs <input checked="" type="checkbox"/> Action Taken Report 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Redressed Grievance
Service Level as Defined in GO	
Certified copy of information should be given to citizen within 30 days.	
Documentation	Format
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Existing State Grievance Database/ Registers <input checked="" type="checkbox"/> Reports for monitoring of officers' performance 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> State Specific Grievance Redressal formats (if any)

2.2.1 Process Description

Sr.	Process Detail	Responsibility Center
1.	Citizen fill in the application and submits it at the concerned office- Tehsil/ Block/ Sub Collector/ Collector	Citizen
2.	Dealing Assistant enters the application in Grievance Register and assigns a number	Dealing Assistant
3.	Dealing Assistant puts up the application to the concerned officer with two acknowledgement slips	Dealing Assistant
4.	Concerned officer peruses the application puts his/her remarks on one of the acknowledgement slip and issues orders for forwarding the same to the concerned office/ section/ line department for redressal and report within a stipulated time period	Concerned Officer
5.	One copy is given to the citizen and 2 nd copy carrying the remarks of the concerned officer is forwarded with the copy of the grievance application to the concerned section/ office/ line department	Dealing Assistant
6.	Citizen contacts the concerned department with the acknowledgement	Citizen
7.	If Action Taken Report (ATR) is sent by the concerned office within the stipulated time the Grievance Register is accordingly updated	Dealing Assistant
8.	If ATR is not received within stipulated time reminder is sent to the concerned officer under the signature of Grievance Officer and Grievance Register is updated accordingly	Dealing Assistant

2.2.2 Service Levels

S. No.	Activities	Service Level (observed) – In days
1	Filing of Application	Immediate
2	Dealing clerk/bench clerk provides the acknowledgement to the Citizen	Immediate
3	DM forwards the application acknowledgement to the concerned section	1-2
4	Section Officer takes action	-
5	Citizen comes to the section	-
6	Information on status of the Grievance	1
	Total time	Varies with criticality of the issue

2.2.3 Process Analysis

Process Analysis – Grievances

Sr.	Parameters	Improvement/Opportunities
1	Cross Departmental Interface	1 department (actor) other department (participants if required)
2	Transparency	Low on account of multiple levels of process movement and dilution in service levels
3	Accountability	Ambiguous/ Lack of Service Levels for departmental processes
4	Citizen Orientation	Low as dedicated service delivery channels are non-existent apart from Collectors' Grievance day

5	Degree of BPR Required	High with need for integrated front end and database.
6.	Technology	Non-existent, Need for application with MIS Integration and facilitate feedback and escalation

2.3 Process after BPR

2.3.1 Key BPR interventions

The new Process after BPR envisages to provide additional benefits such as:

- Workflow system to forward grievances to officials along with deadlines (as per citizen charter) to take suitable action
- Multiple Service delivery channels, viz. CSC by paying nominal fees and direct access through State Portal
- Auto escalation mechanism to ensure timely action in case deadline is not being met.
- Accepting payments at the CSCs would provide one more avenue for the applicant to submit the Grievance application fees as well as additional charges for the information material.

Sr.	Process Details	Responsibility Centre
2.	<p>Citizen applies using the following 2 channels</p> <ul style="list-style-type: none"> • State Portal • CSC by paying requisite fees <p>Also, citizen details such as Name, Address, Contact number, email and Aadhaar number are provided</p>	Citizen
3.	<p>Operator registers grievance under appropriate category and forwards to DC/DM.</p> <p>Details are stored in database</p>	CSC Operator
4.	Acknowledgement and Reference number are provided to Citizen	State Portal/ CSC Operator
5.	Once the Grievance has been registered, the request is routed to the DC/DM who receives a notification	State Portal/ CSC Operator
6.	DC/DM logs onto State Portal. DC/DM examines the specific grievance and forwards to HoD of relevant department	DC/DM office
7.	HoD officer at District/Tehsil/ Block level receives notification of grievance	HoD
8.	<p>HoD officer at District/Tehsil/Block level checks the Grievance</p> <ul style="list-style-type: none"> • HoD update approval status and authorizes Investigation Officer (IO) against the grievance reference number using his digital signature • If the grievance is not genuine, then HoD officer updates rejection status on the State Portal against the grievance reference number with reason using his digital signature. 	HoD
9.	Citizen receives notification over SMS about the rejection status	State Portal
10.	The grievance is routed to notifies to IO along with deadline for response	State Portal
11.	IO receives alert over SMS/ email and checks complaint assigned to him	IO (District/Tehsil/Block)

12.	<p>If action is taken within deadline, IO uploads action taken in the State Portal against the reference number using digital signature. Alert is sent to HoD against the IO to whom the case was assigned to.</p> <p>If action is not taken within deadline, the System auto escalates to HoD. HoD reviews or reassigns to expedite</p>	IO (District/Tehsil/Block)
13.	HoD verifies the action taken report.	HoD (District/Tehsil/Block)
14.	HoD on basis of IO report approves by affixing his digital signature against the reference number	State Portal
15.	Document is sent over email to Citizen	DC/DM Office
16.	Alert is sent to Citizen over SMS	State Portal
17.	CSCs provide printed copy of document to citizen on request	CSC Operator
18.	Citizen receives document physically from CSC/ over email	Citizen
19.	<p>Applicant gives feedback on scale of 1 to 5 (Highly Unsatisfied, Unsatisfied, Neutral, Satisfied, and Highly Satisfied). If applicant selects option Highly unsatisfied then he has to select the reason from one of the following options</p> <ul style="list-style-type: none"> • Investigation is not conducted at field • Discussion with applicant has been not done • Investigation was biased 	Citizen
20.	Based on severity of feedback, the information is forwarded to DC/ DM Office for further action, if necessary	CSC Operator/ State Portal

2.4 Aspirational Process

Assumptions

1. Aadhaar Card has been issued to all the residents.
2. All the Government officials involved in the delivery of this service have been assigned digital signatures.
3. Service Workflow is completely electronic.
4. All the databases are updated in real time.
5. All the Grievances would be routed using the Helpline operator. This would be accessed through a toll free number
6. Notification and alerts would be sent through System using SSDG/ MSDG components

Process Description

Sr. No.	Process Details
1	Citizen applies using the All India Toll-free helpline. Citizen is authenticated using Aadhaar. Fees will be collected using electronic payment or mobile payment method
2	Operator registers grievance under appropriate category and forwards to DC/DM. Details are stored in database. A docket number is assigned to each grievance.
3	Acknowledgement and Reference number are communicated to the Citizen (on call as well as through SMS/Email)
4	Once the Grievance has been registered, the DC/DM is notified.
5	DC/DM logs into the System. DC/DM examines the grievances and forwards them to the respective Heads of Department.
6	HoD officer at District/Tehsil/Block level receives notification of grievance.
7	HoD officer at District/Tehsil/Block level checks the Grievance - <ul style="list-style-type: none">• HoD updates the approval status and authorizes the Investigation Officer (IO) against the grievance reference number.• If the grievance is not genuine, then the HoD officer marks the status as closed along with the reason.
8	If the grievance is closed, Citizen is notified over SMS about the rejection status and reason.

9	IO receives alert over SMS/email of the approved grievances along with deadline for response and checks the complaints assigned to him.
10	IO investigates the complaint and uploads the action taken in the System against the grievance reference number.
11	Alert is sent to the HoD for the following - <ul style="list-style-type: none"> • The filing of action taken report by the IO. • In case the action is not taken within deadline, the System auto escalates to the HoD. HoD then reviews or reassigns the case to expedite the grievance.
12	HoD logs into the System and reviews the ATR. HoD either approves the action taken report or re-assigns the case to another IO.
13	Document is sent over email to Citizen and the citizen is alerted. Feedback is requested from the Citizen.
14	Applicant gives feedback on scale of 1 to 5 (Highly Unsatisfied, Unsatisfied, Neutral, Satisfied, and Highly Satisfied). If applicant selects option Highly unsatisfied then he has to select the reason from one of the following options <ul style="list-style-type: none"> • Investigation is not conducted at field • Discussion with applicant has been not done • Investigation was biased
15	Based on severity of feedback, the information is forwarded to DC/ DM Office for further action, if necessary

3 Birth & Death Certificate

Birth and Death certificates are certifications provided to the citizen by the government confirming and verifying their place of birth and death in the district. This certificate establishes the identity of citizen for all legal and official purpose. At the same time, registration of birth / death 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.

The birth registration record is required for establishing proof of age for school entry, employment, obtaining a driving license, entering into legal contracts, marriage, etc. The death registration record may be required for settlement of inheritance, insurance claims, claiming family allowances and other social security benefits.

3.1 Birth Certificate

This section covers the case study of Assam. Please see Annexure B, section 3 for the process maps related to Birth & Death Certificate.

3.1.1 Process before BPR: Birth Certificate

The process for birth registration and certificate for hospital birth and domicile birth are principally similar in urban and rural areas. (i.e. Urban – Domicile birth registration process is similar to Rural – Domicile birth registration)

3.1.2 Birth Certificate (Urban)

Process Summary – Birth Certificate (Urban Hospital Birth)

Name of process	Issuance of Birth Certificate
Process Goal	To verify and provide certification of birth to urban citizen for various uses.
Process Owner	
Registrar	
Primary Actors	Secondary Actors
<input checked="" type="checkbox"/> Citizen / Applicant <input checked="" type="checkbox"/> Registrar <input checked="" type="checkbox"/> Regional Supervisor <input checked="" type="checkbox"/> Health Inspector <input checked="" type="checkbox"/> Witnesses	<input checked="" type="checkbox"/> None
Process Input	Process Output

<input checked="" type="checkbox"/> Application <input checked="" type="checkbox"/> Application Form <input checked="" type="checkbox"/> Verification report	<input checked="" type="checkbox"/> Birth Certificate
Service Level as Defined in GO	
As per Citizen Charter/Service Delivery Act	
Documentation	Format
<input checked="" type="checkbox"/> Application from the applicant <input checked="" type="checkbox"/> Application form filled by the applicant <input checked="" type="checkbox"/> Verification report submitted by regional supervisor <input checked="" type="checkbox"/> Birth Certificate Register	<input checked="" type="checkbox"/> Application Format <input checked="" type="checkbox"/> Registration Card Format

3.1.2.1 Process Description

Sr.	Process Detail	Responsibility Center
1.	Applicant visit Municipal Body/Birth registration Office and request for birth certificate.	Applicant
2.	<input checked="" type="checkbox"/> Health Inspector asks for certificate/report issued by Nursing home.	Municipal Body/ Birth Death Registration Office
3.	<input checked="" type="checkbox"/> Hospital / Nursing home sends filled birth application forms with signatures of competent authority	Hospital/ Nursing Home
4.	<input checked="" type="checkbox"/> Health Inspector receives filled birth application form from nursing home. Following details are entered on the same application form under prescribed head: <ul style="list-style-type: none"> • Registration No • Registration Date • City • District Registrar signature <input checked="" type="checkbox"/> Health Inspector verifies the certificate with the filled birth application form issued by nursing home. <input checked="" type="checkbox"/> If details are found, asks applicant to write an application for birth certificate. <input checked="" type="checkbox"/> If details are not found, ask applicant to fill birth	Municipal Body/ Birth Death Registration Office

Sr.	Process Detail	Responsibility Center
	application form (In case filled birth application form is not issued by nursing home)	
5.	<input checked="" type="checkbox"/> Applicant writes an application or filled birth application form in case form not issued by nursing home with following details (Name of Nursing home, date of birth, child name etc.) and submitted to Health Inspector	Applicant
6.	<input checked="" type="checkbox"/> Health Inspector receives hand written application or filled birth application form. <input checked="" type="checkbox"/> Health Inspector prepares birth certificate and put forward to Registrar for signatures. Birth certificate contains the following fields: <ul style="list-style-type: none"> • Name • Sex • Date of Birth • Place of Birth • Address of Parents at the time of Birth • Father/Mother Name • Permanent Address • Registration No. • Registration Date • Date of Issue • Registrar Signature <input checked="" type="checkbox"/> Upon signatures, issue birth certificate to the applicant	Municipal Body/ Birth Death Registration Office
7.	<input checked="" type="checkbox"/> Applicant receives the birth certificate	Applicant

3.1.2.2 Service Levels

S. No.	Activities	Service Level (observed) – In days
1	Information about the birth	Immediate – 1
2	Application submission	Immediate – 1
3	Physical verification	3-9
4	Preparation of verification report	1-2
5	Preparation of birth certificate	1-2

6	Issue of birth certificate	1
	Total time	7-15

3.1.3 Table Process Summary – Birth Certificate (Rural Domicile Birth)

Name of process		Issuance of Birth Certificate	
Process Goal		To verify and provide certification of birth to rural citizen for various uses.	
Process Owner			
Village Panchayat Officer			
Primary Actors		Secondary Actors	
<input checked="" type="checkbox"/> Citizen / Applicant <input checked="" type="checkbox"/> Village Panchayat Officer		<input checked="" type="checkbox"/> None	
Process Input		Process Output	
<input checked="" type="checkbox"/> Verbal Information about Birth <input checked="" type="checkbox"/> Written Application <input checked="" type="checkbox"/> Verification report		<input checked="" type="checkbox"/> Birth Certificate	
Service Level as Defined in GO			
As per Citizen Charter/Service Delivery Act			
Documentation		Format	
<input checked="" type="checkbox"/> Application submitted by the applicant after the spot verification <input checked="" type="checkbox"/> Birth Register <input checked="" type="checkbox"/> Monthly Birth Report <input checked="" type="checkbox"/> Birth Certificate			

3.1.3.1 Process Description

Sr.	Process Detail	Responsibility Center
1.	Applicant informs Village Panchayat Officer about birth in the family.	Applicant
2.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Village Panchayat Officer physically visits the house and does enquiry about birth information. <input checked="" type="checkbox"/> Upon enquiry, Village Panchayat Officer updates birth register. Birth register contains the following fields: <ul style="list-style-type: none"> • Date of Birth • Date of Registration • Registration No. • Sex • Child Name • Child Weight • Father/Mother Name • Place of Birth • Information Provider • VPO Signature <input checked="" type="checkbox"/> VPO asks applicant to write an application request for birth certificate. <input checked="" type="checkbox"/> VPO on monthly basis prepares birth report and submitted to ADO Panchayat for consolidation. <input checked="" type="checkbox"/> ADO Panchayat consolidates all VPO reports and submitted to DPRO. 	Village Panchayat Officer / ADO Panchayat
3.	<input checked="" type="checkbox"/> District Council Officer/DPRO consolidate all district reports and submits to director Panchayat Raj	DPRO/District Council Officer
4.	<input checked="" type="checkbox"/> Applicant writes an application with birth details and submits to Village Panchayat Officer (VPO).	Applicant
5.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> VPO receives application request for birth certificate. <input checked="" type="checkbox"/> VPO prepares birth certificate and put name and seal. Birth certificate contains the following fields: <ul style="list-style-type: none"> • Village name • Tehsil/District name • Sex • Date of birth • Place of birth • Child name • Father Name • Date when information is given after birth 	Village Panchayat Officer

Sr.	Process Detail	Responsibility Center
	<input checked="" type="checkbox"/> VPO issues birth certificate to the applicant	
6.	<input checked="" type="checkbox"/> Applicant receives the birth certificate	Applicant

3.1.3.2 Service Levels

S. No.	Activities	Service Level (observed) – In days
1	Information about the birth	Immediate – 1
2	Application submission	Immediate – 1
3	Physical verification	3-9
4	Preparation of verification report	1-2
5	Preparation of birth certificate	1-2
6	Issue of birth certificate	1
	Total time	7-15

3.1.4 Table Process Summary – Birth Certificate (Delayed)

Name of process	Issuance of Birth Certificate
Process Goal	To verify and provide certification of birth to citizen for various uses after 21 days of birth.
Process Owner	
Registrar	
Primary Actors	Secondary Actors

<input checked="" type="checkbox"/> Citizen / Applicant <input checked="" type="checkbox"/> Local Registrar <input checked="" type="checkbox"/> Addl. Registrar/Circle Officer <input checked="" type="checkbox"/> Magistry Branch <input checked="" type="checkbox"/> Police	<input checked="" type="checkbox"/> None
Process Input	Process Output
<input checked="" type="checkbox"/> Application Form <input checked="" type="checkbox"/> Affidavit <input checked="" type="checkbox"/> Police Verification report Note: In case, a birth is registered after 1 year of birth, an order has to be obtained from the concerned Executive Magistrate / SDM and on payment of late fee, as applicable.	<input checked="" type="checkbox"/> Birth Certificate
Service Level as Defined in GO	
As per Citizen Charter/Service Delivery Act	
Documentation	Format
<input checked="" type="checkbox"/> Application submitted by the applicant <input checked="" type="checkbox"/> Affidavit <input checked="" type="checkbox"/> Police Verification Report <input checked="" type="checkbox"/> Birth Register <input checked="" type="checkbox"/> Birth Certificate	

3.2 Death Certificate

The process for death registration and certificate for death at hospital / nursing home are principally similar in urban and rural areas.

Table Process Summary – Death Certificate (Urban)

Name of process	Issuance of Death Certificate
Process Goal	To verify and provide certification of death to urban citizen for various uses.
Process Owner	

Registrar	
Primary Actors	Secondary Actors
<input checked="" type="checkbox"/> Citizen / Applicant <input checked="" type="checkbox"/> Registrar <input checked="" type="checkbox"/> Regional Supervisor <input checked="" type="checkbox"/> Health Inspector <input checked="" type="checkbox"/> Witnesses	<input checked="" type="checkbox"/> None
Process Input	Process Output
<input checked="" type="checkbox"/> Application <input checked="" type="checkbox"/> Application Form <input checked="" type="checkbox"/> Verification report	<input checked="" type="checkbox"/> Death Certificate
Service Level as Defined in GO	
As per Citizen Charter/Service Delivery Act	
Documentation	Format
<input checked="" type="checkbox"/> Application from the applicant <input checked="" type="checkbox"/> Application form filled by the applicant <input checked="" type="checkbox"/> Verification report submitted by regional supervisor <input checked="" type="checkbox"/> Death Certificate Register	<input checked="" type="checkbox"/> Application Format <input checked="" type="checkbox"/> Registration Card Format

3.2.1 Process before BPR Process Description

Sr.	Process Detail	Responsibility Center
1.	Applicant visit Municipal Body/Death registration Office and request for Death certificate.	Applicant
2.	<input checked="" type="checkbox"/> Health Inspector asks for certificate/report issued by Nursing home.	Municipal Body/ Birth-Death Registration Office
3.	<input checked="" type="checkbox"/> Hospital / Nursing home sends filled Death application forms with signatures of competent authority	Hospital/ Nursing Home

Sr.	Process Detail	Responsibility Center
4.	<input checked="" type="checkbox"/> Health Inspector receives filled Death application form from nursing home. Following details are entered on the same application form under prescribed head: <ul style="list-style-type: none"> • Registration No • Registration Date • City • District Registrar signature <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Health Inspector verifies the certificate with the filled Death application form issued by nursing home. <input checked="" type="checkbox"/> If details are found, asks applicant to write an application for Death certificate. <input checked="" type="checkbox"/> If details are not found, ask applicant to fill Death application form (In case filled Death application form is not issued by nursing home) 	Municipal Body/ Birth-Death Registration Office
5.	<input checked="" type="checkbox"/> Applicant writes an application or filled Death application form (in case form not issued by nursing home) with following details (Name of Nursing home, date of Death, child name etc.) and submitted to Health Inspector	Applicant
6.	<input checked="" type="checkbox"/> Health Inspector receives hand written application or filled Death application form. <input checked="" type="checkbox"/> Health Inspector prepares Death certificate and put forward to Registrar for signatures. Death certificate contains the following fields: <ul style="list-style-type: none"> • Name • Sex • Date of Death • Place of Death • Address at the time of Death • Father/Mother Name • Permanent Address • Registration No. • Registration Date • Date of Issue • Registrar Signature <input checked="" type="checkbox"/> Upon signatures, issue Death certificate to the applicant	Municipal Body/ Birth-Death Registration Office
7.	<input checked="" type="checkbox"/> Applicant receives the Death certificate	Applicant

3.2.2 Service Levels

S. No.	Activities	Service Level (observed) – In days
1	Information about the death	Immediate – 1
2	Application submission	Immediate – 1
3	Physical verification	3-9
4	Preparation of verification report	1-2
5	Preparation of death certificate	1-2
6	Issue of Death certificate	1
	Total time	7-15

Table Process Summary – Death Certificate (Rural)

Name of process		Issuance of Death Certificate	
Process Goal		To verify and provide certification of death to rural citizen for various uses.	
Process Owner			
Village Panchayat Officer			
Primary Actors		Secondary Actors	
<input checked="" type="checkbox"/> Citizen / Applicant <input checked="" type="checkbox"/> Village Panchayat Officer		<input checked="" type="checkbox"/> None	
Process Input		Process Output	
<input checked="" type="checkbox"/> Verbal Information about Death <input checked="" type="checkbox"/> Written Application <input checked="" type="checkbox"/> Verification report		<input checked="" type="checkbox"/> Death Certificate	
Service Level as Defined in GO			
As per Citizen Charter/Service Delivery Act			

Documentation	Format
<input checked="" type="checkbox"/> Application submitted by the applicant after the spot verification <input checked="" type="checkbox"/> Death Register <input checked="" type="checkbox"/> Monthly Death Report <input checked="" type="checkbox"/> Death Certificate	

3.2.3 Process Description

Sr.	Process Detail	Responsibility Center
1.	Applicant informs Village Panchayat Officer about death in the family.	Applicant
2.	<input checked="" type="checkbox"/> Village Panchayat Officer physically visits the house and does enquiry about death information. <input checked="" type="checkbox"/> Upon enquiry, Village Panchayat Officer updates death register. Death register contains the following fields: <ul style="list-style-type: none"> • Date of Death • Date of Registration • Registration No. • Sex • Name • Father/Mother Name • Place of Death • Information Provider • VPO Signature <input checked="" type="checkbox"/> VPO asks applicant to write an application request for death certificate. <input checked="" type="checkbox"/> VPO on monthly basis prepares death report and submitted to ADO Panchayat for consolidation. <input checked="" type="checkbox"/> ADO Panchayat consolidates all VPO reports and submitted to DPRO.	Village Panchayat Officer / ADO Panchayat
3.	<input checked="" type="checkbox"/> District Council Officer/DPRO consolidate all district reports and submits to director Panchayat Raj	DPRO/District Council Officer
4.	<input checked="" type="checkbox"/> Applicant writes an application with death details and submits to Village Panchayat Officer (VPO).	Applicant
5.	<input checked="" type="checkbox"/> VPO receives application request for death certificate. <input checked="" type="checkbox"/> VPO prepares death certificate and put name and seal. Death certificate contains the following fields:	Village Panchayat

Sr.	Process Detail	Responsibility Center
	<ul style="list-style-type: none"> • Village name • Tehsil/District name • Sex • Date of death • Place of death • Name • Father Name • Date when information is given after death <input checked="" type="checkbox"/> VPO issues death certificate to the applicant	Officer
6.	<input checked="" type="checkbox"/> Applicant receives the death certificate	Applicant

3.2.4 Service Levels

S. No.	Activities	Service Level (observed) – In days
1	Information about the death	Immediate – 1
2	Application submission	Immediate – 1
3	Physical verification	3-9
4	Preparation of verification report	1-2
5	Preparation of death certificate	1-2
6	Issue of Death certificate	1
	Total time	7-15

Table Process Summary – Death Certificate (Delayed)

Name of process	Issuance of Death Certificate
Process Goal	To verify and provide certification of death to citizen for various uses after 21 days of death.
Process Owner	
Registrar	

Primary Actors	Secondary Actors
<input checked="" type="checkbox"/> Citizen / Applicant <input checked="" type="checkbox"/> Local Registrar <input checked="" type="checkbox"/> Addl. Registrar/Circle Officer <input checked="" type="checkbox"/> Magistry Branch <input checked="" type="checkbox"/> Police	<input checked="" type="checkbox"/> None
Process Input	Process Output
<input checked="" type="checkbox"/> Application Form <input checked="" type="checkbox"/> Affidavit <input checked="" type="checkbox"/> Police Verification report	<input checked="" type="checkbox"/> Death Certificate
Service Level as Defined in GO	
As per Citizen Charter/Service Delivery Act	
Documentation	Format
<input checked="" type="checkbox"/> Application submitted by the applicant <input checked="" type="checkbox"/> Affidavit <input checked="" type="checkbox"/> Police Verification Report <input checked="" type="checkbox"/> Death Register <input checked="" type="checkbox"/> Death Certificate	

3.3 Process after BPR

3.3.1 Key BPR interventions

- The Registration mechanism in the District allows for the provision of a database for use in verification process in rural areas
- The department agrees to accept service request application from the applicants through Common Service Centers
- The department accepts the provision of forwarding service request through e-District application to Registrar and Additional Registrar
- The department also accepts provision of delegating or marking of an application to another official electronically through digital signing and electronic mode of transfer.
- The department accepts validity of a secure, digitally signed database as an authentic and trustable source for verification.
- The frequency of visits to the Tehsil / BDO / CMO by the Field Officer responsible for Physical Verification be increased to twice a week.

- Mandated acceptance of Digitally Signed certificates across various departments.
- Availability of a public website, where authenticity of a printed copy of a Digitally Signed certificate is established.
- Mandatory entry into the DB before any certificate is issued.
- Accepting applications at the e district centers/CSCs provides one more avenue for the applicant to request for Birth Certificates
 - Currently, the applicant has to submit the application at the Municipalities for Urban areas and to the GPAs for rural areas
 - For this, applicant needs to physically visit the Municipality office along with Medical Certificate for obtaining the certificate
 - Hence, the proposed approach saves citizen time and inconvenience caused in applying for the service at the Municipal Bodies
- Citizen can track the status of application and reason for delay and of rejection through nearby CSC
- Citizen can download the digitally signed certificates.
- The Process owners are able to better monitor the performance and service delivery quality through MIS reports.

Sr.	Process Details (Birth Certificate)	Responsibility Centre
1.	The Form Availability component ensures availability of the application form	Municipal/Registrar Office
2.	The Application and Payment is received at CSC or other centre as per the Application Receipt and Payment component.	e-District Application (eDA)
3.	The kiosk operator would fill in the online form for Birth Certificate.	eDA
4.	The eDA then forwards the online application to Registrar for action.	eDA
5.	Kiosk operator forwards physical documents and application form printout to the Registrar	Kiosk Operator
6.	Registrar receives the Birth Certificate request for the applicant generated by the e district application.	Registrar/Addl. Registrar
7.	Registrar checks the documents provided with the application if convinced he issues the digitally signed certificate to the applicant, otherwise he forwards the application to the concerned Circle Officer for field verification.	Registrar/Addl. Registrar
8.	E district application registers the response of the Registrar and notifies the Circle Officer about the orders to initiate field verification.	eDA
9.	Gram Panchayat Official receives notification from the e district	GPVA

	application about the orders updated by the Registrar to carry out the physical verification.	
10.	Gram Panchayat official verifies the veracity of the details provided by the applicant in the application and he updates the database based on his physical verification report	GVPA
11.	System registers the change in the database made by the Circle Officer and notifies the Registrar to review the report of Circle Officer for information that verification has been carried out.	eDA
12.	Registrar reviews the changes in the Database made by the Circle Officer on the e district application database. Registrar can then: <ul style="list-style-type: none"> • If he finds the Circle Officer's report favouring the applicant's request then he approves the Birth Certificate request and updates it over the e district application using his digital signature on receiving the physical documents. • If he finds Circle Officer's report stating that the information submitted by the applicant is false then he rejects the application and updates his rejection over the e district application stating the reason. 	Registrar/Addl. Registrar
13.	The e district application would host the action taken by the department head and will notify the relevant stakeholders.	eDA

Sr.	Process Details (Death Certificate)	Responsibility Centre
1.	The Form Availability component ensures availability of the application form	Municipal/Registrar Office
2.	The Application and Payment is received at CSC or other centre as per the Application Receipt and Payment component.	e-District Application (eDA)
3.	The kiosk operator would fill in the online form for Death Certificate.	eDA
4.	The eDA then forwards the online application to Registrar for action.	eDA
5.	Kiosk operator forwards physical documents and application form printout to the Registrar	Kiosk Operator
6.	Registrar receives the Death Certificate request for the applicant generated by the e district application.	Registrar/Addl. Registrar
7.	Registrar checks the documents provided with the application if convinced he issues the digitally signed certificate to the applicant, otherwise he forwards the application to the concerned Circle Officer for field verification.	Registrar/Addl. Registrar

8.	E district application registers the response of the Registrar and notifies the Circle Officer about the orders to initiate field verification.	eDA
9.	Gram Panchayat Official receives notification from the e district application about the orders updated by the Registrar to carry out the physical verification.	GPVA
10.	Gram Panchayat official verifies the veracity of the details provided by the applicant in the application and he updates the database based on his physical verification report	GVPA
11.	System registers the change in the database made by the Circle Officer and notifies the Registrar to review the report of Circle Officer for information that verification has been carried out.	eDA
12.	Registrar reviews the changes in the Database made by the Circle Officer on the e district application database. Registrar can then: <ul style="list-style-type: none"> • If he finds the Circle Officer's report favouring the applicant's request then he approves the Death Certificate request and updates it over the e district application using his digital signature on receiving the physical documents. • If he finds Circle Officer's report stating that the information submitted by the applicant is false then he rejects the application and updates his rejection over the e district application stating the reason. 	Registrar/Addl. Registrar
13.	The e district application would host the action taken by the department head and will notify the relevant stakeholders.	eDA

Sr.	Birth / Death Certificate Status Tracking details	Responsibility Centre
1	The applicant is notified at the time of application submission whether his application has been submitted by the kiosk operator to the e district application and that e district application has registered his service request	eDA
2	The application would also notify the applicant whether his application has been rejected or accepted	eDA

3.4 Aspirational Process after BPR

3.4.1 Birth Registration and Certificate

Assumptions

1. Aadhaar Card has been issued to all the residents.

2. All the Government officials involved in the delivery of this service have been assigned digital signatures.
3. Service Workflow is completely electronic.
4. Logical integration with backend databases of NRHM, Mother-Child Tracking System and other related databases.
5. All the databases are updated in real time.

Process Description

Sr. No.	Process Details
1	Informer submits information of Birth to the Registrar of Birth and Death Records within 15 days of Birth along with authentication from Parents using Aadhaar Biometric verification.
2	System will show the Registrar all the Birth Registrations. The Registrar may flag any Birth Registration if he/she believes that details are incorrect/further verification is required.
3	If a Birth Registration is not flagged/ unflagged within 7 days, it is deemed correct and the system registers the Birth and generates a Birth Registration Reference Number. Updation of various databases is triggered.
4	Parents are informed of the Birth Registration along with the Reference Number. The Informer is intimated as well.
5	If a Birth Registration is flagged, intimation is sent to the Informer/Parents and Registrar shall contact them using Phone/Email to resolve the issue.
6	Birth Certificate may be generated at any time by logging into the system using Aadhaar/Unique Identification

Salient Points

- Citizen need not submit any application/form to avail the service.
- In the future, only Birth Registration Reference Number will require to be quoted when Birth Certificate is required.

3.4.2 Death Registration & Certificate

Assumptions

1. Aadhaar Card has been issued to all the residents.
2. All the Government officials involved in the delivery of this service have been assigned digital signatures.
3. Service Workflow is completely electronic.
4. All the databases are updated in real time.

Process Description

Sr. No.	Process Details
1	Informer submits information of Death to the Registrar of Birth and Death Records along with Aadhaar details of the deceased.
2	System will show the Registrar all the Death Registrations. The Registrar may flag any Death Registration if he/she believes that details are incorrect/further verification is required.
3	If a Death Registration is not flagged/ unflagged within 7 days, it is deemed correct and the system registers the Death and generates a Death Registration Reference Number. Updation of various databases is triggered.
4	Applicant is informed of the Death Registration along with the Reference Number. The Informer is intimated as well.
5	If a Death Registration is flagged, intimation is sent to the Informer and Registrar shall contact them using Phone/Email to resolve the issue.
6	Death Certificate may be generated at any time by logging into the system and using Aadhaar/Unique Identification of the deceased.

Salient Points

- Citizen need not submit any application/form to avail the service.
- In the future, only Death Registration Reference Number will require to be quoted when Death Certificate is required.

4 Old Age Pension

Government provides financial assistance to people when they are no longer earning a regular income from employment. It is a tax deferred savings vehicle that allows for the tax-free accumulation of a fund for later use as a retirement income. The terms retirement plan or superannuation refer to a pension granted upon retirement.

Indira Gandhi Rashtriya Nishakta Pension Yojana scheme has been introduced by the Government of India. The scheme is 50% funded by Government of India and the rest is funded by State Government

- Only for BPL members
- Age above 65 years

This section covers the case study of Rajasthan. Please see Annexure B, 4 for the process maps related to Old Age Pension.

4.1 Process before BPR Old Age Pension

Process Summary Old Age Pension

Name of process		Execution process of Old Age Pension	
Process Goal		To verify and provide pension to old citizen	
Process Owner			
Pension Officer			
Primary Actors		Secondary Actors	
<input checked="" type="checkbox"/> Applicant, <input checked="" type="checkbox"/> Pension Officer			
Process Input		Process Output	
<ul style="list-style-type: none">• Application Form• BPL Certificate• UIDAI No		<input checked="" type="checkbox"/> Pension	
Service Level as Defined in GO			
As per Citizen Charter			
Documentation		Format	
Registers			

Format	<input checked="" type="checkbox"/> Application form
Legal documents (if service is mandated)	

4.1.1 Process Description - Old Age Pension

Step	Activity	Responsibility
1	The applicant obtains the application forms, available free of cost at the Pension officer office/CSC/Kiosks	Applicant
2	Applications are is cross checked and details of supporting documents are verified online through digitally signed copies	Pension Department /
3	If verification is verified then pension order is issued to Treasury office	Pension Officer
4	Treasury office Application registers the details of the citizen for pension	Treasury Office Application
5	Applicant goes to the Bank/CSC, marks his thumb impression and he gets the message weather pension is credited into his account or not	Treasury Office Application/Applicant
6	Applicant goes to ATM and gets his/her pension	Applicant

4.1.2 Service Levels

S. No.	Activities	Service Level (observed) – In days
1	Application submission	1-2
2	Registration of application	1-2
5	Pension Order	1-2
	Total time	3-6

4.1.3 Process Analysis

Process Analysis – Old Age Pension

Sr.	Parameters	Improvement/Opportunities
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1	Cross Departmental Interface	Reach of the department to citizen will increase through CSC/Single window/Kiosks
2	Transparency	Very High to citizen
3	Accountability	Very High
4	Citizen Orientation	Very High, The service can be delivered locally to the citizen near to his/her residence
5	Degree of BPR Required	Very High
6.	Technology	Very High, the technology will be used at front end, back end, data digitization, data storage, service notification and communication

4.2 Old Age Pension – Immediate Process after BPR

4.2.1 Key BPR interventions

- The department should accept the provision of Common Service Centre / e District Centers accepting service request application from the applicants.
- The Service Request Application form should have a provision of capturing the Aadhaar Number of the beneficiary. This Aadhaar number should also be stored in the database along with the other details of the application form.
- The department should accept the provision creating pension order by Pension Officer
- The department should also accept provision of delegating or marking of an application to another official electronically through digital signing and electronic mode of transfer.
- The department should accept validity of a secure, digitally signed database as an authentic and trustable source for verification.
- Mandated acceptance of Digitally Signed certificates.
- Availability of a public website, where authenticity of a printed copy of a Digitally Signed certificate can be established.
- Mandatory entry into the DB before any certificate is issued.
- Service should be delivery at village level.
- Quicker service. Automated workflow and digital signature would speed up the service delivery time and improve the service levels for the service.
- Transparency through Status Tracking of an application. Citizens shall have up to date information about the status of their applications

To-Be Old Age Pension Sr.	Process Details	Responsibility Centre
1.	The Form Availability component ensures availability of the application form	State Portal/ Pension/Social Welfare Department
2.	The Application along with scanned document is accepted, stored into the data base	State Portal/ eDA
3.	The Application along with document is routed to designated office	SSDG
4.	The Applicant is provided with a Receipt which includes a unique Application Number and prospective date of delivery	State Portal
5.	The eDA then routes the application to the Pension Officer and notifies him about the new application	eDA
6.	Pension Officer receives and opens the application	Pension Officer
7.	Pension officer updates the status of application by accepting/rejecting the application and Verifies the document online	eDA/Pension Officer
8.	Pension officer accepts / rejects the application. He issues the Pension order and sends it to Treasury officer	eDA /Pension officer
9.	State portal should be able to show the updated status to CSC owner/Kiosk/Citizen	State portal/eDA
10.	The System should be able to make the list of eligible citizens before disbursing the pension	eDA

4.3 Aspirational Process after BPR - Old Age Pension

4.3.1 Key BPR interventions

Assumptions

1. Aadhaar Card has been issued to all the residents.

2. Existing Bank Accounts have been linked to Aadhaar Number or New Bank Account linked to Aadhaar Number has been opened.
3. BPL list is updated and electronically available.
4. All the Government officials involved in the delivery of this service have been assigned digital signatures.
5. Service Workflow is completely electronic.
6. All the databases are updated in real time.
7. Death Registration is updating in real time and authenticated. Death Registration triggers updation of BPL, Aadhaar and all other databases in real time.

Process Description

Sr. No.	Process Details
1	<p>The System runs an automated query on the database and updates the list of eligible candidates in real time. The following criteria is used –</p> <ul style="list-style-type: none"> • Citizen name exists in BPL list <li style="text-align: center;">AND • Citizen is above 60 years of age.
2	<p>Since Age of a citizen is also recorded in the Aadhaar database, the ages in the list generated above are cross-checked against the Aadhaar database.</p>
3	<p>If there is a discrepancy between the ages recorded in both the databases, the citizen is intimated to verify and correct the information through proper channels.</p>
4	<p>Citizens already receiving pension under the Old Age Pension Scheme are removed from the list.</p>
5	<p>Intimation sent to eligible citizens through –</p> <ul style="list-style-type: none"> • Posted in hard copy at the nearest Self Governing Local Body (updated on a weekly basis) • Electronically <ul style="list-style-type: none"> ○ List of eligible candidates available on the website (updated in real time) ○ Email ○ SMS • Manually
6	<p>Citizens interested in availing this service approach CSC or contact Call Centre and register interest after Aadhaar Verification.</p>
7	<p>Compiled list of eligible and interested candidates is generated.</p>

8	If the number of candidates on the list is less than the maximum quota approved by the Government, then all the candidates will be approved automatically.
9	In case the number of candidates is larger, then the list of eligible people to be sent to Self-Governing Local Body to identify the more needy people.
10	Self-Governing Local Body will publish this list at general meeting and discuss and approved the candidates.
11	DSWO will approve the list based on the availability of funds.
12	Pension will be credited directly to the bank account linked to the Aadhaar Number of the approved citizens on a monthly basis
13	The System will perform real time updation on the approved list and remove a citizen from the list at any point of time if - <ul style="list-style-type: none"> • The citizen is removed from the BPL list OR • A Death Certificate is generated against the Aadhaar Number of a citizen listed in the list. OR • A report from Banking Correspondent. Banking Correspondent will be responsible for regular verification of the beneficiary he is serving.

Salient Points

- Citizen did not need to submit any application/form to avail the benefit of the Scheme

5 Widow Pension

If a widow has a son who is more than 25 years of age, then she cannot avail the benefits. For this scheme, the household income of the applicant should be below Rs. 1500 per year.

If an applicant is listed in the BPL list, then no eligibility conditions are applicable and she is eligible to receive all the entitled benefits.

Indira Gandhi Rashtriya Nishakta Pension Yojana scheme has been introduced by the Government of India. The scheme is 50% funded by Government of India and the rest is funded by State Government.

- Only for BPL members
- Age between 40 to 84 years

This section covers the case study of Rajasthan. Please see Annexure B, 5 for the process maps related to Widow Pension.

5.1 Process before BPR Widow Pension

Process Summary Widow Pension

Name of process		Execution process of Widow Pension	
Process Goal		To verify and provide pension to Widow citizen	
Process Owner			
Pension Officer			
Primary Actors		Secondary Actors	
<input checked="" type="checkbox"/> Applicant, <input checked="" type="checkbox"/> Pension Officer			
Process Input		Process Output	
<ul style="list-style-type: none"> • Application Form • BPL Certificate • UIDAI No • Husbands: Death Certificate, UIDAI No 		<input checked="" type="checkbox"/> Pension	
Service Level as Defined in GO			
As per Citizen Charter			
Documentation		Format	
Registers			
Format		<input checked="" type="checkbox"/> Application form	
Legal documents (if service is mandated)			

5.1.1 Process Description - Widow Pension

Step	Activity	Responsibility
1	The applicant obtains the application forms, available free of cost at the Pension officer office/CSC/Kiosks	Applicant
2	Applications are cross checked and details of supporting documents are verified online through digitally signed copies	Pension Department /
3	If verification is verified then pension order is issued to Treasury office	Pension Officer

Step	Activity	Responsibility
4	Treasury office Application registers the details of the citizen for pension	Treasury Office Application
5	Applicant goes to the Bank/CSC, marks his thumb impression and he gets the message whether pension is credited into his account or not	Treasury Office Application/Applicant
6	Applicant goes to ATM and gets his/her pension	Applicant

5.1.2 Service Levels

S. No.	Activities	Service Level (observed) – In days
1	Application submission	1-2
2	Registration of application	1-2
5	Pension Order	1-2
	Total time	3-6

5.1.3 Process Analysis

Process Analysis – Widow Pension

Sr.	Parameters	Improvement/Opportunities
1	Cross Departmental Interface	Reach of the department to citizen will increase through CSC/Single window/Kiosks
2	Transparency	Very High to citizen
3	Accountability	Very High
4	Citizen Orientation	Very High, The service can be delivered locally to the citizen near to his/her residence
5	Degree of BPR Required	Very High
6.	Technology	Very High, the technology will be used at front end, back end, data digitization, data storage, service notification and communication

5.2 Widow Pension – Process after BPR

5.2.1 Key BPR interventions

- The department should accept the provision of Common Service Centre / e District Centers accepting service request application from the applicants.
- The Service Request Application form should have a provision of capturing the Aadhaar Number of the beneficiary. This Aadhaar number should also be stored in the database along with the other details of the application form.
- The department should accept the provision creating pension order by Pension Officer
- The department should also accept provision of delegating or marking of an application to another official electronically through digital signing and electronic mode of transfer.
- The department should accept validity of a secure, digitally signed database as an authentic and trustable source for verification.
- Mandated acceptance of Digitally Signed certificates.
- Availability of a public website, where authenticity of a printed copy of a Digitally Signed certificate can be established.
- Mandatory entry into the DB before any certificate is issued.
- Service should be delivery at village level.
- Quicker service. Automated workflow and digital signature would speed up the service delivery time and improve the service levels for the service.
- Transparency through Status Tracking of an application. Citizens shall have up to date information about the status of their applications

Sr.	Process Details	Responsibility Centre
11.	The Form Availability component ensures availability of the application form	State Portal/ Pension/Social Welfare Department
12.	The Application along with scanned document is accepted, stored into the data base	State Portal/ eDA
13.	The Application along with document is routed to designated office	SSDG
14.	The Applicant is provided with a Receipt which includes a unique Application Number and prospective date of delivery	State Portal
15.	The eDA then routes the application to the Pension Officer and notifies him about the new application	eDA

16.	Pension Officer receives and opens the application	Pension Officer
17.	Pension officer updates the status of application by accepting/rejecting the application and Verifies the document online	eDA/Pension Officer
18.	Pension officer accepts / rejects the application. He issues the Pension order and sends it to Treasury officer	eDA /Pension officer
19.	State portal should be able to show the updated status to CSC owner/Kiosk/Citizen	State portal/eDA
20.	The System should be able to make the list of eligible citizens before disbursing the pension	eDA

5.3 Aspirational Process after BPR - Widow Pension

5.3.1 Key BPR interventions

Assumptions

1. Aadhaar Card has been issued to all the residents.
2. Existing Bank Accounts have been linked to Aadhaar Number or New Bank Account linked to Aadhaar Number has been opened.
3. BPL list is updated and electronically available.
4. All the Government officials involved in the delivery of this service have been assigned digital signatures.
5. Service Workflow is completely electronic.
6. All the databases are updated in real time.
7. All marriages are registered and list is updated and available.
8. Death Registration is updated in real time and authenticated. Death Registration triggers updation of BPL, Aadhaar and all other databases in real time.

Process Description

Sr. No.	Process Details
1	<p>The System runs an automated query on the database and updates the list of eligible citizens in real time. The following criteria is used –</p> <ul style="list-style-type: none"> • Citizen name exists in Marriage list <p>AND</p>

	<ul style="list-style-type: none"> • Citizen is female. <p style="text-align: center;">AND</p> <ul style="list-style-type: none"> • Death certificate of husband has been issued.
2	Widows already receiving pension under the Widow Pension Scheme are removed from the list.
3	If Citizen name exists in BPL list, then they are automatically approved to avail this service if they are interested.
4	<p>System runs further cross checks with existing databases to identify ineligible candidates as specified by the scheme (Examples below) -</p> <ul style="list-style-type: none"> • The Aadhaar Number of the citizen is cross checked with the Birth Certificate database and it is determined whether the widow has a son above the age of 25. All such entries are marked as ineligible in the list. • The Aadhaar Number of the citizen is cross checked with the Income Certificate database and all candidates whose income is above Rs.1500 are marked as ineligible in the list.
5	<p>Intimation sent to all candidates (along with eligibility status) through –</p> <ul style="list-style-type: none"> • Posted in hard copy at the nearest Self Governing Local Body (updated on a weekly basis) • Electronically <ul style="list-style-type: none"> ○ List of all candidates available on the website (along with eligibility status)(updated in real time) ○ Email ○ SMS • Manually
6	Citizens interested in availing this service approach CSC or contact Call Centre and register interest after Aadhaar Verification. No further process is required for already eligible citizens (Skip to step 10)
7	Compiled list of ineligible and interested candidates is generated.
8	The list of ineligible and interested people is sent to Self-Governing Local Body. Self-Governing Local Body will publish this list at general meeting and discuss and approve the candidates based on their representation.
9	DSWO will approve the list based on the availability of funds.
10	Pension will be credited directly to the bank account linked to the Aadhaar Number of the approved citizens on a monthly basis.
11	The System will perform real time updation on the approved list and remove a

	<p>citizen from the list at any point of time if -</p> <ul style="list-style-type: none"> • The citizen remarries and Marriage Certificate is generated against the Aadhaar Number of a citizen listed in the list. <p>OR</p> <ul style="list-style-type: none"> • A Death Certificate is generated against the Aadhaar Number of a citizen listed in the list. <p>OR</p> <ul style="list-style-type: none"> • A report from Banking Correspondent. Banking Correspondent will be responsible for regular verification of the beneficiary he is serving.
12	<p>System will perform further real time cross checking with existing databases to identify ineligible candidates (Examples below) -</p> <ul style="list-style-type: none"> • If citizen name is removed from BPL list, then she is marked as ineligible. • If the widow has a son then she will become ineligible when the son turns 25. All such entries are marked as ineligible in the list. Intimation to this effect is sent (6 months/1 year) prior to the event. • If Income Certificate is generated for the Aadhaar Number of the citizen and her household income is above Rs.1500, then she is marked as ineligible in the list. • and so on.... <p>Intimation is sent to Applicant in all the above cases and a grace period is provided before the pension is withdrawn.</p>

Salient Points

- Citizen did not need to submit any application/form to avail the benefit of the Scheme.

6 Income Certificate

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.

This section covers the case study of Assam. Please see Annexure B section 6 for the process maps related to Income Certificate.

6.1 Process before BPR Income Certificate

Table Process Summary Income Certificate

Name of process		Execution process of Income Certificate	
Process Goal		To verify and provide certification of Annual Income to Citizens for various purposes.	
Process Owner			
Circle Officer			
Primary Actors		Secondary Actors	
<input checked="" type="checkbox"/> Circle Officer <input checked="" type="checkbox"/> Lot Mandal (Lekhpal/ Patwari in other States) <input checked="" type="checkbox"/> Citizen / Applicant		<input checked="" type="checkbox"/> District Administration	
Process Input		Process Output	
<input checked="" type="checkbox"/> Application form and supporting documents <input checked="" type="checkbox"/> Verification Report of Lotmandal		<input checked="" type="checkbox"/> Income Certificate	

Transactional Volume	Validity of the service
	Six (6) Months
Service Level as Defined in GO	Service Level as observed in existing delivery
7 – 12 Days	7 – 12 days
Legal Documents / GOs/Memos/ Office Orders issued for the service	

6.1.1 Process Description

Sr.	Process Detail	Responsibility Center
1.	<ul style="list-style-type: none"> 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
2.	<ul style="list-style-type: none"> Applicant applies for the Income Certificate at the Circle Office The Circle office does the preliminary scrutiny of application (In case 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
3.	<ul style="list-style-type: none"> Lotmandal receives the application and undertakes the physical verification Visit applicant onsite Prepares verification report and submits it to CO 	Lotmandal
4.	<ul style="list-style-type: none"> The Circle Officer receives the verification report along with the application 	Circle Officer

Sr.	Process Detail	Responsibility Center
	<ul style="list-style-type: none"> • Prepares the Income Certificate for the approved applications • Records appropriate information in official record • In case 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 	
5.	<ul style="list-style-type: none"> • Applicant comes and collects Income Certificate 	Citizen

6.1.2 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.

S. 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	7-12

6.1.3 Process Analysis

Process Analysis – Income Certificate

The Income Certification process as existing in the district is Hybrid. The front end is manual and the entire process of service delivery is Hybrid which includes physical verification and multiple levels of recommendations before final approval.

Sr.	Parameters	Description
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1	Transparency	Low because human factors involved. Inconsistent service levels observed.
2	Accountability	Accountability could not be traced back to the responsibility center. At any given point of the process flow, citizen is unaware of the application status.
3	Citizen Orientation	Low, as the process is less citizen friendly and absence of ease of service delivery. The service is more process driven than customer oriented.
4	Degree of BPR Required	High because of multiple levels of interface of various actors and need for realigning process steps to eliminate redundancy (both forward and reverse movement as established in the ASIS)
5	Technology	Front end needs to be created as the backward integration of end process is digitized.

6.2 Process after BPR

6.2.1 Key BPR interventions

Sr.	Process Details	Responsibility Centre
1.	<p>The applicant comes to the CSC/e-District centre with the following supporting documents for obtaining the Income Certificate</p> <ul style="list-style-type: none"> ▪ Revenue Receipt ▪ Village Chief's Certificate ▪ Payslip ▪ Other Documents (required, if any) 	Applicant
2.	Following application receipt and payment component the e-district application would register the request for obtaining Income Certificate for a particular applicant	e-District application
3.	The CSC/kiosk operator would fill in the online form, attaches the scanned supporting documents and submits the online application to the Circle Officer (CO) for action.	e-District application

4.	The CSC/Kiosk operator will also send a declaration electronically that all the enclosures collected by him are from originals.	CSC/Kiosk Operator
5.	CSC/Kiosk operator forwards physical documents and application form printout to the CO	CSC/Kiosk Operator
6.	e-District application routes the request from the applicant to the forwarder (concerned Dealing Assistant)	e-District application
7.	Forwarder checks the scanned supporting documents and other details and if everything is ok, forwards the application along with the auto generated note sheet to the CO	Forwarder
8.	If the application is not complete in any respect, the Forwarder rejects the application along with the reason for rejection	Forwarder
9.	CO checks the note sheet and based on the same, he either issues the digitally signed Income Certificate otherwise he forwards the application to the concerned Lotmandal for field verification.	Circle Officer
10.	e-district application registers the response of the CO and notifies the Lotmandal about the orders to initiate field verification	e-District Application
11.	Lotmandal receives notification from the e-district application about the orders updated by the CO to carry out the physical verification.	Lotmandal
12.	Lotmandal verifies the veracity of the details provided by the applicant in the application and he updates the database based on his physical verification report	Lotmandal
13.	System registers the change in the database made by the Lotmandal and notifies the CO to review the report to Lotmandal for information that verification has been carried out.	e-District Application
14.	CO reviews the changes in the Database made by the Lotmandal on the e district application database. CO can then : a. If he finds the Lotmandal report favoring the applicant's request then the he approves the Income Certificate request and updates it over the e district application using his digital signature on receiving the physical documents. b. If he finds Lotmandal report stating that the information	Circle Officer

	submitted by the applicant is false then the he rejects the application and updates his rejection over the e district application stating the reason.	
15.	The e-district application would host the action taken by the CO and will notify the relevant stakeholders.	e-District Application
16.	The kiosk operator logs into the e-District application, takes the print out of the digitally signed Income Certificate, signs and stamps it with the CSC seal and hands over to the applicant Alternatively, the citizen can also download the digitally signed certificate from the eDistrict / State Portal based on the application form number / Aadhaar number.	CSC/Kiosk Operator

6.3 Aspirational Process after BPR

6.3.1 Key BPR interventions

Assumptions

1. Aadhaar Card has been issued to all the residents.
2. All the Government officials involved in the delivery of this service have been assigned digital signatures.
3. Service Workflow is completely electronic.
4. All the databases are updated in real time.

Process Description

Sr. No.	Process Details
1	Applicant logs into the system using Aadhaar authentication and selects the option to for income certificate
2	Citizen is asked to confirm income details if already in the system. If they are incorrect/application has been rejected previously, citizen can correct the details.
3	VO reviews the Income Details and either approves or rejects the application.
4	If the VO approves, System generates the Income Certificate
5	If the VO rejects, System intimates the Citizen of the status and asks to Correct the Income Details

6

Applicant receives the Residence Certificate in PDF format

7 Ration Card

This section covers the case study of Chhattisgarh. Please see Annexure B, section 7 for the process maps related to Ration Card.

7.1 Process before BPR: Issuance of New ration Card (Rural)

7.1.1 Process Description

Name of service	
Issuance of New Ration card(rural)	
Process Owner	
Panchayat and Department of Food and civil supply	
Primary Actors	Secondary Actors
<ul style="list-style-type: none">○ Citizen○ Gram Panchayat/Secretary○ CEO Janpad Panchayat○ District Food Officer	<ul style="list-style-type: none">○ None
Process Input	Process Output
<ul style="list-style-type: none">○ Application for Issuance of Ration Card	<ul style="list-style-type: none">○ Certified Ration Card
Service Delivery Time	
Prescribed delivery time (if any): 30 Days	Actual delivery time: 30 days or less
Legal Mandate	
Essential Commodities act, 1955	
Eligibility	
<ul style="list-style-type: none">● APL ration card: Anyone who is resident of Gram Panchayat territory can apply.● BPL ration card: Anyone who is enlisted in the BPL list and resident of Gram Panchayat territory can apply.● Antyodaya Anna Yojna card:	

Poorest of the poor (15.3% of the BPL list of a single ward and resident of Gram Panchayat territory) can apply.

- **Annapurna Anna Yojna:**

- Applicant should be aged 65 years or above.
- Applicant should be homeless and without daily food (Proof from Sarpanch).

Documents Involved

Forms	<ul style="list-style-type: none"> ○ Two different application forms (1. For APL ration card, 2 For BPL/Antyodaya Anna Yojna/Annapurna Anna Yojna ration card).
Registers	<ul style="list-style-type: none"> ○ Applicant Register
Supporting Document	<ul style="list-style-type: none"> ○ The required enclosures for an APL ration card are, a proof of residence (the person's name must be enlisted in Voter list / Bank pass book / Land registry copy / Telephone bill/ Electric bill) and two copies of photograph of the Head of the family. ○ In case a person applies for a BPL/Antyodaya Anna Yojna ration card, then the required enclosures are BPL certificate and two copies of photograph of the Head of the family. ○ For Annapurna Anna Yojna card, every Janpad Panchayat has list of people who are eligible. ○ For getting a new ration card of any of the above type, the applicant has to produce a "No Objection Certificate" ("Anapatti Praman Patra") from the respective ration shop of his/her location, certifying that he/she does not have any ration card in that shop

Fees Involved

Rs 10 (for APL)

7.1.2 Service Levels

Step	Activity	Responsibility	Documents involved	Mode
1.	Collect application forms on paying Rs 10 (for APL), Fills Form attach supporting documents	Citizen	<ul style="list-style-type: none"> ○ Application form ○ Address Proof ○ ID Proof ○ BPL related proof (if any) ○ NoC 	Manual
2.	Form is submitted to Gram Panchayat Sarpanch/Secretary for APL For BPL card Antyodaya Anna Yojna/ Annapurna Anna Yojna form is submitted to CEO Janpad Panchayat	Citizen	-Do-	Manual
3.	For APL ration card application, Sarpanch/Secretary verifies the application. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation For BPL ration card application, CEO Janpad Panchayat verifies the application while referring BPL list. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation	Gram Panchayat Sarpanch/Secretary Or CEO Janpad Panchayat	-Do-	Manual
4.	District Food Officer enters form details in the PDS system and generates the Ration card. Ration card is sent back to respective Gram/Janpad Panchayat	District Food Officer	○ Application form	Automated

5.	Gram Panchayat Sarpanch/Secretary Or CEO Janpad Panchayat Sign and Issue ration card	Gram Panchayat Sarpanch/Secretary Or CEO Janpad Panchayat	o New ration card	Manual
6.	Citizen collect Ration Card	Citizen	o New ration card	Manual

7.2 Process after BPR

7.2.1 Key challenges and Gaps

The constraint identified in the Issuance of Ration card Rural could be categorized under 3 broad areas viz. Resource related, process related and Service delivery related. The following table summarizes the process constraints.

Sr No.	Process Challenges	Resource Related	Service delivery related
1.	Form submission and certificate delivery is only through Concerned Government Office	Application acceptance depends on availability of concerned department officer	No IT Application to cater to the Service
2.	Centralized data is not available resulting in tedious reporting	Status is known to only one Officer	Multiple point/register of data entry
3.	Timely updation is not done at the register regarding the status of the application		Data entry in PDS System has to be done manually
4.	Different office Designated for APL and BPL category of card		
5.	Multiple Offices are involved in service delivery		

7.3 To – Be Process: Issuance of Ration Card (Rural)

7.3.1 Process narration

Name of service	
Issuance of New Ration card (rural)	
Process Owner	
Panchayat and Department of Food and civil supply	
System Actors	Other Actors
<ul style="list-style-type: none"> ○ Gram Panchayat/Secretary ○ CEO Janpad Panchayat ○ District Food Officer 	<ul style="list-style-type: none"> ○ Citizen
Process Input	Process Output
<ul style="list-style-type: none"> ○ Application for Issuance of Ration Card 	<ul style="list-style-type: none"> ○ Certified Ration Card
Service Delivery Time	
Prescribed delivery time (if any): 30 days or less	
Documents Involved	
Forms	<ul style="list-style-type: none"> ○ Two different application forms (1. For APL ration card, 2 For BPL/Antyodaya Anna Yojna/Annapurna Anna Yojna ration card).
Registers	<ul style="list-style-type: none"> ○ Applicant Register
Supporting Document	<ul style="list-style-type: none"> ○ The required enclosures for an APL ration card are, a proof of residence (the person's name must be enlisted in Voter list / Bank pass book / Land registry copy / Telephone bill/ Electric bill) and two copies of photograph of the Head of the family. ○ In case a person applies for a BPL/Antyodaya Anna Yojna ration card, then the required enclosures are BPL certificate and two copies of photograph of the Head of the family. ○ For Annapurna Anna Yojna card, every Janpad Panchayat has list of people who are eligible. ○ For getting a new ration card of any of the

	above type, the applicant has to produce a "No Objection Certificate" ("Anapatti Praman Patra") from the respective ration shop of his/her location, certifying that he/she does not have any ration card in that shop
Fees Involved	
<ul style="list-style-type: none"> Rs 10 (for APL) CHOICE/CSC agent fees 	

Step	Activity	Responsibility	Documents involved	Timeline
1.	Kiosk operator enters the details and attach form and submit the same after collecting required fees	CSC/CHOICE centre operator	Application e-form Address Proof ID Proof BPL related proof (if any) NoC	NA
2.	System forward Form to Gram Panchayat Sarpanch/Secretary for APL card and to CEO Janpad Panchayat for BPL card Antyodaya Anna Yojna/Annapurna Anna Yojna form card	eDistrict System	Application form Address Proof ID Proof BPL related proof (if any) NoC	T
3.	For APL ration card application, Sarpanch/Secretary verifies the application. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation For BPL ration card application, CEO Janpad Panchayat verifies the	Gram Panchayat Sarpanch/Secretary Or CEO Janpad Panchayat	Application form ID Proof BPL related proof (if any) NoC	T+30 Days

	application while referring BPL list. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation			
4.	District Food Officer enters form details in the PDS system and generates the Ration card. Ration card is sent back to respective Gram/Janpad Panchayat	District Food Officer	Application form	T+30 Days
5.	Gram Panchayat Sarpanch/ Secretary Issue ration card	Gram Panchayat Sarpanch/Secretary	New ration card	T+30 Days
6.	Citizen collect Ration Card	Citizen	New ration card	

7.3.2 Value Addition on Process before BPR

Sr No.	Key Challenge & Gaps	Value Addition
Process related		
1.	Form submission and certificate delivery is only through Concerned Government Office	Application can be submit and certificate can be delivered from any authorise CSC/CHOICE /Panchayat Office or online.
2.	Centralized data is not available resulting in tedious reporting	Online MIS
3.	Timely updating is not done at the register regarding the status of the application	Online Status updation and tracking possible through web/IVRS
4.	Different office Designated for APL and BPL category of card	None
5.	Multiple Offices are involved in service delivery	Online Document flow will avoid any delay
Resource Related		
6.	Application acceptance depends on	Application can be submit from any

	availability of concerned department officer	authorise CSC/CHOICE /Panchayat or online
7.	Status is known to only one Officer	Online Status Updation
Service delivery related		
8.	No IT Application to cater to the Service	IT supported service
9.	Multiple point/register of data entry	Data updation in Centralised database for all Offices
10.	Data entry in PDS System has to be done manually	Data can be imported and directly upload into PDS System

7.3.3 Legal changes

Following Legal changes should be introduced for Online Service delivery of Ration Card Rural.

Sr No.	Category	Legal Action required
1.	Service Fees and Statutory fees Collection	Service Fees and Statutory fees collection by CSC/CHOiCE Agent should be legal
2.	Supporting Document	CSC/CHOiCE Agent should be authorised to check and collect the supporting document and submit to line/concerned department under desired framework
3.	Online Form	Form Submitted online through e-District Application should be acceptable to departments
4.	Online delivery of Certificate	The Digitally Signed Document should be legal & should be delivered online. The Digitally signed database and record should be treated as legal document for future reference and issuance of duplicate copy.
5.	Authentication	Any online digitally signed documents should be legally accepted by departments

7.3.4 Proposed Changes

The implementation of e-District Application brings out numerous changes. A lot of them result from the automation of processes and systems for which redundant activities have to be performed again and again. However, in addition to the system driven changes we have found the following as the key BPR initiatives that will make the service delivery even more effective and less time consuming. They are mentioned as follows

- Online Movement of application from Gram Panchayat to District food Officer.
- e-Ration Card issuance
- Integration between PDS and eDistrict Application

Other Desirable Changes in future:

- Aadhaar/NPR integration with Applicant details
- BPL card application should also be allowed to accept at Gram Panchayat

7.4 Process after BPR: Issuance of Ration Card (Rural)

The Ideal scenario at this stage could be planned in 2 ways.

1. Removing Existing PDS System: Introducing of the following:

- I. Food Coupon: Every Beneficiary will get the food coupon based on his/her eligibility. He can spend it in any shop procuring the Ration Items, e.g. :- Sodexo Meal Vouchers.
 - II. Introducing a Credit System: Every Beneficiary will get a Smart Ration Card in which his details are inserted in the chip. The beneficiary can go to the market and avail the credit of a particular amount in every month.
2. With Existing PDS System: Introducing UID in PDS database with bank details and transfer the fund (Cash Transfer) directly to the beneficiary bank account.

7.4.1 Process narration

Name of service	
Issuance of New Ration card (rural)	
Process Owner	
Panchayat and Department of Food and civil supply	
System Actors	Other Actors
<ul style="list-style-type: none"> ○ Gram Panchayat/Secretary ○ CEO Janpad Panchayat ○ District Food Officer 	<ul style="list-style-type: none"> ○ Citizen
Process Input	Process Output
<ul style="list-style-type: none"> ○ Application for Issuance of Ration Card 	<ul style="list-style-type: none"> ○ Certified Ration Card
Service Delivery Time	
Prescribed delivery time (if any): 30 days or less	
Documents Involved	
Forms	<ul style="list-style-type: none"> ○ Two different application forms (1. For APL ration card, 2 For BPL/Antyodaya Anna Yojna/Annapurna Anna Yojna ration card).
Registers	<ul style="list-style-type: none"> ○ Applicant Register
Supporting Document	<ul style="list-style-type: none"> ○ The required enclosures for an APL ration card are, a proof of residence (the person's name must be enlisted in Voter list / Bank pass book / Land registry copy / Telephone bill/ Electric bill) and two copies of photograph of the Head of the family. ○ In case a person applies for a BPL/Antyodaya Anna Yojna ration card,

	<p>then the required enclosures are BPL certificate and two copies of photograph of the Head of the family.</p> <ul style="list-style-type: none"> ○ For Annapurna Anna Yojna card, every Janpad Panchayat has list of people who are eligible. ○ For getting a new ration card of any of the above type, the applicant has to produce a “No Objection Certificate” (“Anapatti Praman Patra”) from the respective ration shop of his/her location, certifying that he/she does not have any ration card in that shop
Fees Involved	
<ul style="list-style-type: none"> • Rs 10 (for APL) • CHOICE/CSC agent fees 	

Step	Activity	Responsibility	Documents involved	Timeline
1.	Approach nearest kiosk with supporting documents	Citizen	<ul style="list-style-type: none"> ○ Address Proof ○ ID Proof ○ BPL related proof (if any) ○ NoC 	NA
2.	Kiosk operator enters the details and attach form and submit the same after collecting required fees	CSC/CHOICE centre operator	<ul style="list-style-type: none"> ○ Application e-form ○ Address Proof ○ ID Proof ○ BPL related proof (if any) ○ NoC 	T
3.	Kiosk operator confirm the UID enrollment of the applicant	CSC/CHOICE centre operator	<ul style="list-style-type: none"> ○ UID Number 	T
4.	If UID enrollment has not been done, Kiosk operator will do the enrollment or direct the applicant for enrollment	CSC/CHOICE centre operator	<ul style="list-style-type: none"> ○ Application form ○ Address Proof ○ ID Proof ○ BPL related proof (if any) 	T

5.	<p>System forward Form to Gram Panchayat Sarpanch/Secretary for APL card</p> <p>And to CEO Janpad Panchayat for BPL card Antyodaya Anna Yojna/ Annapurna Anna Yojna form card</p>	eDistrict System	<ul style="list-style-type: none"> ○ Application form ○ Address Proof ○ ID Proof ○ BPL related proof (if any) ○ NoC 	T+30 days
6.	<p>For APL ration card application, Sarpanch/Secretary verifies the application. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation</p> <p>For BPL ration card application, CEO Janpad Panchayat verifies the application while referring BPL list. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation</p>	<p>Gram Panchayat Sarpanch/Secretary</p> <p>Or</p> <p>CEO Janpad Panchayat</p>	<ul style="list-style-type: none"> ○ Application form ○ ID Proof ○ BPL related proof (if any) ○ NoC 	
7.	<p>District Food Officer enters form details in the PDS system and generates the Ration card.</p> <p>Ration card is sent back to respective Gram/Janpad Panchayat</p>	District Food Officer	<ul style="list-style-type: none"> ○ Application form 	
8.	Gram Panchayat Sarpanch/ Secretary Issue ration card	Gram Panchayat Sarpanch/Secretary	<ul style="list-style-type: none"> ○ New ration card 	
9.	Citizen collect Ration Card	Citizen	<ul style="list-style-type: none"> ○ New ration card 	NA

7.4.2 Legal changes

Following Legal changes should be introduced for Online Service delivery of Ration Card Rural.

Sr No.	Category	Legal Action required
1.	Service Fees and Statutory fees Collection	Service Fees and Statutory fees collection by CSC/CHOICE Agent should be legal
2.	Supporting Document	CSC/CHOICE Agent should be authorised to check and collect the supporting document and submit to line/concerned department under desired framework
3.	Online Form	Form Submitted online through e-District Application should be acceptable to departments
4.	Online delivery of Certificate	The Digitally Signed Document should be legal & should be delivered online. The Digitally signed database and record should be treated as legal document for future reference and issuance of duplicate copy.
5.	Authentication	Any online digitally signed documents should be legally accepted by departments
6.	UID Seeding	Statutory mandate of UID number in the PDS system.

7.5 Process before BPR Process: Issuance of New ration Card (Urban)

Process narration

Name of service	
Issuance of New Ration card(Urban)	
Process Owner	
Municipality and Department of Food and civil supply	
Primary Actors	Secondary Actors

<ul style="list-style-type: none"> ○ Citizen ○ Municipality ration section ○ Tehsildar ○ District Food Officer 	<ul style="list-style-type: none"> ○ None
Process Input	Process Output
<ul style="list-style-type: none"> ○ Application for Issuance of Ration Card 	<ul style="list-style-type: none"> ○ Certified Ration Card
Service Delivery Time	
Prescribed delivery time (if any): 30 Days	Actual delivery time: 30 days or less
Legal Mandate	
Essential Commodities act, 1955	
Eligibility	
<ul style="list-style-type: none"> ● APL ration card: Anyone who is resident of Municipal territory can apply. ● BPL ration card: Anyone who is enlisted in the BPL list and resident of Municipal territory can apply. ● Antyodaya Anna Yojna card: Poorest of the poor (15.3% of the BPL list of a single ward and resident of Municipal territory) can apply. ● Annapurna Anna Yojna: <ul style="list-style-type: none"> ● Applicant should be aged 65 years or above. ● Applicant should be homeless and without daily food (Proof from Municipality). 	
Documents Involved	
Forms	<ul style="list-style-type: none"> ○ Two different application forms (1. For APL ration card, 2 For BPL/Antyodaya Anna Yojna/Annapurna Anna Yojna ration card).
Registers	<ul style="list-style-type: none"> ○ Applicant Register
Supporting Document	<ul style="list-style-type: none"> ○ The required enclosures for an APL ration card are a proof of residence (the person's name must be enlisted in Voter list / Bank pass book / Land registry copy / Telephone bill / Electric bill) and two copies of

	<p>photograph of the Head of the family.</p> <ul style="list-style-type: none"> ○ In case a person applies for a BPL/Antyodaya Anna Yojna ration card, then the required enclosures are BPL certificate and two copies of photograph of the Head of the family. ○ For Annapurna Anna Yojna card, every Janpad Panchayat has list of people who are eligible. ○ For getting a new ration card of any of the above type, the applicant has to produce a "No Objection Certificate" ("Anapatti Praman Patra") from the respective ration shop of his/her location, certifying that he/she does not have any ration card in that shop
Fees Involved	
Rs 10 (for APL)	

Step	Activity	Responsibility	Documents involved	Timeline
1.	Collect application forms on paying Rs 10 (for APL), Fills Form attach supporting documents	Citizen	<ul style="list-style-type: none"> ○ Application form ○ Address Proof ○ ID Proof ○ BPL related proof (if any) ○ NoC 	T
2.	Form is submitted to Municipality for APL For BPL card Antyodaya Anna Yojna/ Annapurna Anna Yojna form is submitted to Tehsildar	Citizen	<ul style="list-style-type: none"> ○ Application form ○ Address Proof ○ ID Proof ○ BPL related proof (if any) ○ NoC 	T+30 days
3.	For APL ration card application, Municipality Ration section officer	Municipality Ration section officer/Tehsildar	<ul style="list-style-type: none"> ○ Application form ○ ID Proof ○ BPL related 	

	<p>verifies the application. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation</p> <p>For all other ration card application, Tehsildar verifies the application while referring BPL list. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation</p>		<p>proof (if any)</p> <ul style="list-style-type: none"> o NoC 	
4.	<p>District Food Officer enters form details in the PDS system and generates the Ration card.</p> <p>Ration card is sent back to respective Municipality</p>	District Food Officer	<ul style="list-style-type: none"> o Application form 	
5.	<p>Municipality Ration section Officer Sign and Issue ration card</p>	Municipality Ration section officer	<ul style="list-style-type: none"> o New ration card 	
6.	<p>Citizen collect Ration Card</p>	Citizen	<ul style="list-style-type: none"> o New ration card 	NA

7.5.1 Key challenges and Gaps

The constraint identified in the Issuance of Ration card-Urban could be categorized under 3 broad areas viz. Resource related, process related and Service delivery related. The following table summarizes the process constraints.

Sr No.	Process Challenges	Resource Related	Service related	delivery
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1.	Form submission and certificate delivery is only through Concerned Government Office	Application acceptance depends on availability of concerned department officer	No IT Application to cater to the Service
2.	Centralized data is not available resulting in tedious reporting	Status is known to only one Officer	Multiple point/register of data entry
3.	Timely updation is not done at the register regarding the status of the application		Data entry in PDS System has to be done manually
4.	Different office Designated for APL and BPL category of card		
5.	Multiple Offices are involved in service delivery		

7.6 Process after BPR: Issuance of Ration Card (Urban)

Process narration

Name of service	
Issuance of New Ration card (Urban)	
Process Owner	
Panchayat and Department of Food and civil supply	
System Actors	Other Actors
<ul style="list-style-type: none"> ○ Municipality ration section ○ Tehsildar ○ District Food Officer 	<ul style="list-style-type: none"> ○ Citizen
Process Input	Process Output
<ul style="list-style-type: none"> ○ Application (e-Form)for Issuance of Ration Card 	<ul style="list-style-type: none"> ○ Certified Ration Card
Service Delivery Time	
Prescribed delivery time (if any): 30 days or less	

Documents Involved	
Forms	<ul style="list-style-type: none"> ○ Two different application forms (1. For APL ration card, 2 For BPL/Antyodaya Anna Yojna/Annapurna Anna Yojna ration card).
Registers	<ul style="list-style-type: none"> ○ Applicant Register
Supporting Document	<ul style="list-style-type: none"> ○ The required enclosures for an APL ration card are, a proof of residence (the person's name must be enlisted in Voter list / Bank pass book / Land registry copy / Telephone bill/ Electric bill) and two copies of photograph of the Head of the family. ○ In case a person applies for a BPL/Antyodaya Anna Yojna ration card, then the required enclosures are BPL certificate and two copies of photograph of the Head of the family. ○ For Annapurna Anna Yojna card, every Janpad Panchayat has list of people who are eligible. ○ For getting a new ration card of any of the above type, the applicant has to produce a "No Objection Certificate" ("Anapatti Praman Patra") from the respective ration shop of his/her location, certifying that he/she does not have any ration card in that shop
Fees Involved	
<ul style="list-style-type: none"> ● Rs 10 (for APL) ● CHOICE/CSC agent fees 	

Step	Activity	Responsibility	Documents involved	Timeline
1.	Approach nearest kiosk with supporting documents	Citizen	<ul style="list-style-type: none"> ○ Address Proof ○ ID Proof ○ BPL related proof (if any) ○ NoC 	NA
2.	Kiosk operator enters the details and attach form and submit the same after collecting required fees	CSC/CHOICE centre operator	<ul style="list-style-type: none"> ○ Application e-form ○ Address Proof ○ ID Proof ○ BPL related 	T

			proof (if any) o NoC	
3.	System forward Form to Municipality Ration section officer for APL card And to Tehsildar for BPL card Antyodaya Anna Yojna/ Annapurna Anna Yojna form card	eDistrict System	-Do-	T+30 days
4.	For APL ration card application, Municipality Ration section officer verifies the application. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation For BPL ration card application, Tehsildar verifies the application while referring BPL list. If Application is ok , endorse the application and submit it to District food Officer for Ration card generation	Municipality Ration section officer Or Tehsildar	-Do-	
5.	District Food Officer enters form details in the PDS system and generates the Ration card. Ration card is uploaded in CHOICE system	District Food Officer	o Application e-form	
6.	Municipality Ration section officer Issue ration card from CHOICE System	Municipality Ration section officer	o New ration card	
7.	Citizen collect Ration Card	Citizen	o New ration card	NA

7.6.1 Value Addition on Process before BPR

Sr No.	Key Challenge & Gaps	Value Addition
Process related		
1.	Form submission and certificate delivery is only through Concerned Government Office	Application can be submit and Card can be delivered from any authorize CSC/CHOiCE /Municipal Office or online.
2.	Centralized data is not available resulting in tedious reporting	Online MIS
3.	Timely updating is not done at the register regarding the status of the application	Online Status updation and tracking possible through web/IVRS
4.	Different office Designated for APL and BPL category of card	None
5.	Multiple Offices are involved in service delivery	Online Document flow will avoid any delay
Resource Related		
6.	Application acceptance depends on availability of concerned department officer	Application can be submit from any authorise CSC/CHOiCE /Municipal or online
7.	Status is known to only one Officer	Online Status Update ion
Service delivery related		
8.	No IT Application to cater to the Service	IT supported service
9.	Multiple point/register of data entry	Data updation in Centralised database for all Offices
10.	Data entry in PDS System has to be done manually	Data can be imported and directly upload into PDS System

7.6.2 Legal changes

Following Legal changes should be introduced for Online Service delivery of Ration Card Urban.

Sr No.	Category	Legal Action required
1.	Service Fees and Statutory Collection	Service Fees and Statutory fees collection by CSC/CHOiCE Agent should be legal
2.	Supporting Document	CSC/CHOiCE Agent should be authorised to check and collect the supporting document and submit to line/concerned department under desired framework
3.	Online Form	Form Submitted online through e-District Application should be acceptable to departments
4.	Online delivery of Certificate	The Digitally Signed Document should be legal & should be delivered online. The Digitally signed database and record should be treated as legal document for future reference and issuance of duplicate copy.
5.	Authentication	Any online digitally signed documents should be legally accepted by departments

7.6.3 Proposed Changes

The implementation of e-District Application brings out numerous changes. A lot of them result from the automation of processes and systems for which redundant activities have to be performed again and again. However, in addition to the system driven changes we have found the following as the key BPR initiatives that will make the service delivery even more effective and less time consuming. They are mentioned as follows

Other Desirable Changes in future:

- Aadhaar/NPR integration with Applicant details
 - BPL card application should also be allowed to accept at Municipality
- Online Movement of application from Municipality to District food Officer.
 - e-Ration Card issuance
 - Integration between PDS and eDistrict Application

7.7 Aspirational Process: Ration Card Subsidy

Assumptions

1. Aadhaar Card has been issued to all the residents.
2. All the Government officials involved in the delivery of this service have been assigned digital signatures.
3. BPL list is updated and electronically available.
4. Service Workflow is completely electronic.
5. All the databases are updated in real time.
6. Death Registration is updated in real time and authenticated. Death Registration triggers updation of BPL, Aadhaar and all other databases in real time.

Process Description

Sr. No.	Process Details
1	The System runs an automated query on the database and updates the list of eligible citizens in real time.
2	<p>The System automatically determines the Subsidy on the basis of the available database as follows –</p> <ul style="list-style-type: none">• APL – Anyone not on the BPL list will be considered eligible only for APL Subsidy.• BPL - Anyone on the BPL list will be eligible for BPL Subsidy• Antyodaya Anna Yojna - Poorest of the poor (15.3% of the BPL list of a single ward) will be eligible• Annapurna Anna Yojna<ul style="list-style-type: none">○ Citizens aged 65 and above if they are homeless and without daily food are eligible. <p>Any other Ration Subsidy scheme available to the Citizen in the future</p>
3	Citizens already receiving Ration Subsidy are removed from the list.
4	<p>Intimation sent to eligible citizens through –</p> <ul style="list-style-type: none">• Posted in hard copy at the nearest Self Governing Local Body (updated on a weekly basis)• Electronically<ul style="list-style-type: none">○ List of eligible candidates available on the website (updated in real time)○ Email○ SMS

	<ul style="list-style-type: none"> Manually
5	Citizens interested in availing Ration Subsidy approach CSC or contact Call Centre and register interest after Aadhaar Verification.
6	In case of APL, BPL and Antyodaya Anna Yojna, the Subsidy is automatically approved.
7	In case the Citizen is interested in availing benefit under Annapurna Anna Yojna, then the list of interested people is sent to Self-Governing Local Body to verify their qualification.
8	Self-Governing Local Body will publish this list at general meeting and discuss and approve the candidates for Annapurna Anna Yojna.
9	Subsidy will be credited directly to the bank account linked to the Aadhaar Number of the approved citizens on a monthly basis.
10	The System will perform real time updation on the list of Citizens already receiving Subsidy and recalculate the Subsidy of a citizen if their status changes or remove their name from the list if they become ineligible.
11	Direct Transfer of Cash Subsidy is automatically stopped if a Death Certificate is generated against the Aadhaar Number of a citizen in the list.

Salient Points

- Citizen need not submit any application/form to avail the service.

8 Residence Certificate

Residence certificate is certification provided to the citizen by the government confirming and testifying their place of residence in the district. This certificate establishes the identity of citizen for all legal and official purpose.

This section covers the case study of Assam.

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 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.

Please see Annexure B, section 8 for the process maps related to Residence Certificate.

8.1 Process before BPR Residence Certificate

Table Process Summary Residence Certificate

Name of process		Execution process of Residence Certificate	
Process Goal		To verify and provide certification of Residence to citizen for various use of address proof requirement.	
Process Owner			
DC/ADM/SDM			
Primary Actors		Secondary Actors	
<input checked="" type="checkbox"/> Applicant <input checked="" type="checkbox"/> Magistracy Branch <input checked="" type="checkbox"/> Circle Officer <input checked="" type="checkbox"/> Lotmandal (Lekhpal/ Patwari) <input checked="" type="checkbox"/> Superintendent of Police <input checked="" type="checkbox"/> Deputy Commissioner		<input checked="" type="checkbox"/> District Administration	
Process Input		Process Output	
<input checked="" type="checkbox"/> Revenue Clearance Certificate for the current year <input checked="" type="checkbox"/> Certified Copy of Electoral Roll <input checked="" type="checkbox"/> Call Letter (for job seekers)		<input checked="" type="checkbox"/> Residence Certificate	
Transactional Volume		Validity of the service	

	Specific purpose
Service Level as Defined in GO	Service Level as observed in existing delivery
7-12 Days	7-12 days

8.1.1 Process Description

Sr.	Process Detail	Responsibility Center
1.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Applicant(Student/Job Seeker) applies for the Permanent Residence Certificate at the Deputy Commissioner's Office <input checked="" type="checkbox"/> Fills in the Application Form <input checked="" type="checkbox"/> Submits the form along with the necessary documents 	Applicant (Student/Job Seeker)
2.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Magistracy Branch at the Deputy Commissioner's office receives the application form <input checked="" type="checkbox"/> The Branch does the preliminary scrutiny of application (In case of deficiency in Magistracy Branch application form/supporting, applicant is asked to fulfill it) <input checked="" type="checkbox"/> Application form is entered into inward register <input checked="" type="checkbox"/> Segregates the application form with respect to the Revenue Circle <input checked="" type="checkbox"/> Dispatches the application form circle wise to the Revenue Circle Office and makes the entry of the dispatch in the outward register 	Magistracy Branch
3.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Circle Officer receives the application for PRC <input checked="" type="checkbox"/> Updates the Inward Register <input checked="" type="checkbox"/> The Circle Officer allocates the application forms to the Lotmandal based on the service area of the Lotmandal 	Circle Officer
4.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Lotmandal receives the application and undertakes the physical verification <input checked="" type="checkbox"/> Visit applicant onsite <input checked="" type="checkbox"/> Prepares verification report to Circle Office 	Lotmandal
5.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Circle Officer receives the verification report along with the application <input checked="" type="checkbox"/> The Circle officer attests and approves the verification report and recommends for the PRC <input checked="" type="checkbox"/> In case the on spot verification is not satisfactory, Circle Officer puts remarks on the application <input checked="" type="checkbox"/> The Circle office sends the application form along with 	Circle Officer

Sr.	Process Detail	Responsibility Center
	the recommendations to the Magistracy Branch	
6.	<input checked="" type="checkbox"/> Magistracy Branch receives the application form along with the recommendations of the Circle Officer <input checked="" type="checkbox"/> In case of Positive remarks, the Magistracy Branch forwards the same to the Superintendent of Police (SP) for police verification <input checked="" type="checkbox"/> In case of Negative remarks on application by the Circle Officer, SDO reserves the right to reject the application	Magistracy Branch
7.	<input checked="" type="checkbox"/> SP conducts the field verification through the police officers <input checked="" type="checkbox"/> SP submits the Police verification report to the Magistracy branch	Superintendent of Police
8.	<input checked="" type="checkbox"/> Magistracy Branch receives the Police Verification Report (PVR) <input checked="" type="checkbox"/> Puts up to ADM/SDM for signature <input checked="" type="checkbox"/> If the comment is positive, prepares PRC for the approved applications or else citizen is communicated verbally about the rejection	Magistracy Branch
9.	<input checked="" type="checkbox"/> ADM/SDM signs the Certificate in two copies	ADM/SDM
10.	<input checked="" type="checkbox"/> Records appropriate information in official record <input checked="" type="checkbox"/> Document attached with the application form is archived in the Magistracy Branch along with a copy of the Certificate <input checked="" type="checkbox"/> Magistracy Branch updates the Inward and Outward register accordingly	Magistracy Branch
11.	<input checked="" type="checkbox"/> Applicant (Student/Job Seeker) comes and collects the Certificate	Citizen

8.1.2 Service Levels

During the AS IS study the consultants observed that although the Village Office & Taluk office is distributing the certificate within the stipulated time as mentioned in the Government Order, still some of the repetitive process can be improved in term of the file transfer. This disparity can be attributed to many reasons such as lack of resources and consumables. The following table shows the activity wise service level

S. No.	Activities	Service Level (observed) – In days	Remarks
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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	7 - 12	

8.1.3 Process Analysis

The Residence Certification process as existing in the district is hybrid. The front end is manual and the entire process of service delivery is hybrid which includes physical verification and multiple levels of recommendations before final approval.

Process Analysis – Residence Certificate

Sr.	Parameters	Improvement/Opportunities
1	Transparency	Low because human factors involved. Inconsistent service levels observed.
2	Accountability	Accountability could not be traced back to the responsibility center. At any given point of the process flow, citizen is unaware of the application status.
3	Citizen Orientation	Citizen orientation Low, as the process is less citizen friendly and absence of ease of service delivery. The service is more process driven than customer oriented.
4	Degree of BPR Required	High because of multiple levels of interface of various actors and need for realigning process steps to eliminate redundancy (both forward and reverse movement as established in the ASIS)
5	Technology	Front end needs to be created as the backward

	integration of various back end process are digitized.
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8.2 Process after BPR

8.2.1 Key BPR interventions

Sr.	Process Details	Responsibility Centre
1.	The applicant comes to the CSC/e-District centre with the following supporting documents for obtaining the Permanent Residence Certificate(PRC) <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Call Letter (for services) <input checked="" type="checkbox"/> Mark sheet (for higher education) <input checked="" type="checkbox"/> Police Verification Report <input checked="" type="checkbox"/> Other documents(required, if any) 	Applicant
2.	Following application receipt and payment component the e-district application would register the request for obtaining PRC for a particular applicant	e-District Application
3.	The kiosk operator would fill in the online form, attaches the scanned supporting documents and submits the online application to the Circle Officer (CO) for action.	e-District Application
4.	The Kiosk operator will also send a declaration electronically that all the enclosures collected by him are from originals.	Kiosk Operator
5.	Kiosk operator forwards physical documents and application form printout to the CO	Kiosk Operator
6.	e-District application routes the request from the applicant to the forwarder (concerned Dealing Assistant)	e-District Application
7.	Forwarder checks the scanned supporting documents and other details and if everything is ok, forwards the application along with the auto generated notesheet to the CO	Forwarder
8.	If the application is not complete in any respect, the Forwarder rejects the application along with the reason for rejection	Forwarder
9.	CO checks the note sheet and based on the same, he either issues the digitally signed Income Certificate otherwise he forwards the application to the concerned Lotmandal for field verification.	Circle Officer

10.	e-district application registers the response of the CO and notifies the Lotmandal about the orders to initiate field verification	e-District Application
11.	Lotmandal receives notification from the e-district application about the orders updated by the CO to carry out the physical verification.	Lotmandal
12.	Lotmandal verifies the veracity of the details provided by the applicant in the application and he updates the database based on his physical verification report	Lotmandal
13.	System registers the change in the database made by the Lotmandal and notifies the CO to review the report to Lotmandal for information that verification has been carried out.	e-District Application
14.	CO reviews the changes in the Database made by the Lotmandal on the e district application database. CO can then : <input checked="" type="checkbox"/> If he finds the Lotmandal report favoring the applicant's request then the he approves the Income Certificate request and updates it over the e district application using his digital signature on receiving the physical documents. <input checked="" type="checkbox"/> If he finds Lotmandal report stating that the information submitted by the applicant is false then the he rejects the application and updates his rejection over the e district application stating the reason.	Circle Officer
15.	The e-district application would host the action taken by the CO and will notify the Forwarder at the DC/SDO office about the status	e-District Application
16.	Forwarder checks the scanned supporting documents and the CO report and other details and if everything is ok, forwards the application along with the auto generated notesheet to the Certificate Issuing Authority	Forwarder
17.	If the application is not complete in any respect, the Forwarder rejects the application along with the reason for rejection	Forwarder
18.	Certificate Issuing Authority checks the note sheet and based on the same, he either issues the digitally signed PRC otherwise he forwards the application to the concerned	Issuing Authority

	Lotmandal for field verification.	
19.	The kiosk operator logs into the e-District application, takes the print out of the digitally signed PRC, signs and stamps it with the CSC seal and hands over to the applicant. Alternatively, the citizen can also download the digitally signed certificate from the eDistrict / State Portal based on the application form number / Aadhaar number.	Kiosk Operator
Status Tracking		
Sr.	Process Details	Responsibility Centre
1	The applicant is notified at the time of application submission whether his application has been submitted by the kiosk operator to the e-district application and that e district application has registered his service request	e-District Application
2	The application would also notify the applicant whether his application has been rejected or accepted	e- District Application

8.3 Aspirational Process after BPR

8.3.1 Key BPR interventions

Assumptions

1. Aadhaar Card has been issued to all the residents.
2. All the Government officials involved in the delivery of this service have been assigned digital signatures.
3. Service Workflow is completely electronic.
4. All the databases are updated in real time.
5. Any change in address will necessitate a change of address request for the Accounts & Connections of the citizen such as Bank Account, Electricity Connection, LPG Connection, House Tax, etc. Any such request will update the Residence details across all databases which will be considered current Residence by the System.
6. The latest update to the address in any database while Issue of any document such as Driving License, PAN Card, Passport, etc. will be considered current Residence by the System.

Process Description

Sr. No.	Process Details
1	Applicant logs into the System using Aadhaar Number and selects the option to generate Residence Certificate based on his most updated address in the system.
2	System generates the Residence Certificate
3	Applicant receives the Residence Certificate in PDF format.* <i>*The validity of the certificate would be 36 months or as decided by the State with a condition that the applicant will intimate the concerned authorities if there is a change in residence.</i>

Salient Points

- Citizen need not submit any application/form to avail the service.

9 Record of Rights

Record of Rights (RoR) is a certification provided to the citizen by the government as a proof of land in a particular khatha (a village).

This section covers the case study of Andhra Pradesh. Please see Annexure B, section 10 for the process maps related to Record of Rights.

9.1 Process before BPR Record of Rights

Table Process Summary Residence Certificate

Name of process		Execution process of Residence Certificate	
Process Goal		To verify and provide certification of proof of land.	
Process Owner			
Tehsildar			
Primary Actors		Secondary Actors	
<input checked="" type="checkbox"/> Tehsildar <input checked="" type="checkbox"/> Deputy Tehsildar <input checked="" type="checkbox"/> Village Revenue Officer <input checked="" type="checkbox"/> Revenue Inspector <input checked="" type="checkbox"/> Citizen / Applicant		<input checked="" type="checkbox"/> None	
Process Input		Process Output	
<input checked="" type="checkbox"/> Application form <input checked="" type="checkbox"/> Old Pahanies		<input checked="" type="checkbox"/> RoR Certificate	

9.1.1 Process Description

Sr.	Process Detail	Responsibility Center
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Sr.	Process Detail	Responsibility Center
1.	<p>Applicant applies for RoR certificate at Village Office and pays the requisite fee</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fills in application form. <input checked="" type="checkbox"/> Submits form along with required document. <ul style="list-style-type: none"> ▪ Old Pahani 	Citizen / Resident
2.	<p>Receives the application and checks whether the application is in order. The clerk also does</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Preliminary scrutiny of application <p>After proper and satisfactory verification, the Clerk forwards to the Village Officer.</p>	MRO Office Clerk
3.	<p>Village Revenue officer checks the documents and does the field verification required.</p> <p>Once the field verification is complete, he prepares a report and makes data entry into the system.</p> <p>This report along with application would be send to Revenue Inspector for further scrutiny.</p>	Village Revenue Officer.
4.	<p>Upon receiving the application and report, Revenue Inspector verifies the reports and documents.</p> <p>If the report is found satisfactory, RI forwards the application and report to MRO office.</p> <p>However, if the report is not found satisfactory, then RI conducts and enquiry and puts down his remark and sends it to MRO</p>	Revenue Inspector (RI)
5.	<p>Tehsildar receives the application along with recommendation of Revenue Inspector.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Application request is approved physically and the entry is made in the certificate register. <input checked="" type="checkbox"/> In case of rejection, remarks on application by RI, Tehsildar reserves the right of rejection of application. <input checked="" type="checkbox"/> The Tehsildar forwards the approval for certificate to the concerned clerk who takes the print out of the certificate and after getting the signature of Tehsildar, submits it to the counter from where the citizens collect the same. 	Tehsildar

9.1.2 Process Analysis

Process Analysis

Sr.	Parameters	Improvement/Opportunities
1	Transparency	Low because human factors involved. Inconsistent service levels observed.
2	Accountability	Accountability could not be traced back to the responsibility center. At any given point of the process flow, citizen is unaware of the application status.
3	Citizen Orientation	Citizen orientation Low, as the process is less citizen friendly and absence of ease of service delivery. The service is more process driven than customer oriented.
4	Degree of BPR Required	High because of multiple levels of interface of various actors and need for realigning process steps to eliminate redundancy (both forward and reverse movement as established in the ASIS)

9.2 Process after BPR

9.2.1 Key BPR interventions

Sr.	Process Details	Responsibility Centre
1.	<p>Form availability, application receipt and payment receipt component are pre-defined process. The Form Availability component ensures availability of the application form. The Application and Payment is received at MeeSeva Centre (CSC) as per the Application Receipt and Payment component.</p> <p>MeeSeva / CSC operator receives the application form and supporting documents from the applicant. The authenticity/identity of applicant is identified by the MeeSeva / CSC Operator using any of the government identity cards.(Ration Card etc.).</p> <p>MeeSeva / CSC operator logs into the application with user name and password security.</p>	Mee Seva Center (CSC)

	<ul style="list-style-type: none"> ▪ MeeSeva / CSC operator scrutinizes the application form ▪ Operator enters application details into the eform & also scans and uploads the supporting documents and submits. Details of identity are also captured 	
2.	Information component could be used by the applicant to avail any information relating to the service.	Applicant / e-District application
3.	The system registers an application and issues an acknowledgement. Further to this the system notifies the Tehsildar about the same.	MeeSeva / eDistrict Application
4.	<p>Tehsildar logs into the application and checks the application and details against the existing records in the webland system.</p> <p>If the data is available, Tehsildar approves and digitally signs it.</p> <p>If the data is not available the application would be forwarded to the village officer.</p>	Tehsildar
5.	<p>Once the village officer receives the application, he initiates the field verification process.</p> <p>Upon completion of field verification process, the Village officer enters his remarks and updates the application.</p> <p>These remarks are forwarded to Tehsildar</p>	Village Officer
6.	<p>Tehsildar upon receiving the report verifies the same.</p> <p>If the report is found okay he will approve it. This would be updated in the system.</p> <p>Else, it would reject the application and same would be updated in the system.</p>	Tehsildar
7.	<p>The application is updated upon action of the Tehsildar.</p> <ul style="list-style-type: none"> ▪ If the application is approved by Tehsildar, e-district application will generate a DSN & update into Db. ▪ If the application is rejected by Tehsildar, e-District Application will update the final status of the service request. 	MeeSeva / eDistrict application
8.	The application activates the predefined delivery component through which the service delivery happens to the applicant.	MeeSeva / eDistrict application
9.	<p>The applicant receives the copy of RoR certificate (if approved).</p> <p>Alternatively, the citizen can also download the digitally signed</p>	Applicant

	certificate from the MeeSeva / eDistrict / State Portal.	
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9.3 Aspirational RoR Process after BPR

9.3.1 Key BPR interventions

Sr.	Process Details	Responsibility Centre
1	Citizen access the eGov application in his mobile or laptop or tablet etc. Once the application loads, the applicant logs in by entering his Aadhaar number and log in credentials.	Applicant
2	The Central Application would verify the login credentials and if approved, display the services page. Else, will decline the access.	Central Application
3	The applicant selects the RoR certificate	Applicant
4	The system upon receiving the request generates the certificate from the database.	Central Application
5	The Applicant receives the PDF copy of the certificate. He can either take a print out or save the same in the system.	Applicant
6	The RoR system is integrated to the Land registry department application so that the system can automatically update and reflect in RoR.	Central Application

10 Caste/Community Certificate

A Caste Certificate is the proof of one's belonging to a particular caste, especially in case one belongs to any of the 'Scheduled Castes', 'Scheduled Tribe' and the Backward Class as specified in the Indian Constitution. The Government felt that the Scheduled Castes and Tribes need special encouragement and opportunities to progress at the same pace as the rest of the citizenry. As a result, as part of the Indian system of Protective Discrimination, there exist certain special privileges granted to this category of citizens, such as reservation of seats in the Legislatures and in the Government Service, waiving off a part or the whole of the fees for admission to schools and colleges, quotas in educational institutions, relaxation of upper age limits for applying to certain jobs, etc. To be able to avail the privileges reserved for a particular caste, a citizen belonging to the caste must be in possession of a valid Caste Certificate. Under the Constitution of India, Special Provisions relating to certain classes was mentioned in Articles 335, 338(10), 340. The statutory lists of the Scheduled Castes and the Scheduled Tribes, in pursuance of Articles 341 and 342 of the Indian Constitution, were notified for the first time under the Constitution (Scheduled Castes) Order, 1950 and the Constitution (Scheduled Tribes) Order, 1950. These lists have been modified/amended/supplemented from time to time. On the reorganization of the States, the Scheduled Castes and Scheduled Tribes List (Modification) Order came into force from 29th October, 1956.

Caste certificate is issued for SC/ST Applicants only, for rest others community certificate is issued.

The responsibility for issuing the Certificate lies with the Tehsildar (for the Central Govt. purpose) and Village Officer (for the State Govt. purpose). Please see Annexure B, section 11 for the process maps related to Caste/Community Certificate.

10.1 Process before BPR Caste/Community Certificate

Table Process Summary Caste Certificate

Name of process	Execution process of Residence Certificate
Process Goal	To verify and provide certification of Caste to citizen
Process Owner	
Tehsildar (for the Central Govt. purpose) and Village Officer (for the State Govt. purpose)	
Primary Actors	Secondary Actors
<input checked="" type="checkbox"/> Tehsildar <input checked="" type="checkbox"/> Deputy Tehsildar/JS of Section <input checked="" type="checkbox"/> Village Officer <input checked="" type="checkbox"/> Tapal Clerk <input checked="" type="checkbox"/> Section Clerk (Taluk Office) <input checked="" type="checkbox"/> Citizen / Applicant	<input checked="" type="checkbox"/> District Administration

Process Input	Process Output
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Application in prescribed format. <input checked="" type="checkbox"/> Court fee stamp of Rs 5 on application form (except SC/ST). <input checked="" type="checkbox"/> Ration Card (To establish address and relations). <input checked="" type="checkbox"/> SSLC Certificate (To establish Religion and Caste). <input checked="" type="checkbox"/> Electoral ID Card/Photo ID Card <input checked="" type="checkbox"/> Other documents as necessitated. <ol style="list-style-type: none"> 1. For children of mixed caste marriages caste certificate of either of the parents 2. In some cases self-attested copy of family details is required. 3. Migrant Persons born and bought up in another District/ Taluk, report from that District/ Taluk. 4. For people born and bought up in other states, a certificate from the respective place. 5. If Converted: Relevant gazette advertisement 6. For Conversions: Shudhi certificate by authorized authorities 7. For SIUC: Certificate from Bishop 8. Adopted Children: Proof of Caste of father and adoption. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Caste Certificate
Transactional Volume	Validity of the service
<p>10000/ month (All Taluk)</p> <p>23000/month (All Villages)</p>	<p>Caste Certificate issued for a particular purpose (E.g.: Education) and as such validity is till the end of the course period.</p>
Service Level as Defined in GO	Service Level as observed in existing delivery
<p>7 Days</p>	<p>2 to 3 Days (without verification)</p>

10.1.1 Process Description

Sr.	Process Detail	Responsibility Center
14.	<p>Applicant applies for caste certificate at Village Office</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fills in prescribed application form. <input checked="" type="checkbox"/> Community certificate applicants affix court fee of Rs 5 on the application. No fee for SC/ST applicant. <input checked="" type="checkbox"/> Submits form along with supporting documents at VO. <ul style="list-style-type: none"> a. Ration Card. b. SSLC certificate c. Other documents as necessitated. 	Citizen / Resident
15.	<p>For Community certificates required for State Govt. Purpose, the Village officer is the authorized issuing officer.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Preliminary scrutiny of application form is done (in case of deficiencies in application / supporting documents, applicant is asked to rectify it). <input checked="" type="checkbox"/> After proper and satisfactory verification, the Village Officer issues the Community certificate (for state purpose). <input checked="" type="checkbox"/> In case of SC/ST certificate or Community certificate required for Central Govt. Purpose, the VO conducts enquiry, prepares report. And forwards the application with the report to the Tehsildar. 	Village officer
16.	<p>For SC/ST certificate and Community certificate required for Central Govt. Purpose, the Tehsildar is the issuing authority.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The application along with the supporting documents is received at the Taluk Office Tapal section. Tapal is entered, file number generated, documents scanned and forwarded to section clerk. <input checked="" type="checkbox"/> The file (manual file) as well as the application is moved to the Dy. Tehsildar via Taluk suite. 	Tapal/Section Clerk
17.	<p>Deputy Tehsildar.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Deputy Tehsildar scrutinizes the application and the submitted documents. <input checked="" type="checkbox"/> The Deputy Tehsildar again conducts enquiry himself if he is not satisfied with the verification report/documents. (On appointment by Tehsildar). The Deputy Tehsildar puts his remarks. <input checked="" type="checkbox"/> The form is forwarded, with recommendation/remarks to the Tehsildar (Manually and via Taluk suite) 	Deputy Tehsildar

Sr.	Process Detail	Responsibility Center
18.	<p>Tehsildar receives the file with reports of the Deputy Tehsildar and the VO.</p> <ul style="list-style-type: none"> ☑ Application request is approved both physically and through the Taluk Suit by Tehsildar for issuing caste certificate to the applicant. ☑ After the approval a print of the certificate is taken and signed by the Tehsildar. ☑ The Tehsildar forwards the certificate to the concerned clerk who intern submits it to the counter from where the citizens collect the same. ☑ In case of rejection remarks on application by VO or Deputy Tehsildar, Tehsildar reserves the right of rejection of application. 	Tehsildar
In case no supporting documents		
10.	Intensive Local enquiry is done by the Village Officer with visits to the applicant. Statement is taken from two neighbours/ locals and this forms a part of the report.	Village Officer

Note:

Non-Creamy Layer Certificate: The Creamy layers are not eligible for the privileges reserved for the backward classes. If the purpose for which caste certificate is required for specifically requires mention of non-creamy layer, the same is issued by the VO (for State Govt. purpose) and by Tehsildar (for Central Govt. purpose). An applicant whose family income exceeds Rs 4.5 Lakhs cannot avail privileges reserved for OBCs and as such falls in the creamy layer. The income of only the parents is considered for purpose of exclusion as non-creamy layer. Children of Class I employees and Constitutional members cannot be issued non-creamy layer certificate.

Process inputs for non-creamy layer certificates are In case of Govt. Employees:

- Employment certificate from employer
- Category of Post employed in
- Income proof (property details, income from all other sources)

N.B: For Govt. employed Parents with Agriculture income only income by salary is not considered.

The particulars verified for issuing a non-creamy layer certificate are caste, income, nativity and employer certificate of the applicant.

10.1.2 Service Levels

During the AS IS study the consultants observed that although the Taluk office & Village Office is distributing the certificate within the stipulated time as mentioned in the Government Order, still some of the repetitive process can be improved in term of the file transfer. This disparity can be attributed due to many reasons such as lack of resources and consumables. The following table shows the activity wise service level.

S. No.	Activities	Service Level (observed) – In days	Remarks
1	Application submission	1	
2	Field Verification	5-7	
3	Report Submission	1	
4	Certificate issuance	1	
	Total time	7 - 10	

10.1.3 Process Analysis

The Caste Certification process as existing in the district is partially automated. The frontend is manual and the entire process of service delivery is Hybrid (combination of manual and automated process) which includes physical verification and multiple levels of recommendations before final approval.

Process Analysis – Caste/Community Certificate

Sr.	Parameters	Improvement/Opportunities
1	Transparency	Low because human factors involved.
2	Accountability	Accountability could not be traced back to the responsibility center.
3	Citizen Orientation	Low, as the process is less citizen friendly and absence of ease of service delivery.
4	Degree of BPR Required	High because of multiple levels of interface of various actors and need for realigning process steps to eliminate redundancy (both forward and reverse movement as established in the ASIS)
5	Technology	Front end needs to be created as the backward integration of end process is digitized.

10.2 Process after BPR

10.2.1 Key BPR interventions

Sr.	Process Details	Responsibility Centre
1.	<p>Form availability, application receipt and payment receipt component are pre-defined process. The Form Availability component ensures availability of the application form. The Application and Payment is received at Common Service Centre as per the Application Receipt and Payment component.</p> <ul style="list-style-type: none">▪ The output of the pre-defined process acts as process initiation trigger by the applicant	eDistrict application (eDA)
2.	<p>Information component could be used by the applicant to avail any information relating to the service.</p>	Applicant / eDistrict application
3.	<p>CSC operator receives the application form and supporting documents from the applicant. The authenticity/identity of applicant is identified by the CSC owner using any of the government identity cards (Ration Card etc.)</p> <p>CSC operator logs into the e-District application through user name and password security.</p> <ul style="list-style-type: none">▪ In case, Biometrics feature is enabled, CSC operator authenticates the system login through the same.▪ CSC operator scrutinizes the application form, takes photograph of the applicant and▪ Accepts the application request.▪ Operator enters application details into the eform & also scans and uploads the supporting documents and submits. Details of identity are also captured.	CSC Operator
4.	<p>In case of any rectification, CSC operator asks the applicant to make the correction / fulfil any other required information.</p> <p>After satisfying himself, CSC operator submits the service request to the eDistrict Application. The Applicant is provided with a Receipt which includes among others a unique Service Request Number and prospective date of delivery.</p>	CSC Operator
5.	<p>CSC operator sends hard copy of application form and original supporting documents to concerned office (Village Officer in case of OBC/General and state certificates, Tehsildar Office in case of SC/ST/all outside certificates) through post.</p>	CSC Operator

6.	eDistrict application sends a copy of information to Tehsildar for all the service requests filed.	eDistrict application
7.	eDistrict application checks the application request and does the following. <ul style="list-style-type: none"> ▪ If the application can be approved by VO (Case A), sends the application to Village Officer for verification and issue. ▪ If the application can only be approved by TO (Case B), marks the application to VO for verification and intimates TO. 	eDistrict application
8.	Case A: VO logs into the e-District application through user name password access mechanism	VO-VA
9.	VO receives the application request & checks the supporting documents. <ul style="list-style-type: none"> ▪ If the supporting documents are not as per the service requirement, VO will add remarks & updates the details which will be visible to applicant. ▪ If documents are ok, VO will do the following. <ul style="list-style-type: none"> ○ He verifies the details of verification leaf from the Database and then carries out the physical verification of the applicant. After that he enter his remarks and updates, finally rejecting/approving the service request using rejection/approval component 	VO-VA
10.	eDistrict application is updated upon action of the VO. <ul style="list-style-type: none"> ▪ If the application is approved by VO, eDistrict application will generate a DSN and update the Database. ▪ If the application is rejected by VO, e-District Application will update the final status of the service request. 	eDistrict application
11.	Case B: Alternatively, the file will be received by VO and will verify the details of the verification leaf from the Database and carry out the physical verification of the applicant. After that VO enters the remarks and updates into the system.	VO-VA
12.	eDistrict application will update the remarks of VO & notifies Tehsildar.	eDistrict application
13.	Tehsildar reviews the case file & gives final decision on the service request. <ul style="list-style-type: none"> ▪ In case he is satisfied, he will approve the service request 	Tehsildar

	<p>using approval component.</p> <ul style="list-style-type: none"> If he is not satisfied, he will reject the service request using rejection component 	
14.	<p>e-District application is updated upon action of the Tehsildar</p> <ul style="list-style-type: none"> If the application is approved by Tehsildar, eDistrict application will generate a DSN & update into DB If the application is rejected by Tehsildar, e-District Application will update the final status of the service request. 	eDistrict application
15.	<p>eDistrict application activates the predefined delivery component through which the service delivery happens to the applicant.</p>	eDistrict application
16.	<p>Applicant visits CSC with acknowledgement receipt issued by CSC during Service registration, establishes his identity and gets the copy of caste/ community certificate after payment of service charges(if any notified)</p> <p>Alternatively, the citizen can also download the digitally signed certificate from the eDistrict / State Portal based on the application form number / Aadhaar number.</p>	Applicant

Status Tracking

Sr.	Process Details	Responsibility Centre
1	The applicant is notified at the time of application submission whether his application has been submitted by the kiosk operator to the eDistrict application and that eDistrict application has registered his service request	eDistrict Application
2	The application would also notify the applicant whether his application has been rejected or accepted	eDistrict Application

10.3 Aspirational Process after BPR

10.3.1 Key BPR interventions

Assumptions

- Aadhaar Card has been issued to all the residents.
- All the Government officials involved in the delivery of this service have been assigned digital signatures.
- Caste Certificate database is updated and linked to Aadhaar Number.
- Service Workflow is completely electronic.
- All the databases are updated in real time.

Process Description

Sr. No.	Process Details
1	Applicant logs into the System using Aadhaar Number and selects the option to generate Caste Certificate
2	The System automatically determines the caste of the applicant based on already existing Caste and Birth database.
3	System generates the Caste Certificate along with Reference Number
4	Applicant receives the Caste Certificate in PDF format

Salient Points

- Citizen need not submit any application/form to avail the service.

Annexure A– Payment methods

Various methods of making the payment through CSC/ website are under different stages of development. The private sector mobile provider has also developed the concept of m-money (mobile money) and is already in use for services in private sector. The possible methods for making the payment in futuristic scenario can be as follows.

1. Payment Gateway from DeitY
2. CSC Wallet
3. M-payment (Mobile payment)

Fees for availing services would be decided by the respective.

1. Payment Gateway from DeitY

DeitY has initiated a centralized Payment Gateway integrated with the State Portal/SSDG with NDML, a wholly owned subsidiary of National Securities Depository Limited (NSDL).

- The Payment Gateway will be set up by DeitY, operated and maintained by NDML.
- Single central instance of Payment Gateway for all services across country
- Payment Gateway securely connected with NSDG/SSDG
- Adoption of dual strategy
 - SSDG/NSDG for services connected through the Gateways
 - Directly through portal for services not connected through Gateways – e-Procurement, treasury etc.
- Payment Types:
 - Net banking, Credit Card, Debit Card, Prepaid/Cash Card/Wallet, Interbank Mobile Payment Service (IMPS) & Mobile Wallet.

Transaction Charges: (Draft transaction charges which is in the process of approval)

Sl. No.	Payment Type	Transaction Fees (Excluding applicable Taxes)
1	Net Banking	✓ Rs. 5 for transaction amount up to Rs.500 ✓ Rs. 10 for transaction amount above Rs.500
2	Debit Card	✓ 0.75% of the transaction amount for value up to Rs. 2000
3	Credit Card	1% of the transaction amount
4	Cash-card/ Prepaid/ Wallets	Rs.10 or 1.5% of the transaction amount whichever is lower
5	IMPS	✓ Rs.5 for transaction amount up to Rs. 5,000 ✓ Rs.7 for transaction amount from Rs. 5,001 to 25,000. ✓ Rs.8 for transaction amount from Rs. 25,001 to 50,000.

		✓ Rs.9 for transaction amount from Rs. 50,001 to 1,00,000.
6	NEFT / RTGS	✓ Rs.5 per payment for any amount

2. CSC Wallet

The CSC SPV has designed a central portal for the CSC Scheme- Apna CSC - for online delivery of services through the CSC network. The key features of the Portal include:

- A Web based solution for CSCs to render online G2C & B2C Services
- Prepaid Wallet System for Cash Management
 - VLE to maintain prepaid wallet balance with CSC SPV against which he will be allowed to transact
 - VLE Wallet creation and top-up enabled through the National Payment Gateway (Net Banking, Credit Card or Debit Card) and SBI's IMPS solution (Mobile Banking)
 - Automated partner payment settlement system that calculates & settles the revenue share (commission) of various partners involved in the transaction
 - CSC SPV to settle with service provider as per mutually agreed terms
 - The Wallet management system can be integrated with various State Portals as a mechanism of cash collection.
- Real-time transaction monitoring
- Generate MIS based reports for data collected
- Multi-lingual instruction manuals & self-help tutorials

The pre-paid wallet system can be integrated with State Portals, e-District portals and other G2C service portal at no additional costs. States do not pay for integration or the use of this wallet system. Currently, all costs for maintaining the pre-paid wallet on the Apna CSC Portal are borne by the VLE. Further, the Apna CSC Portal doesn't mandate VLEs to maintain a minimum balance. However, it is important to note that the VLE will be able to transact only if there is sufficient balance in his/her prepaid wallet. The general process flow of the cash flow is as follows:

- Citizen approaches VLE for service
- VLE enters details in service provider portal, requesting transaction
- Pre-paid wallet system checks if VLE wallet has enough balance:
 - If yes, service is approved. The amount collected from the citizen is deducted from the VLE's wallet and receipt is issued to citizen
 - If no, service is declined
- The CSC SPV will transfer money collected by VLE with the service provider as per mutually agreed terms

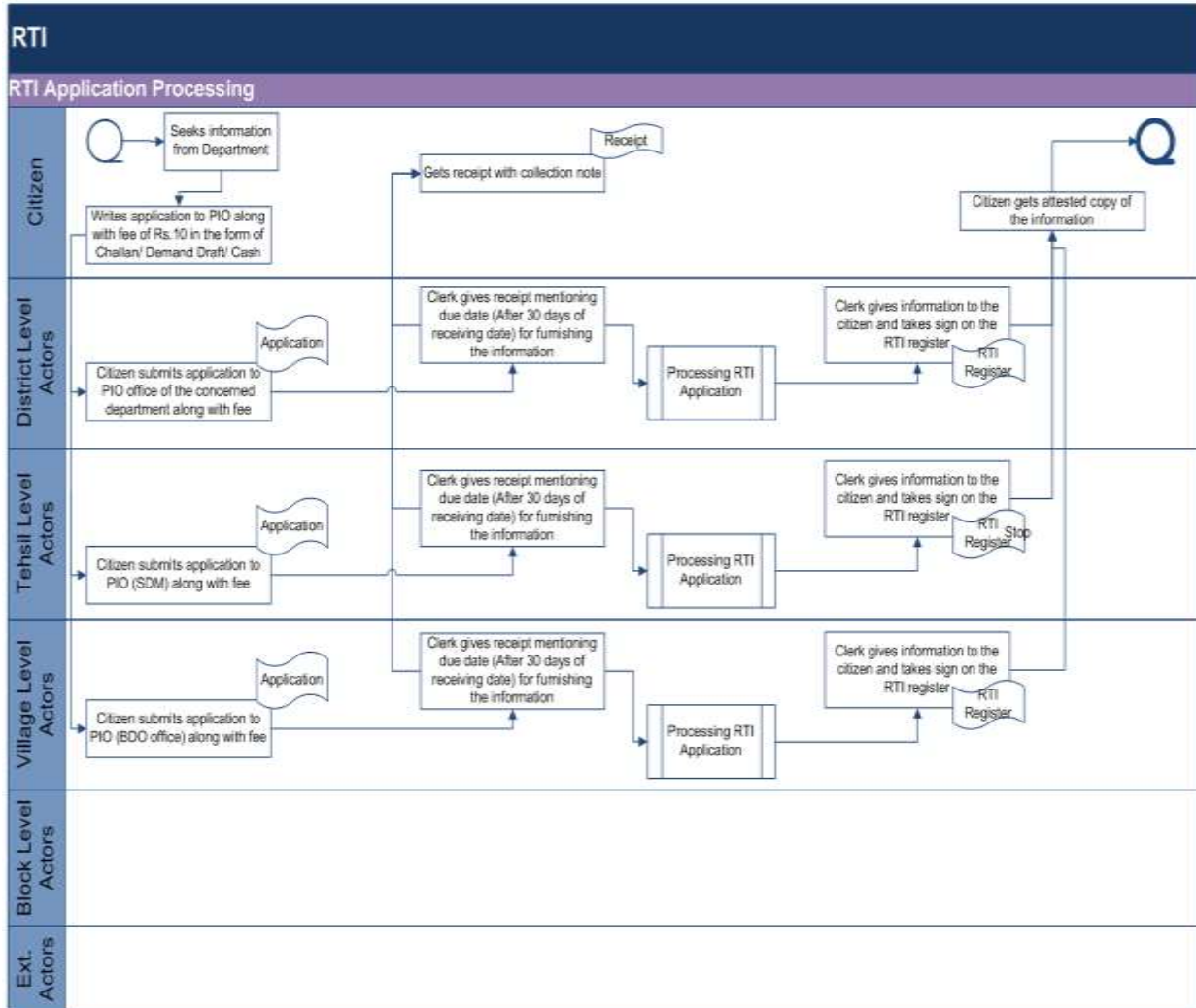
3. M-payment

Mobile payment method can be enabled by partnering with leading mobile and m-commerce services provider. The private sector is already using mobile payments. The processes and system has been matured for adoption in delivery of Government services.

Annexure B – Process Maps

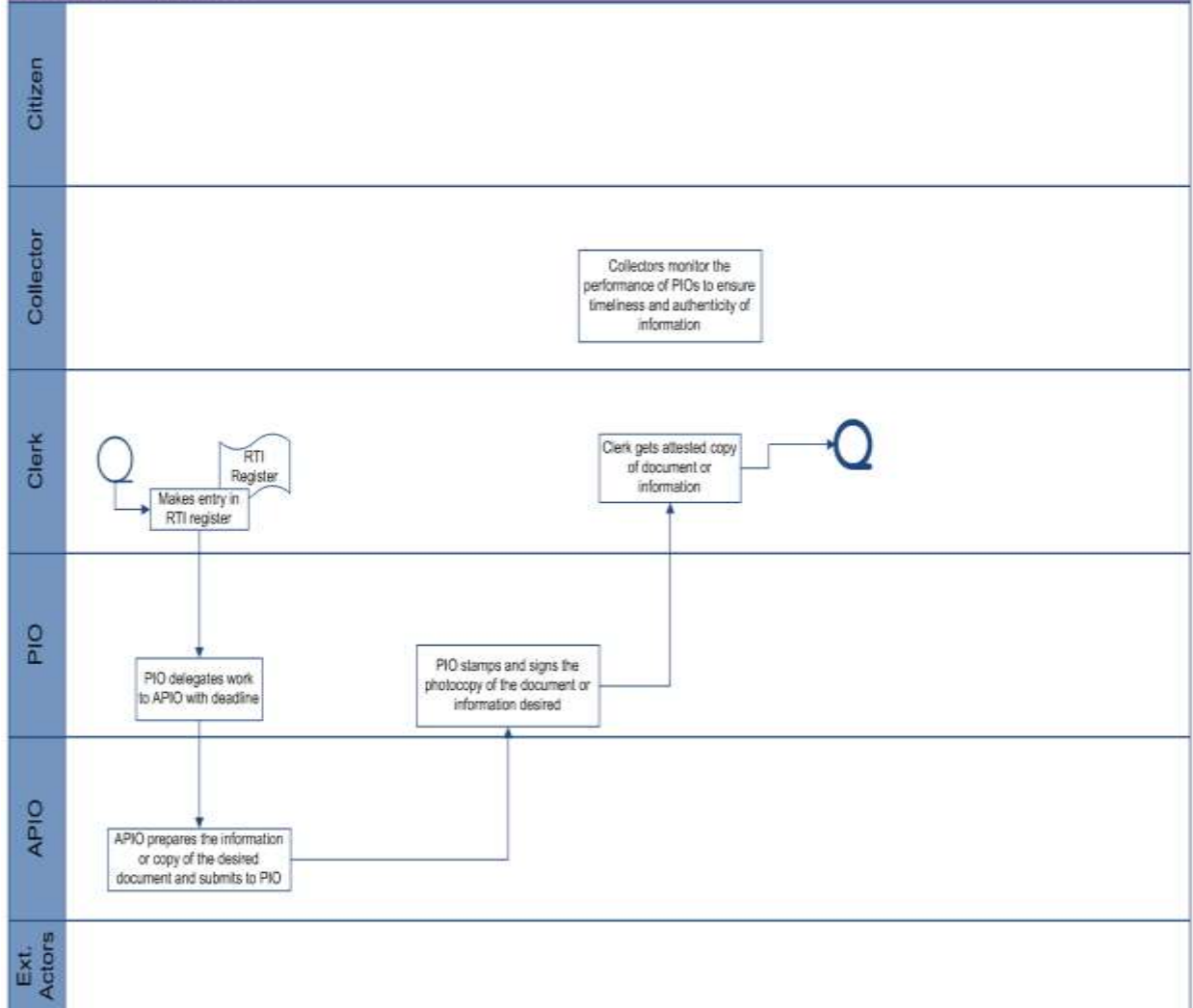
1 RTI Application

1.1 Process before BPR RTI Application

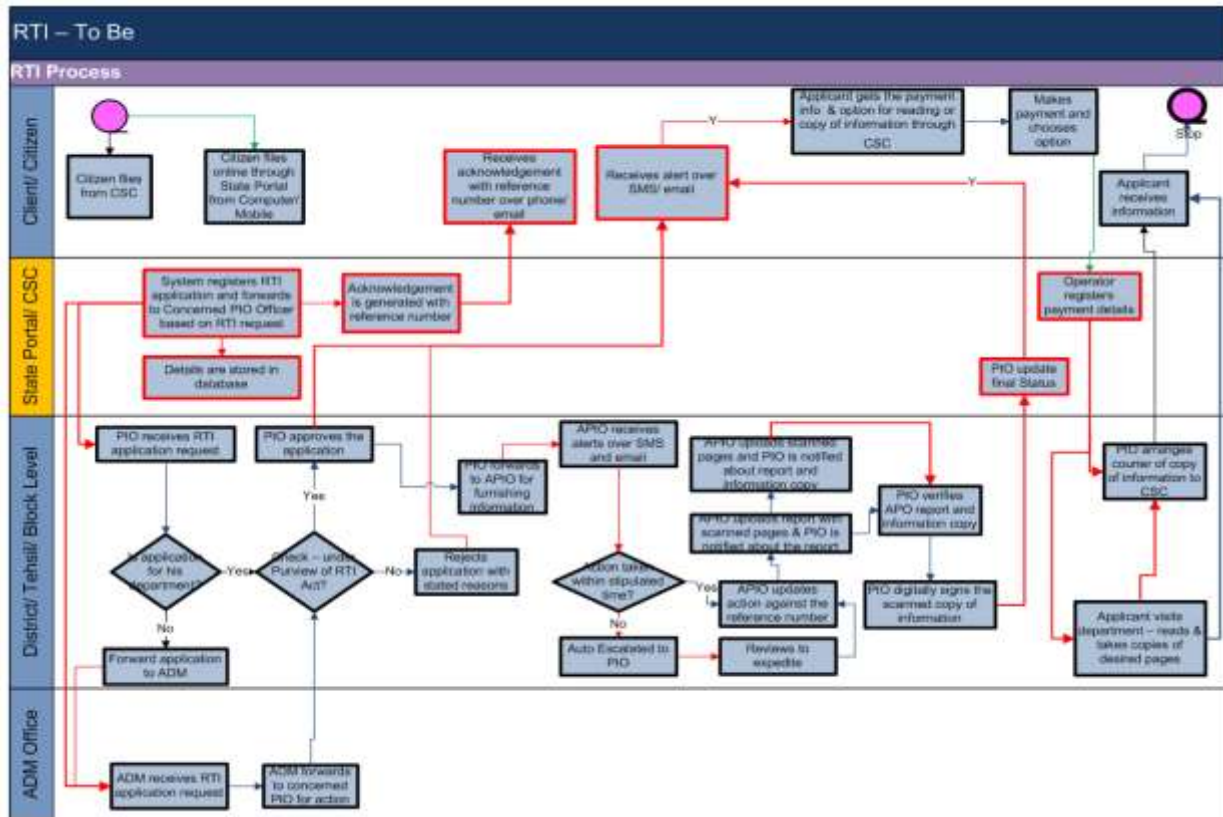


RTI

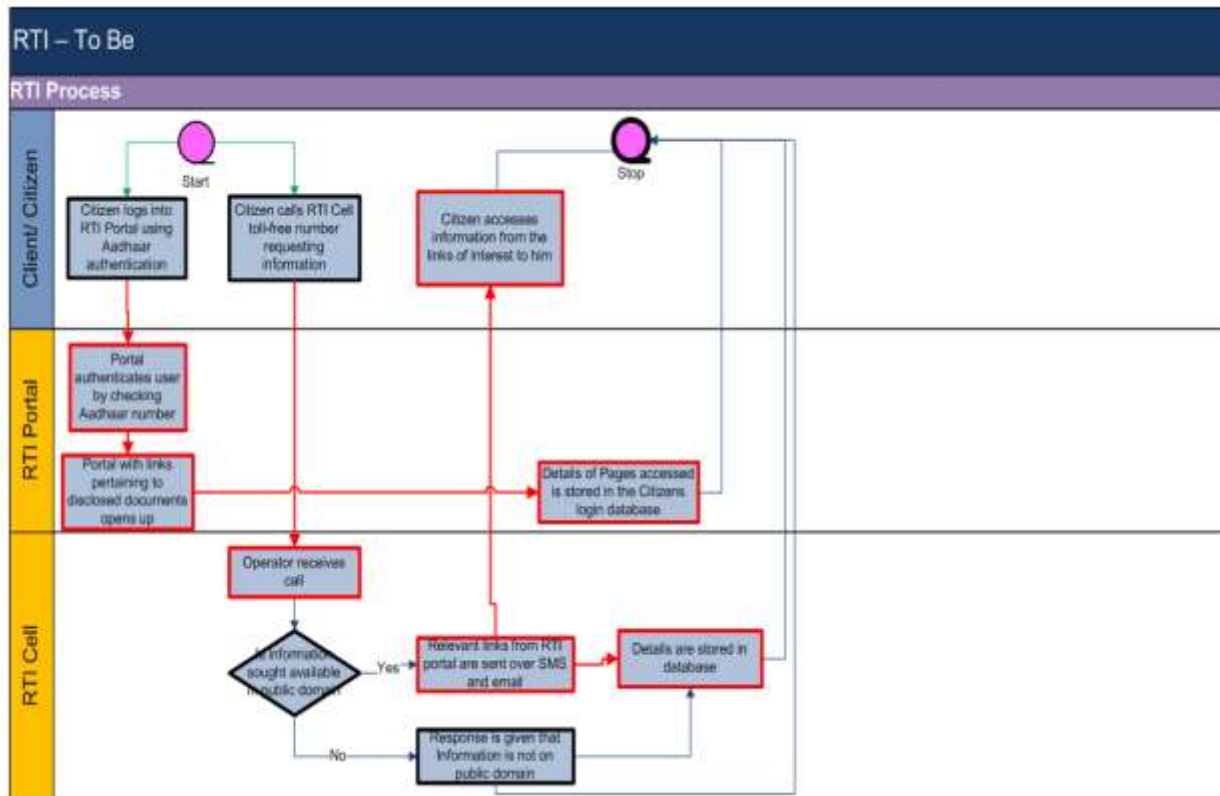
Processing RTI Application



1.2 Process after BPR RTI Application

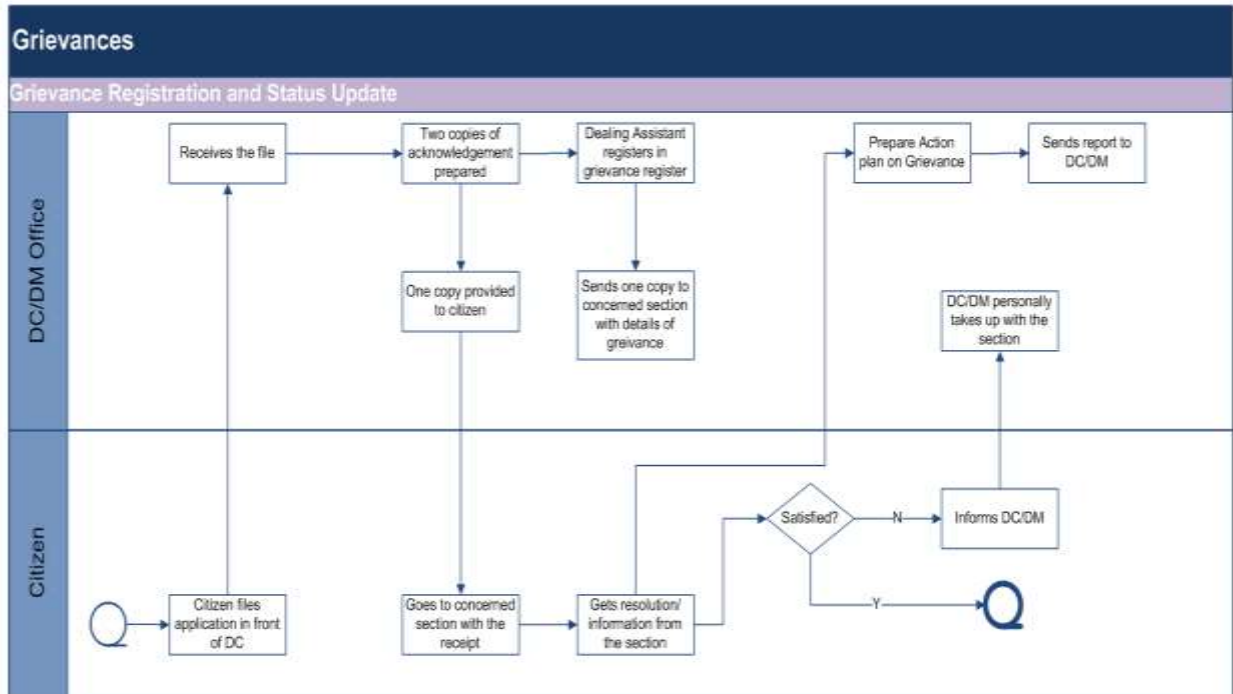


1.3 Aspirational To Be RTI Application

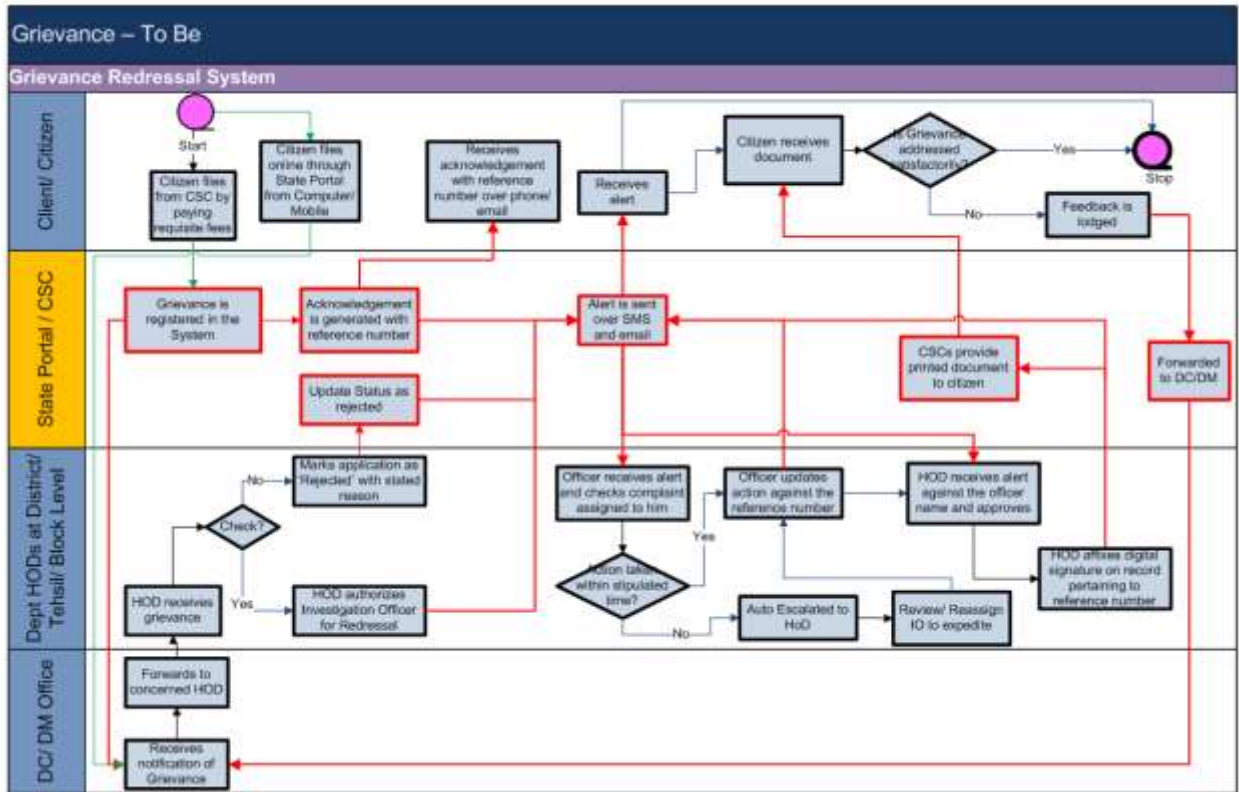


2 Grievances

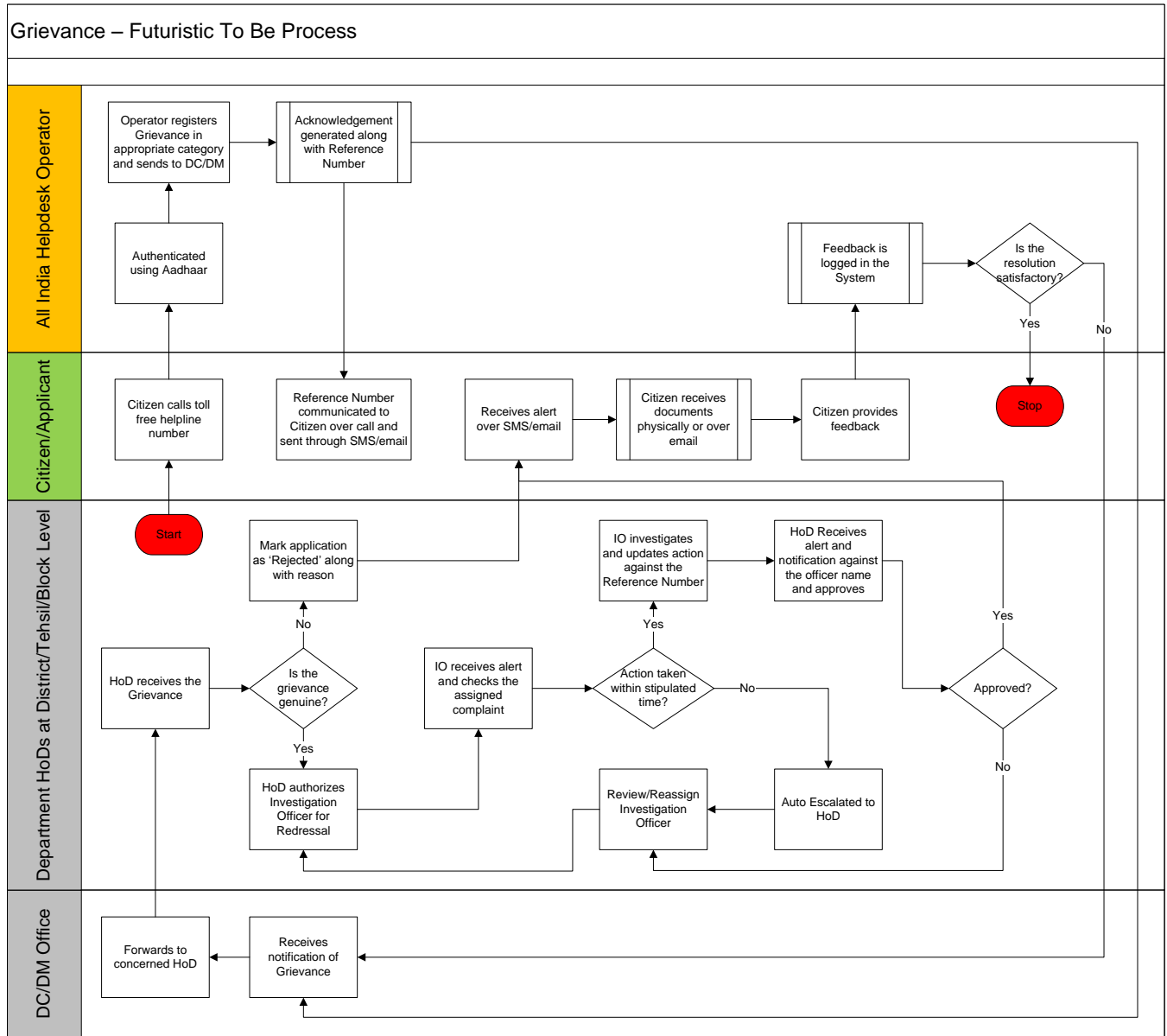
2.1 Process before BPR Grievances



2.2 To-be Process- Grievances

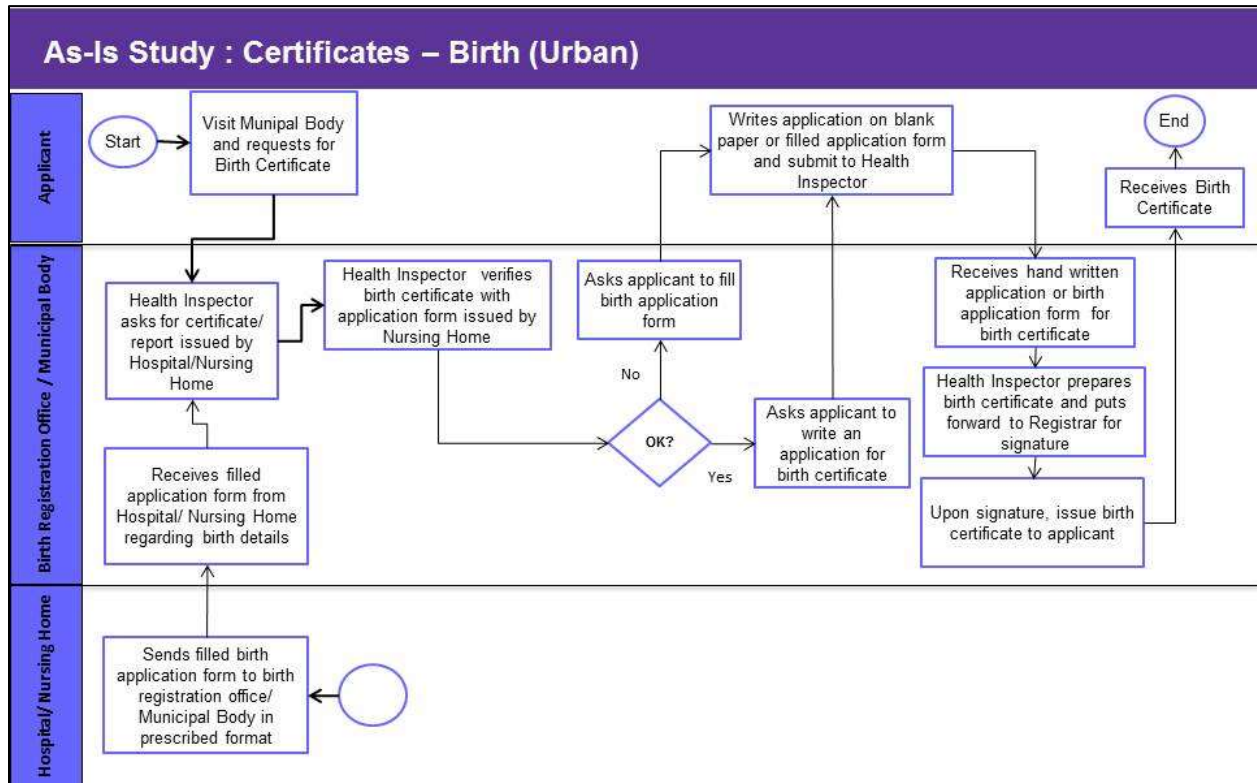


2.3 Aspirational To Be Scenario- Grievances

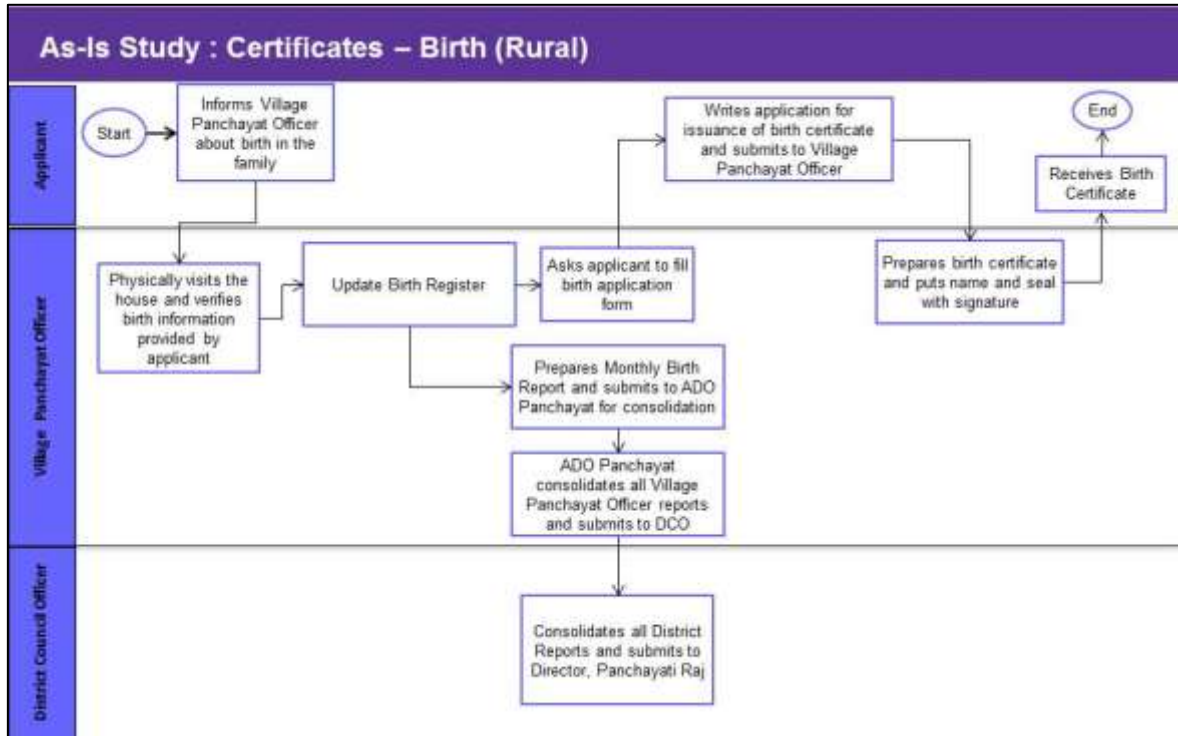


3 Birth & Death Certificate

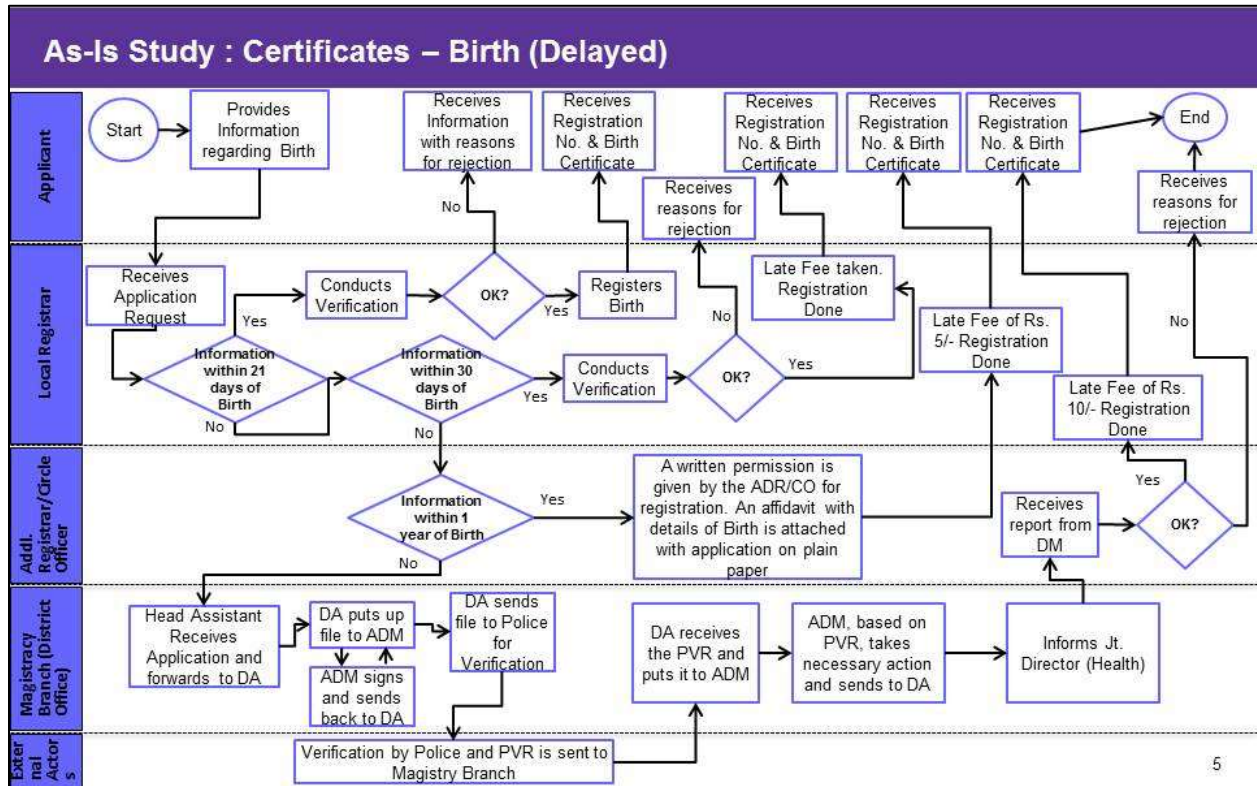
3.1 Process before BPR: Birth Certificate (Urban)



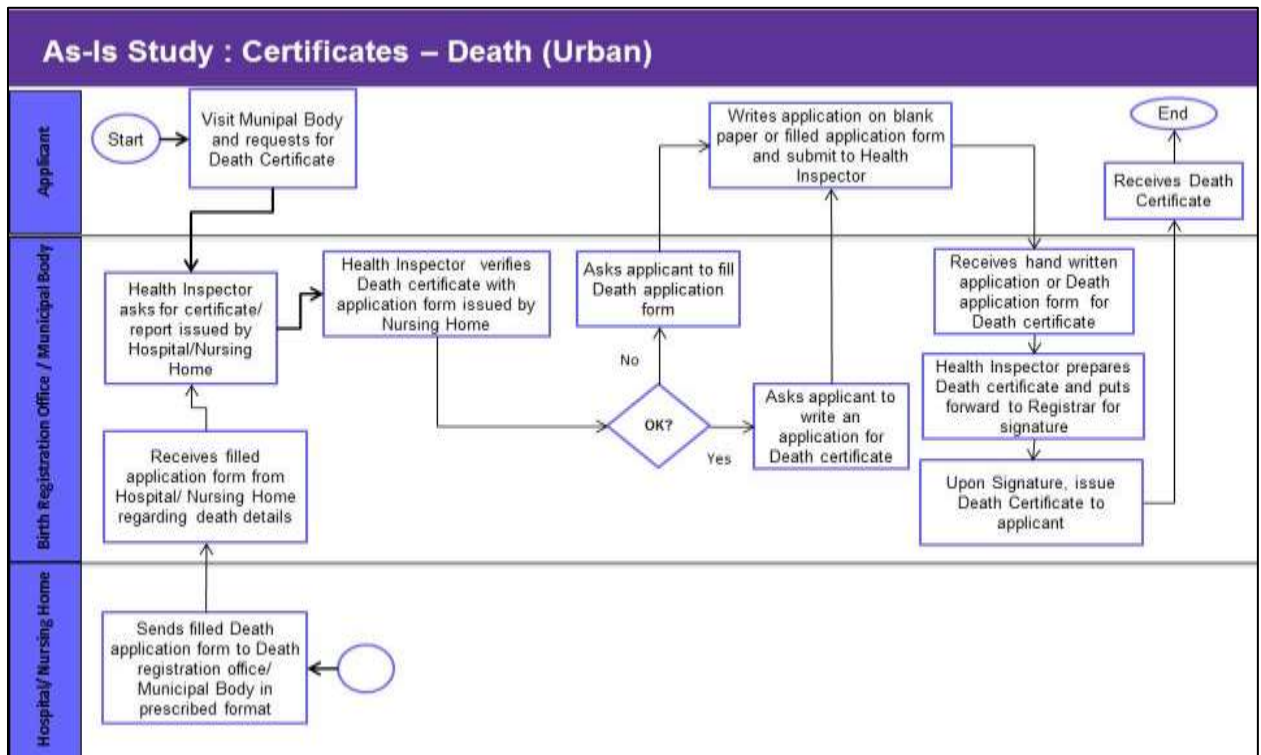
3.2 Process before BPR -Birth Certificate (Rural)



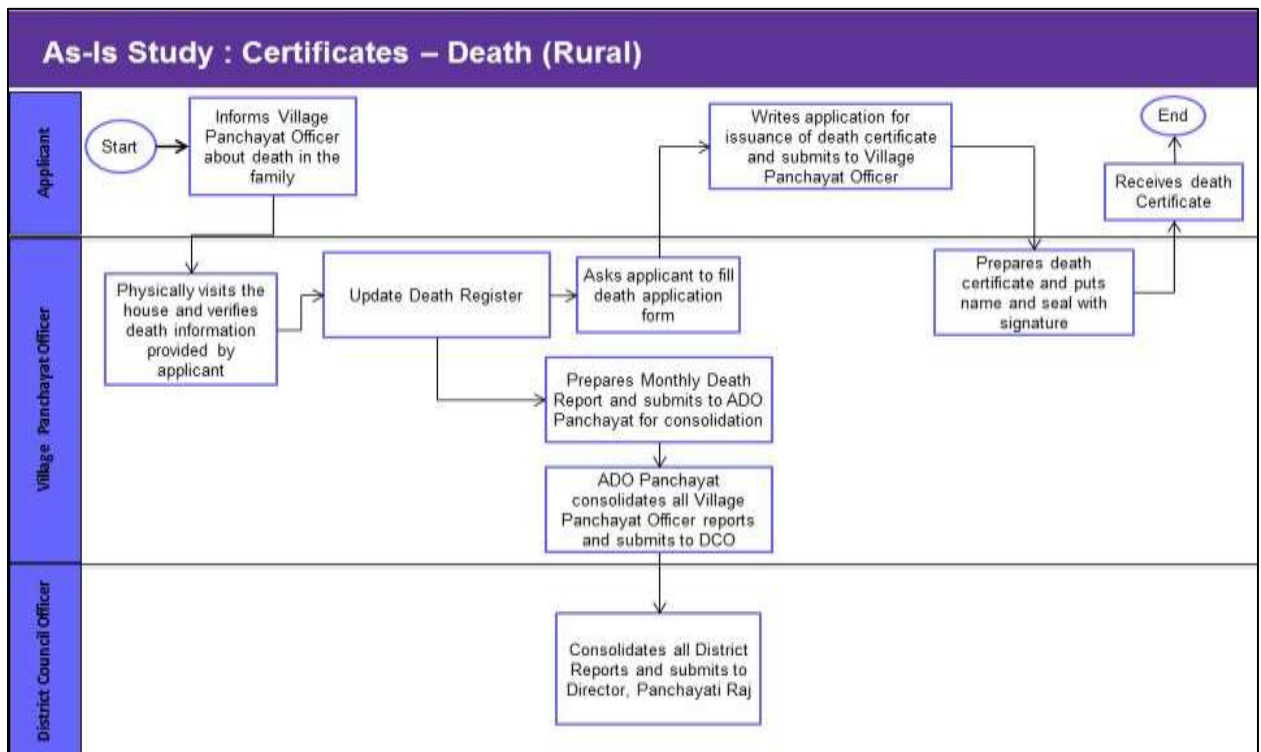
3.3 Process before BPR- Birth Certificate (Delayed)



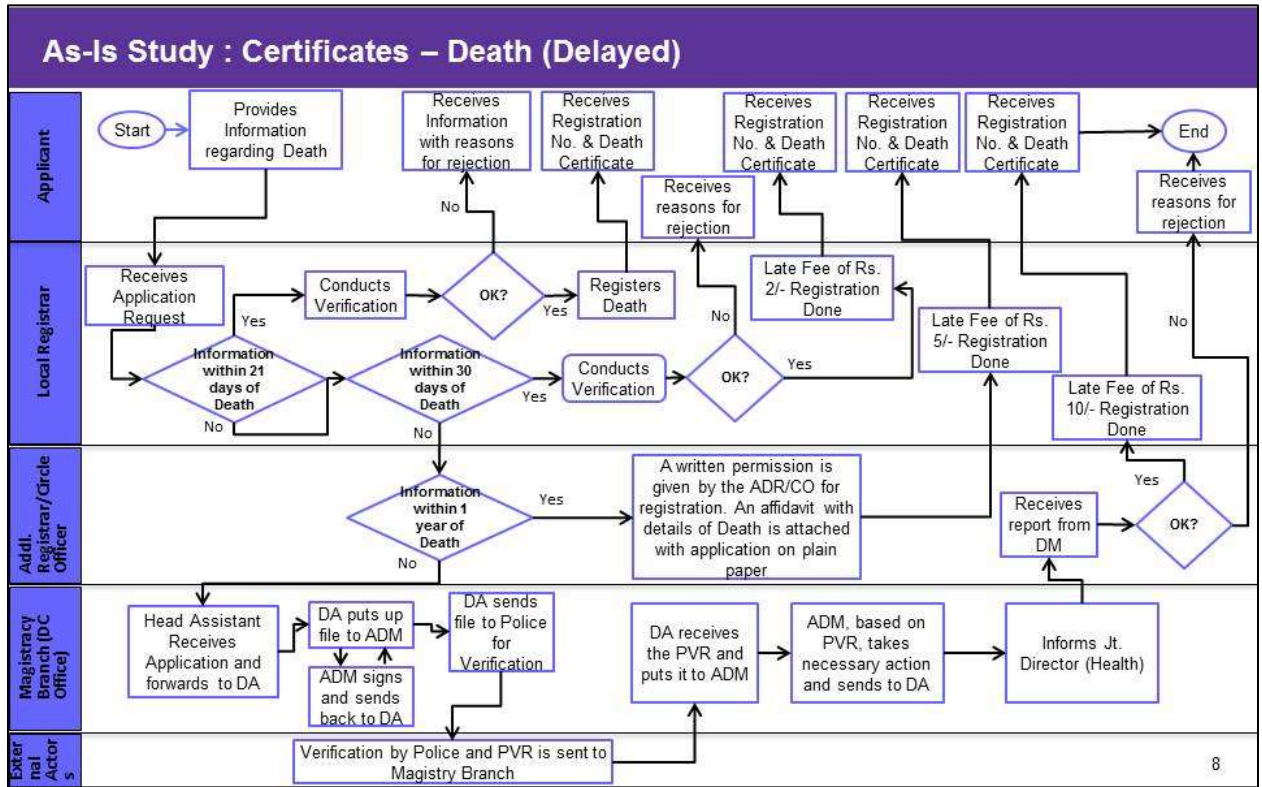
3.4 Process before BPR Death Certificate (Urban)



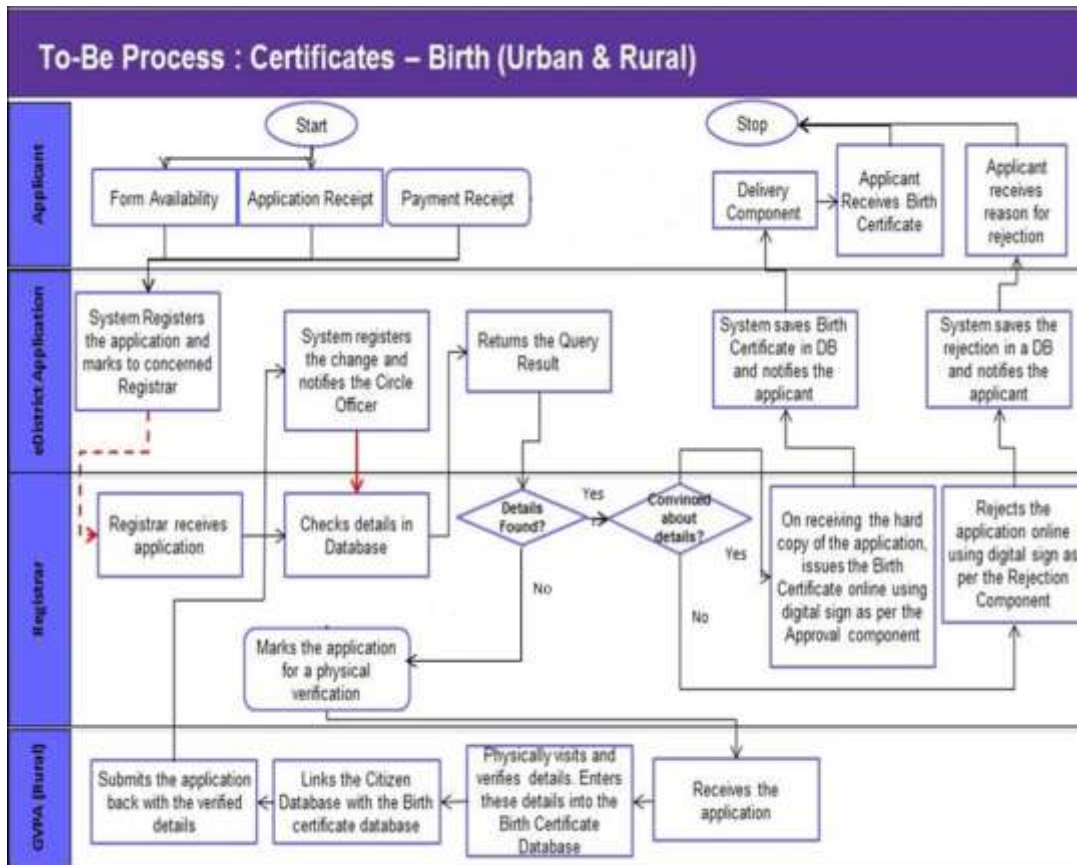
3.5 Process before BPR Death Certificate (Rural)



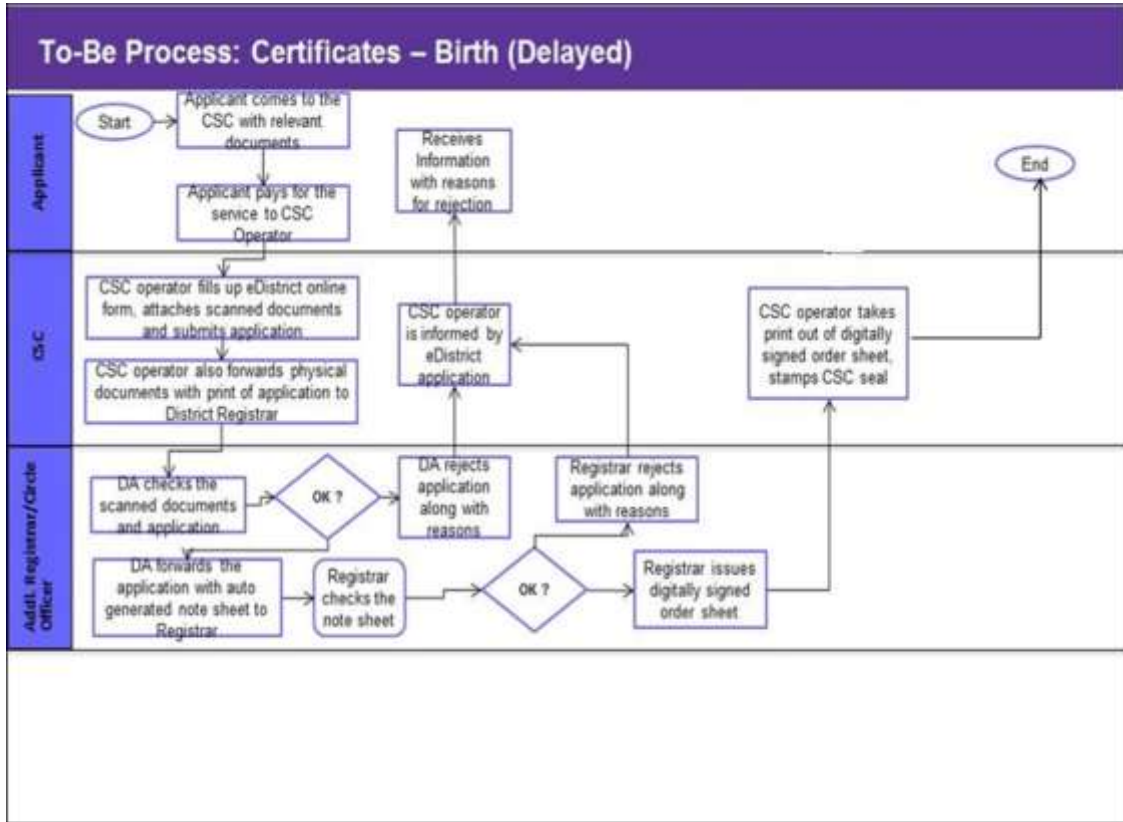
3.6 Process before BPR- Death Certificate (Delayed)



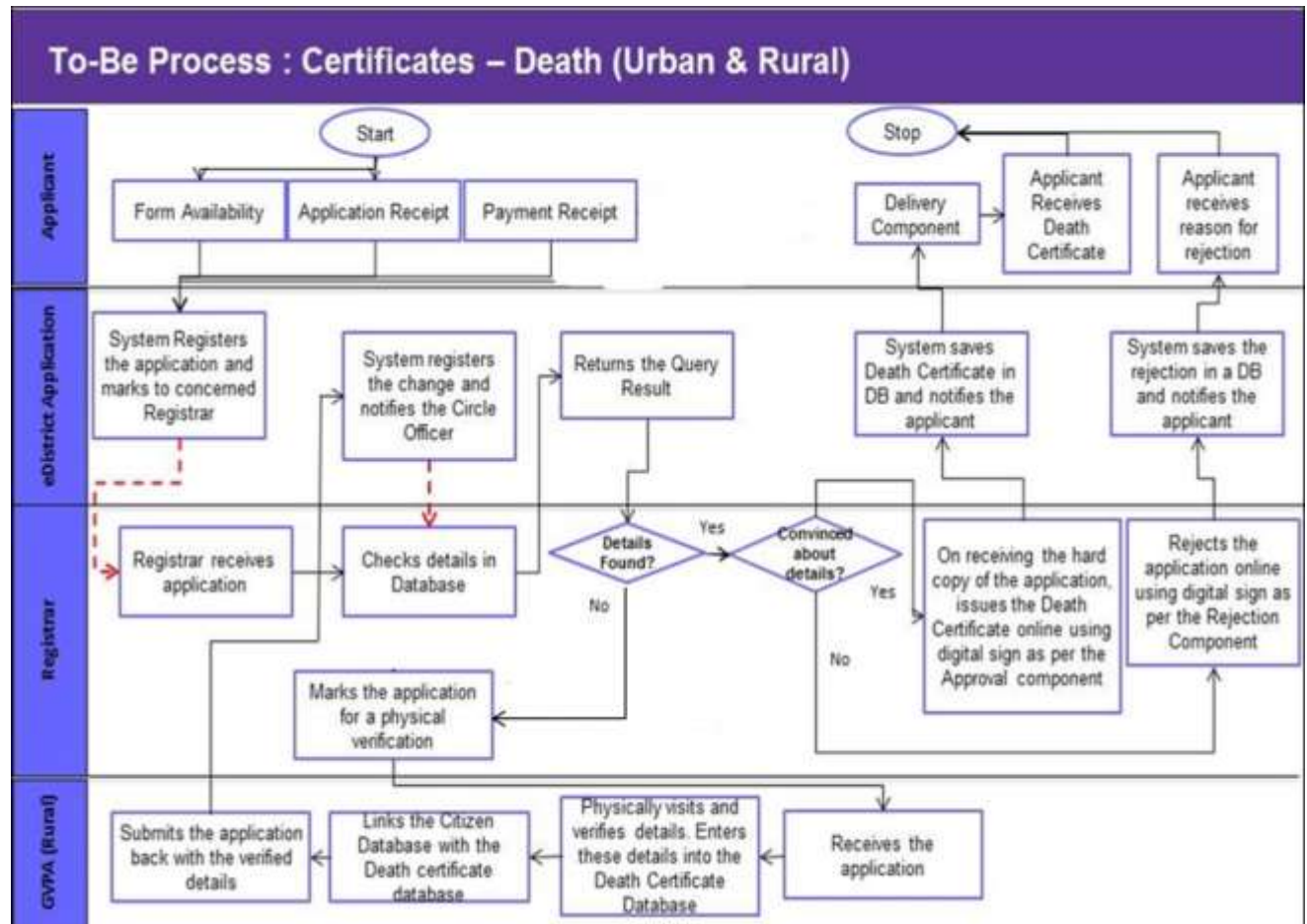
3.7 Process after BPR Map – Birth Certificate (Urban & Rural)



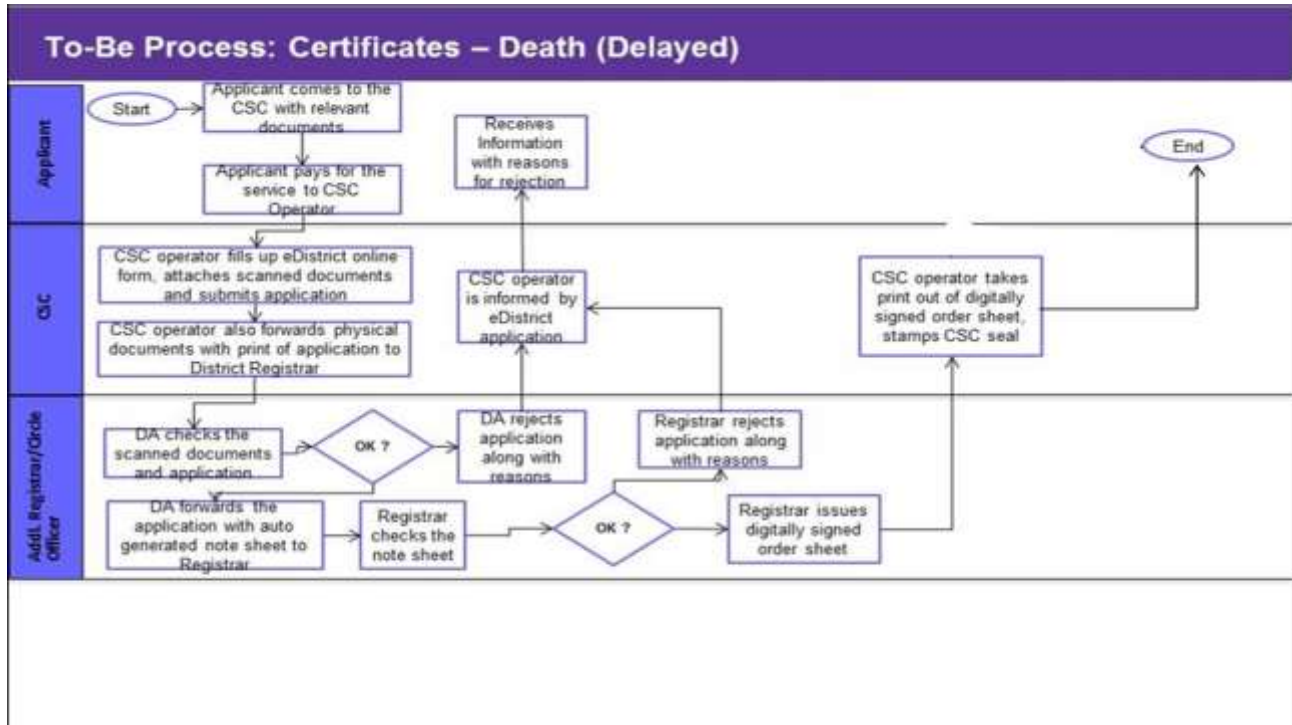
3.8 Process after BPR Map – Birth Certificate (Delayed)



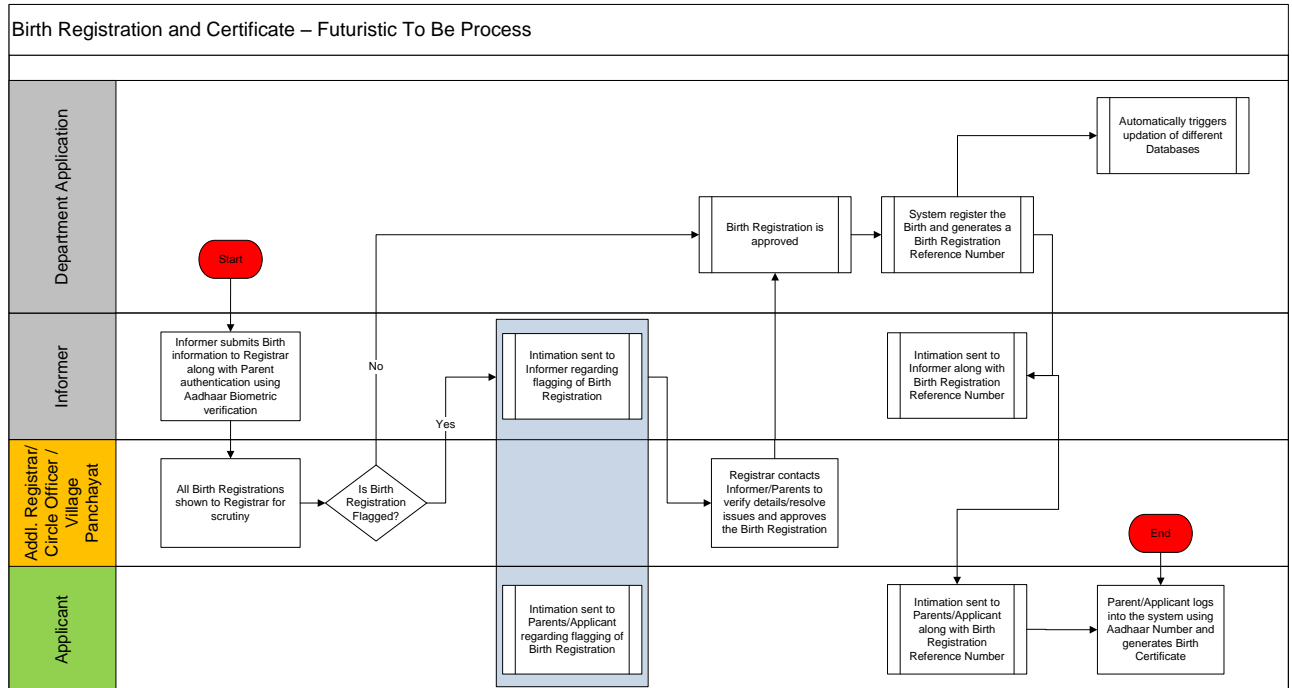
3.9 Process after BPR Map – Death Certificate (Urban & Rural)



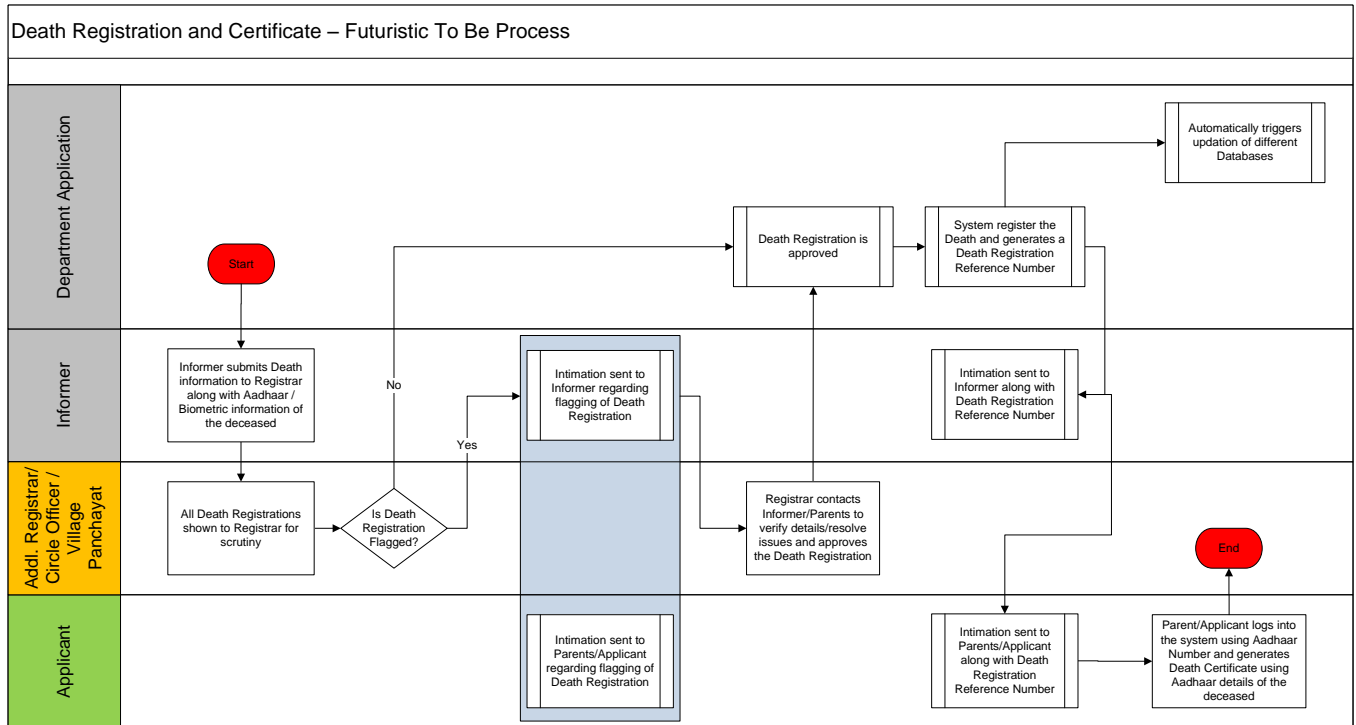
3.10 Process after BPR Map – Death Certificate (Delayed)



3.11 To Be Future Scenario- Birth Registration & Certificate

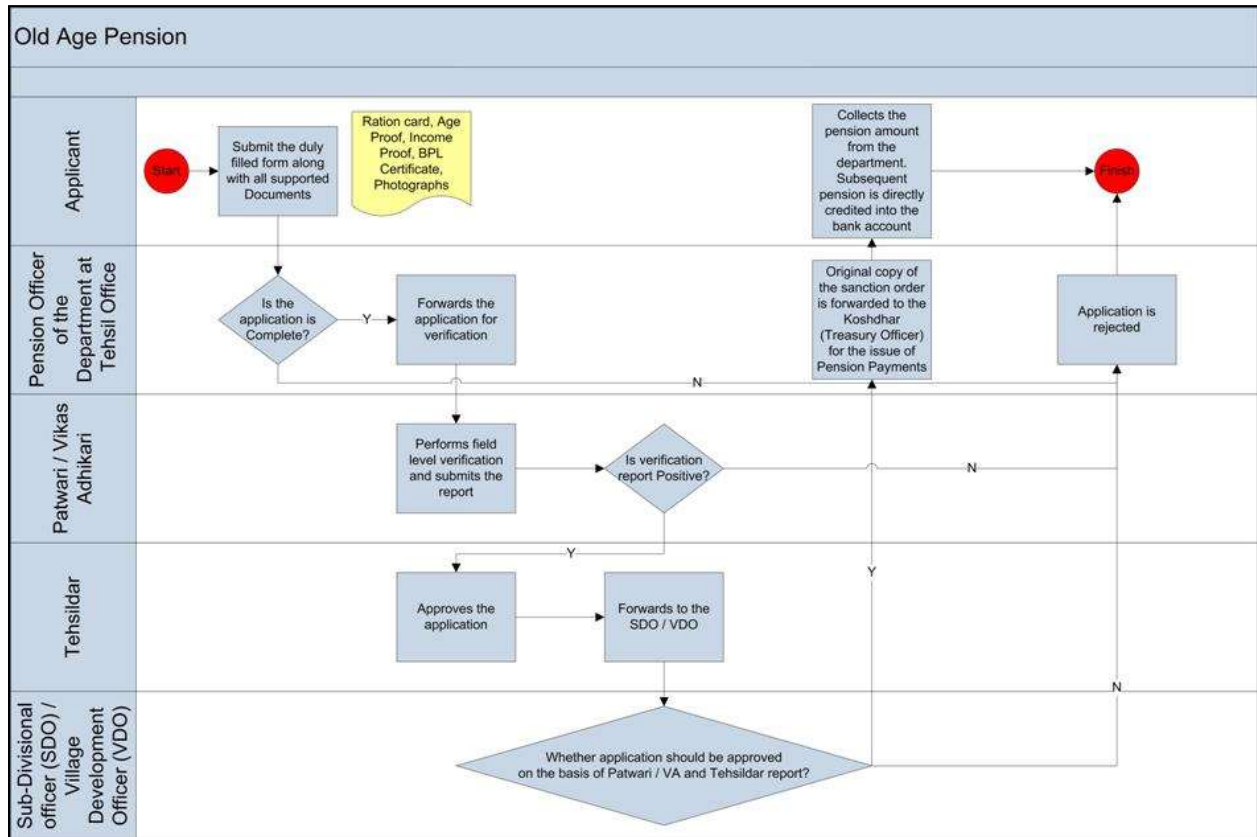


3.12 To Be Future Scenario- Death Certificate & Registration

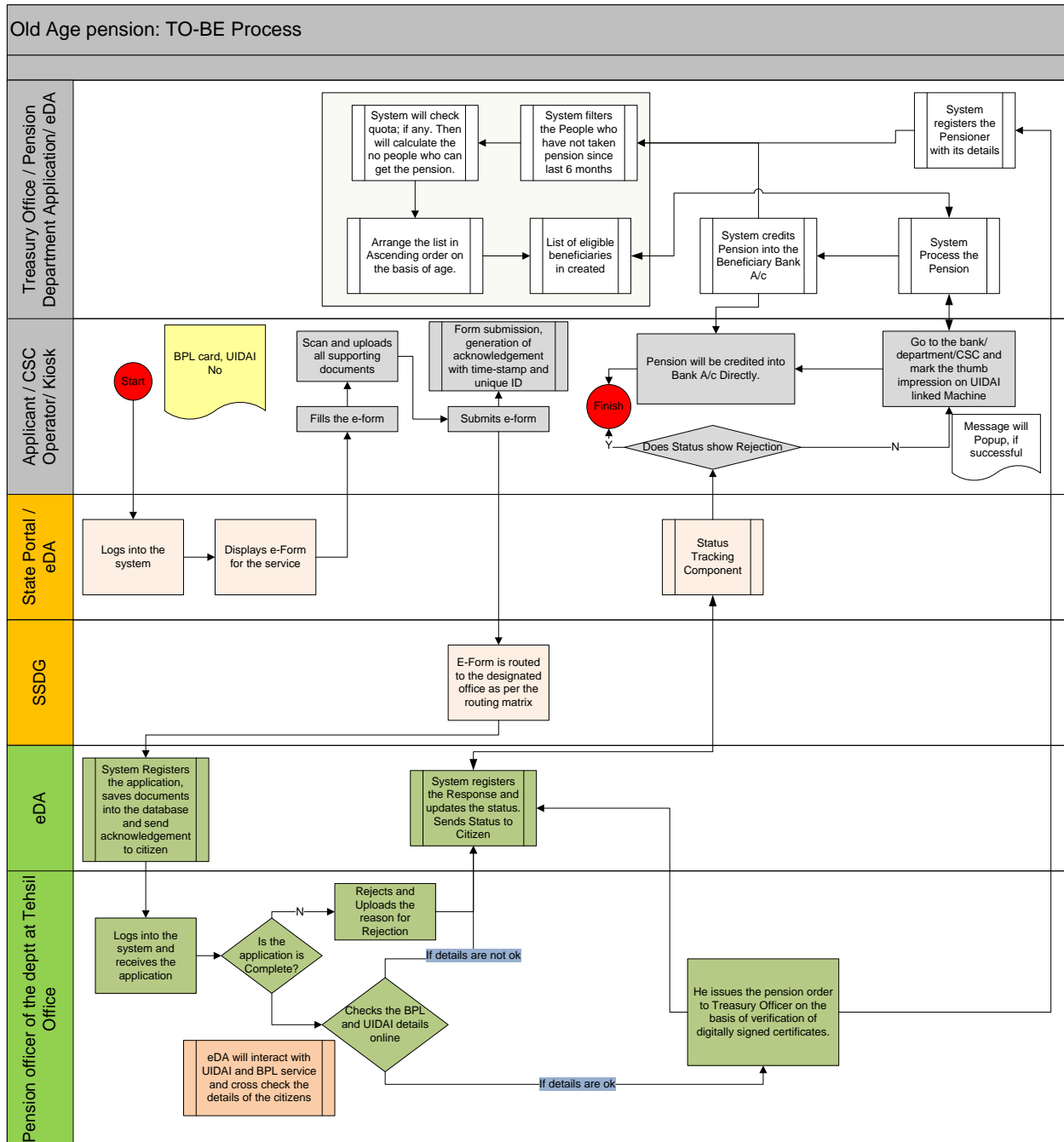


4 Old Age Pension

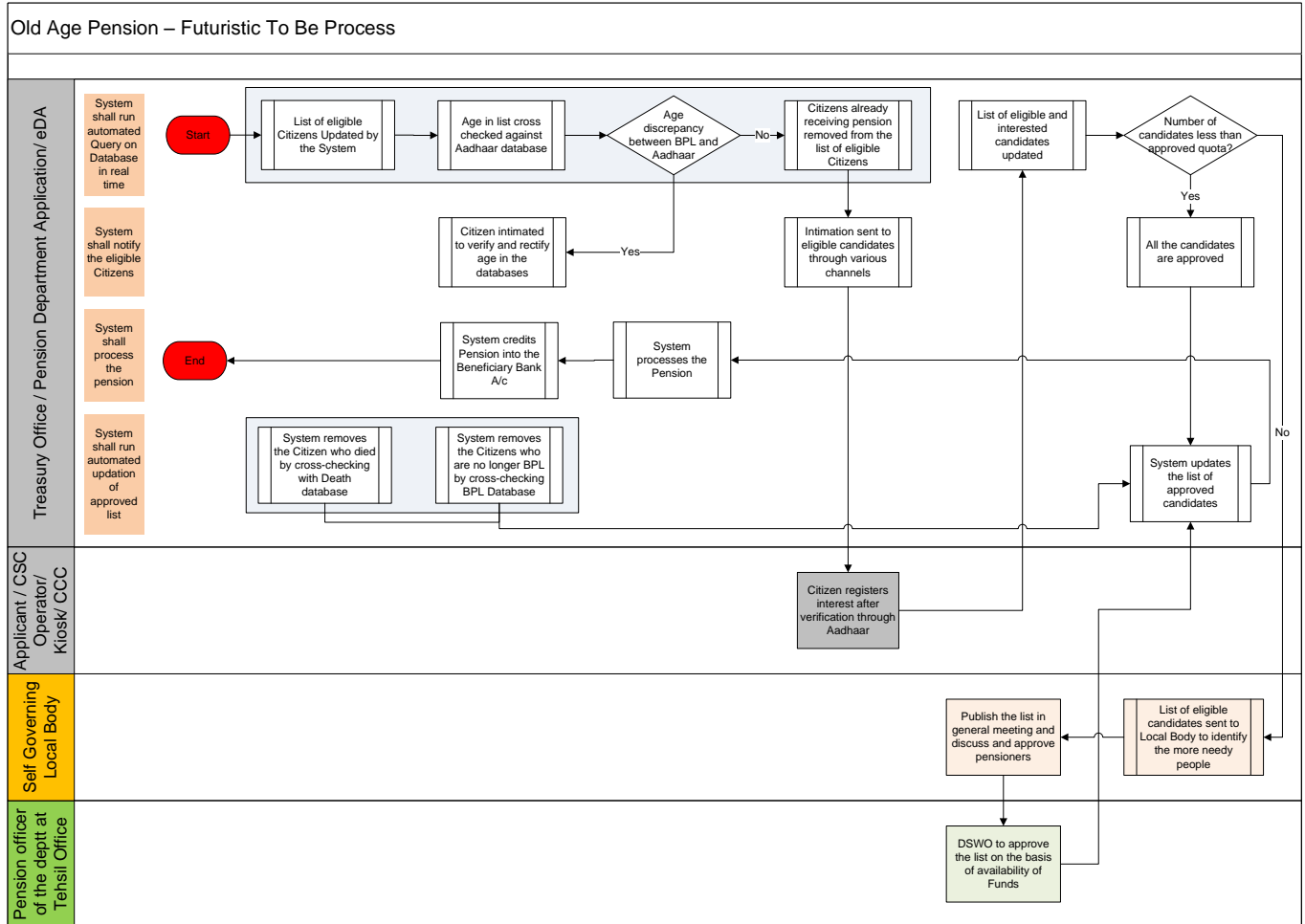
4.1 Process before BPR Old Age Pension



4.2 To-be Process Map- Old Age Pension

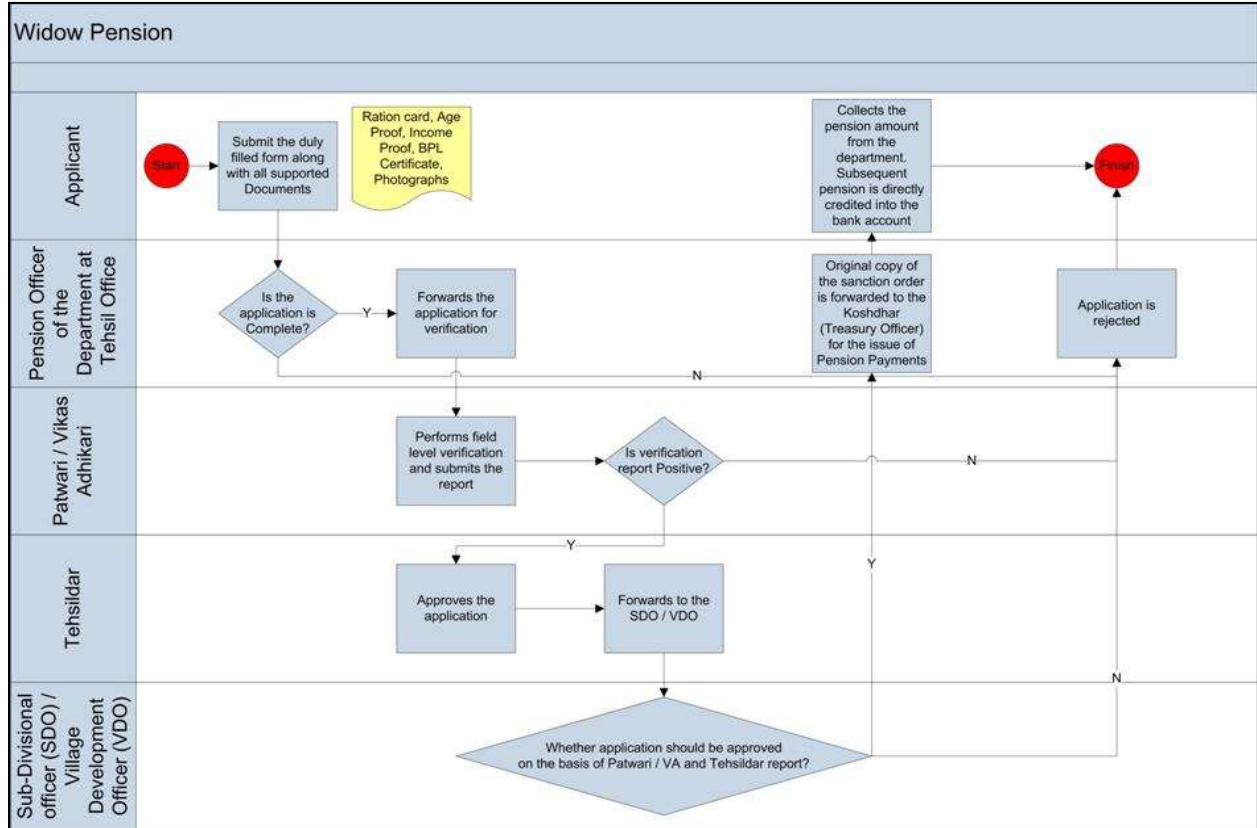


4.3 Aspirational Scenario- Old Age Pension

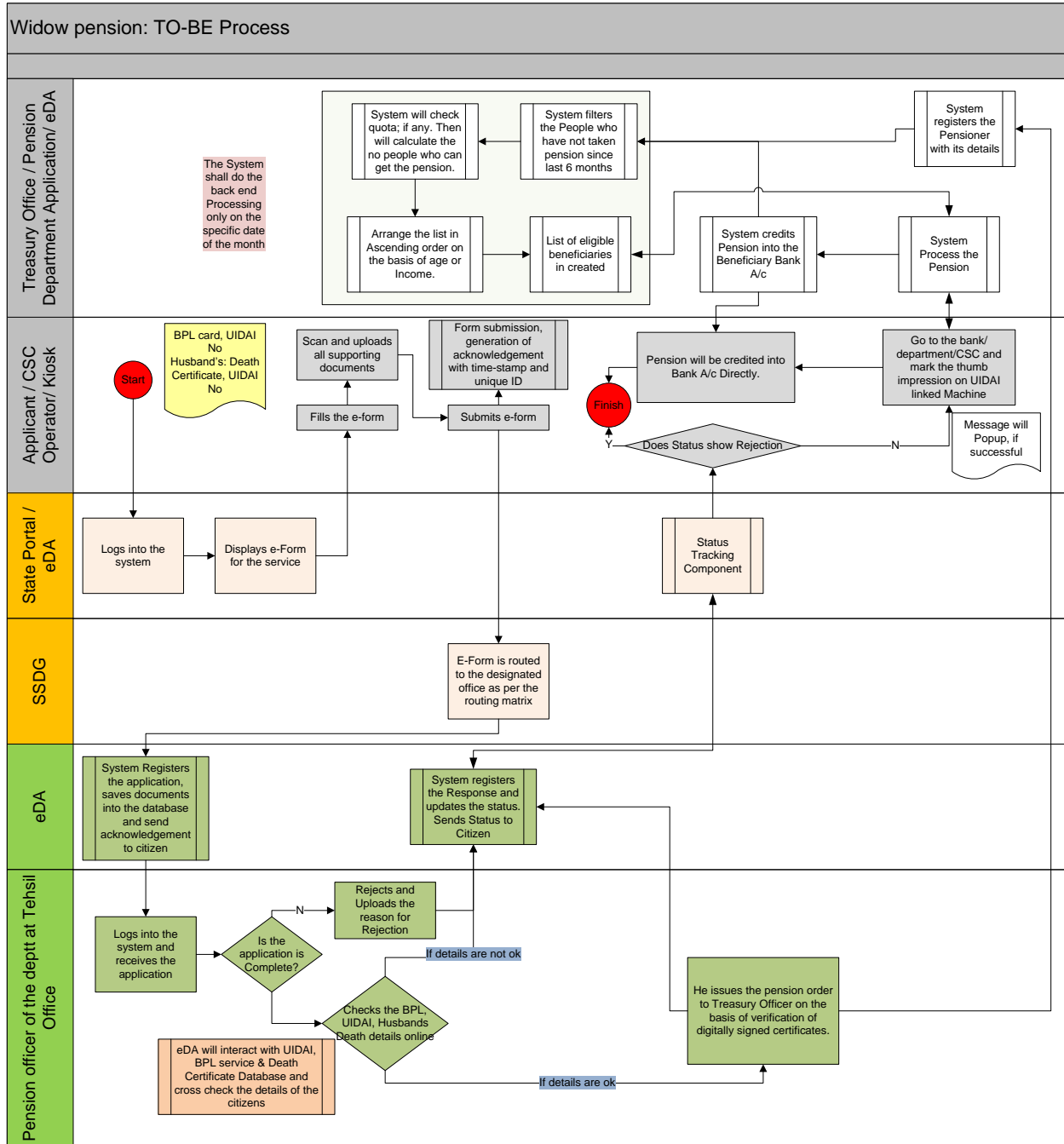


5 Widow Pension

5.1 Process before BPR Widow Pension

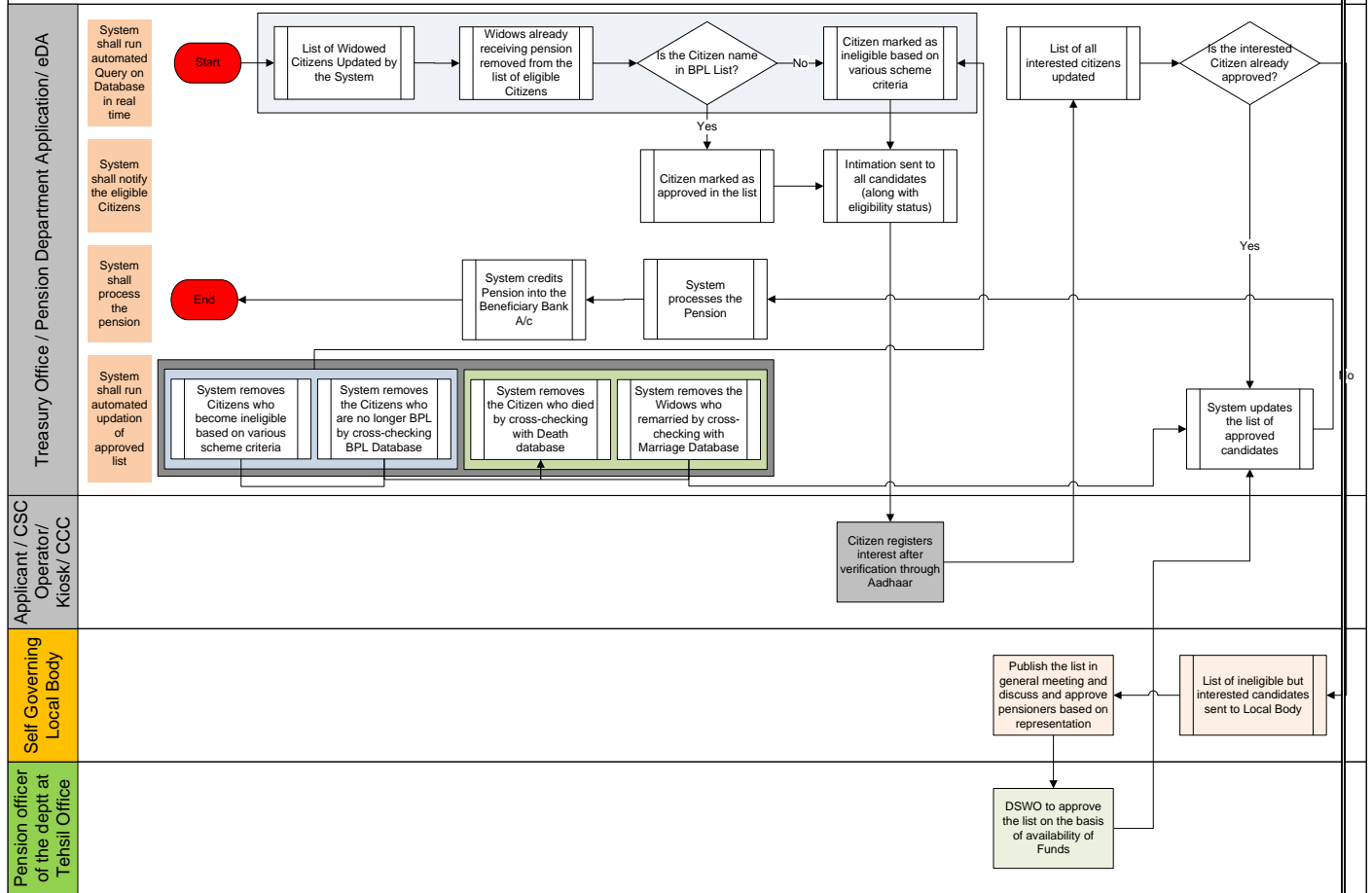


5.2 To-be Process Map- Widow Pension



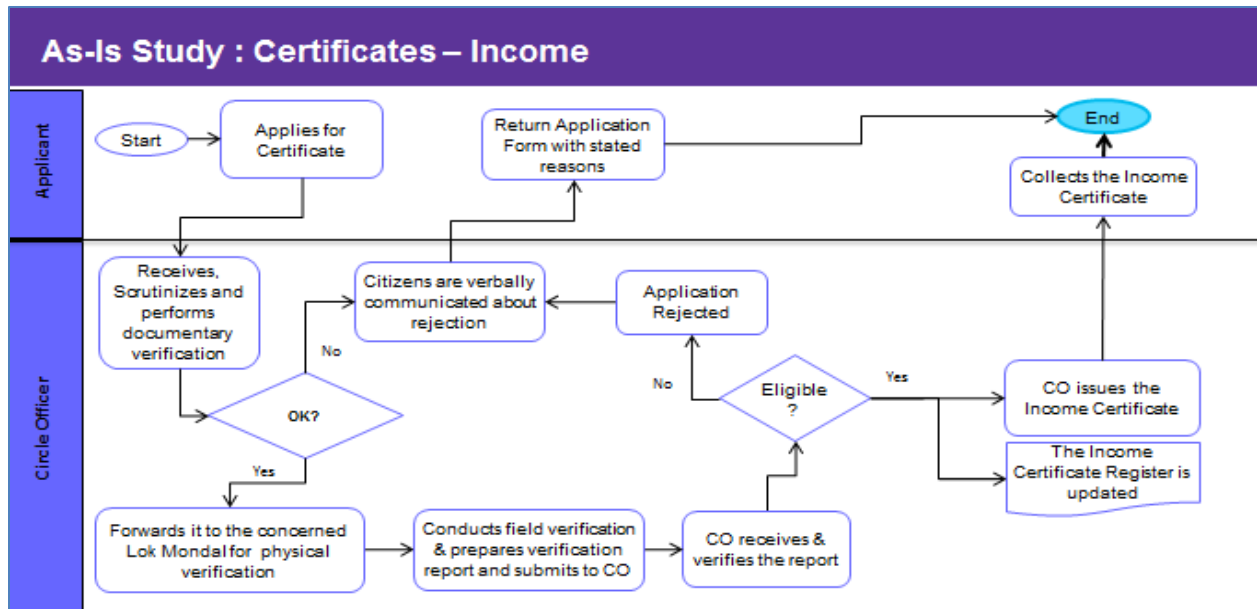
5.3 Aspirational Scenario- Widow Pension

Widow Pension – Futuristic To Be Process

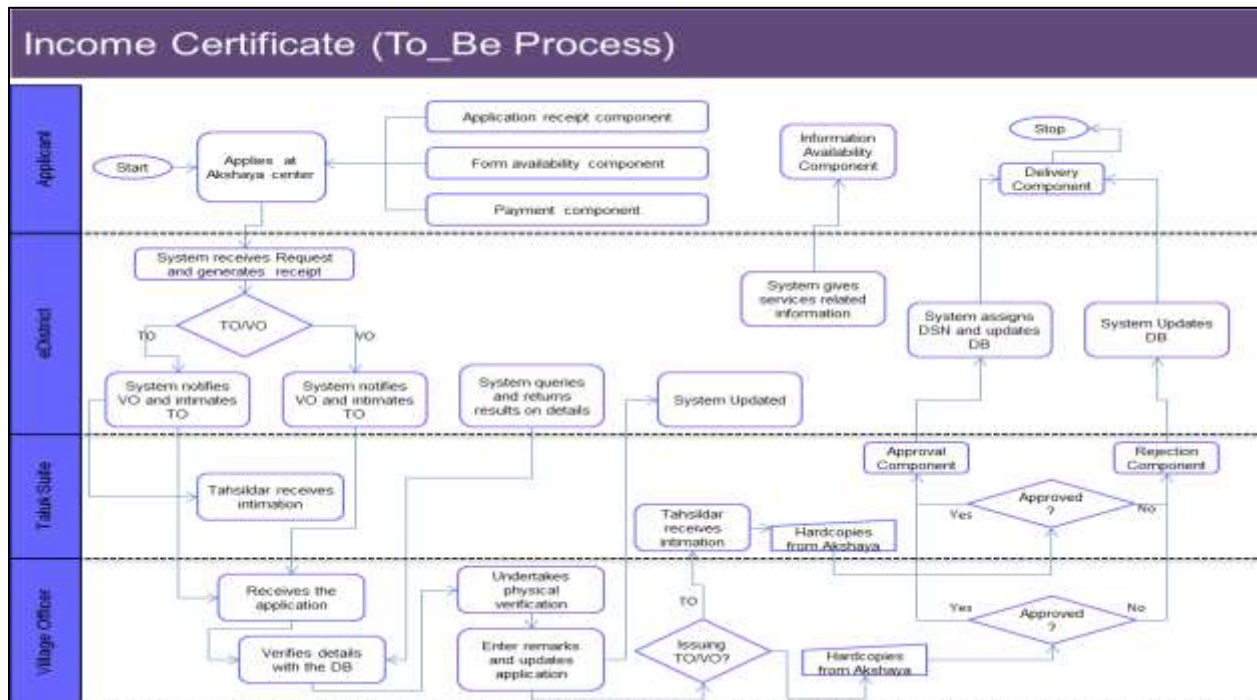


6 Income Certificate

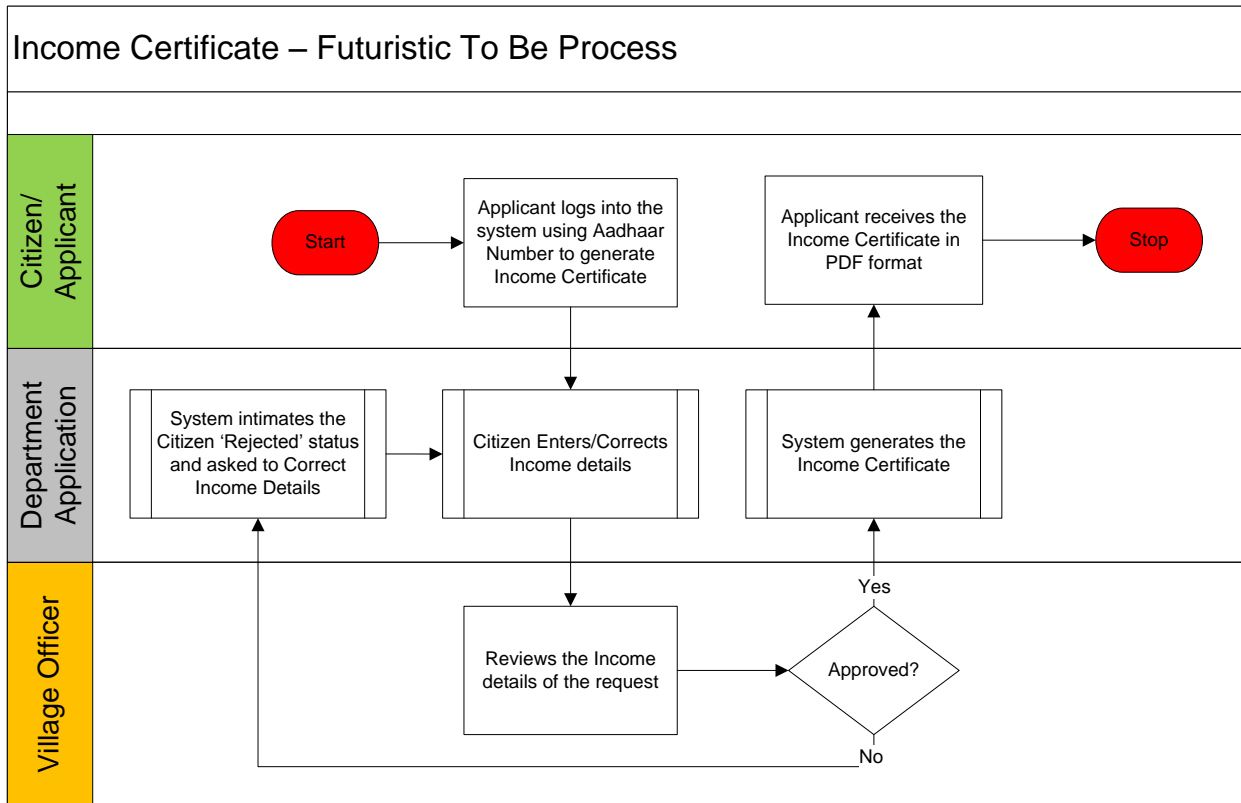
6.1 Process before BPR Income Certificate



6.2 To- be Process Map- Income Certificate

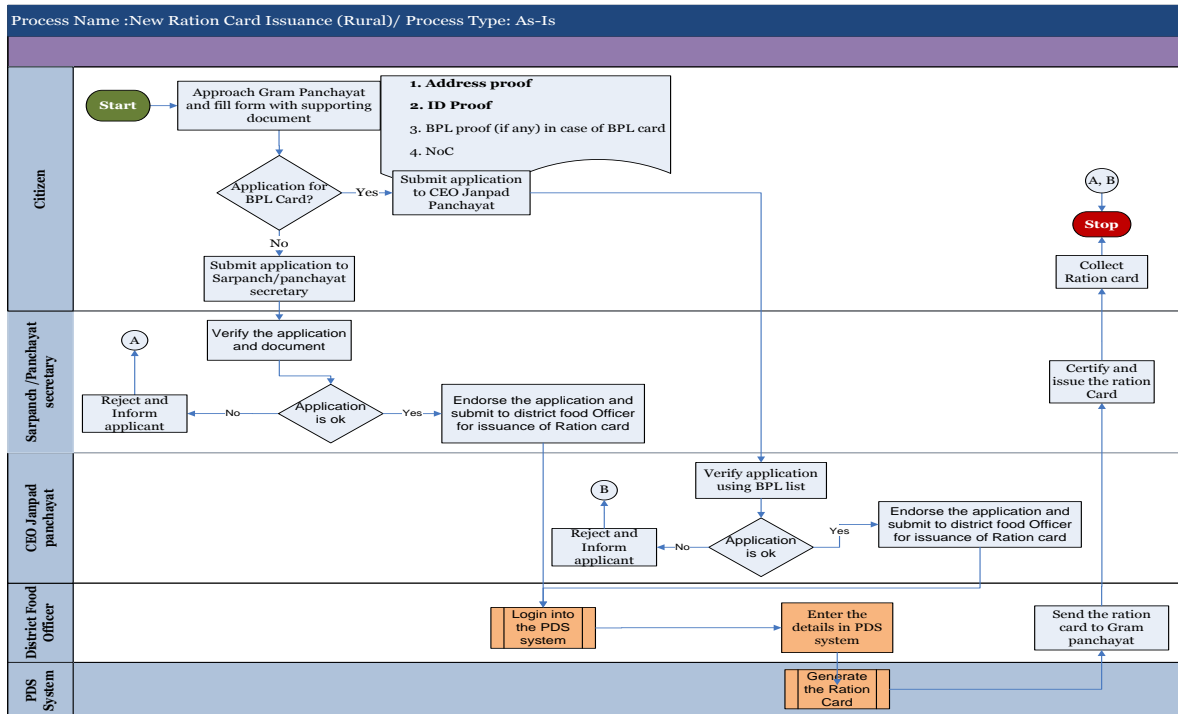


6.3 To Be Future Scenario- Income Certificate

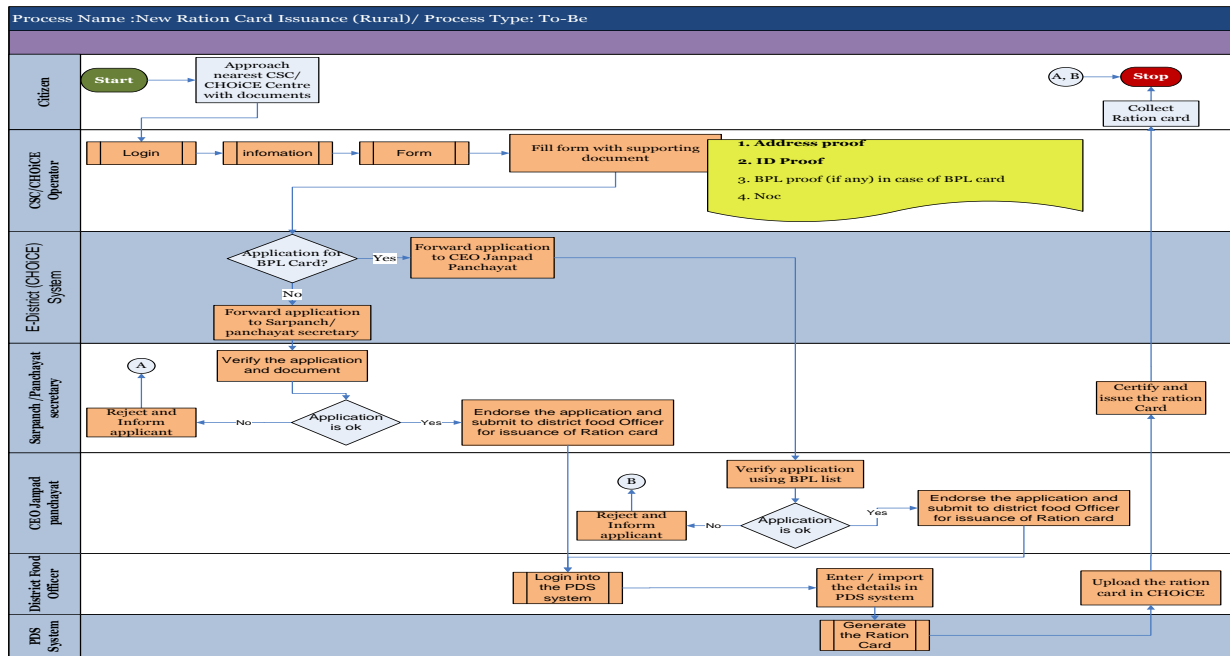


7 Ration Card

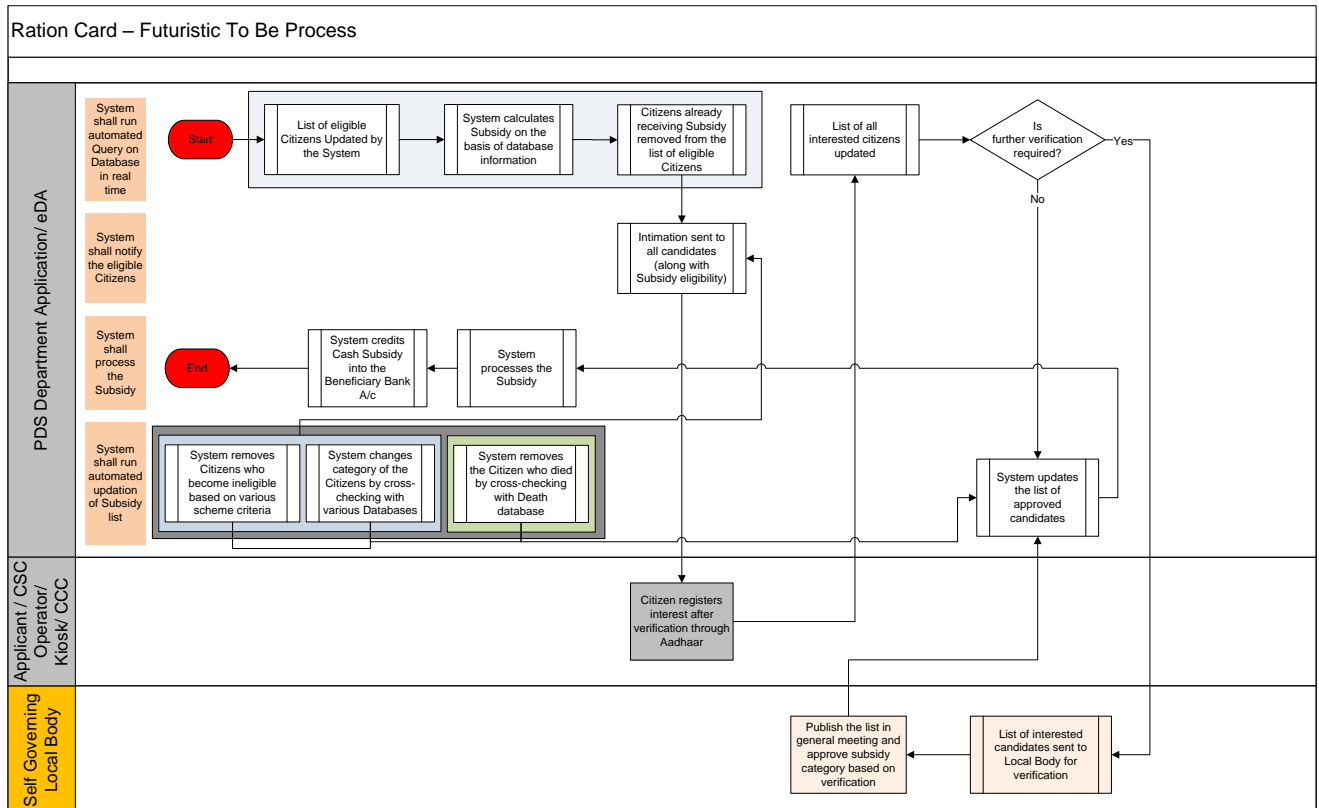
7.1 Process before BPR Existing Ration Card- Issuance of New ration Card (Rural)



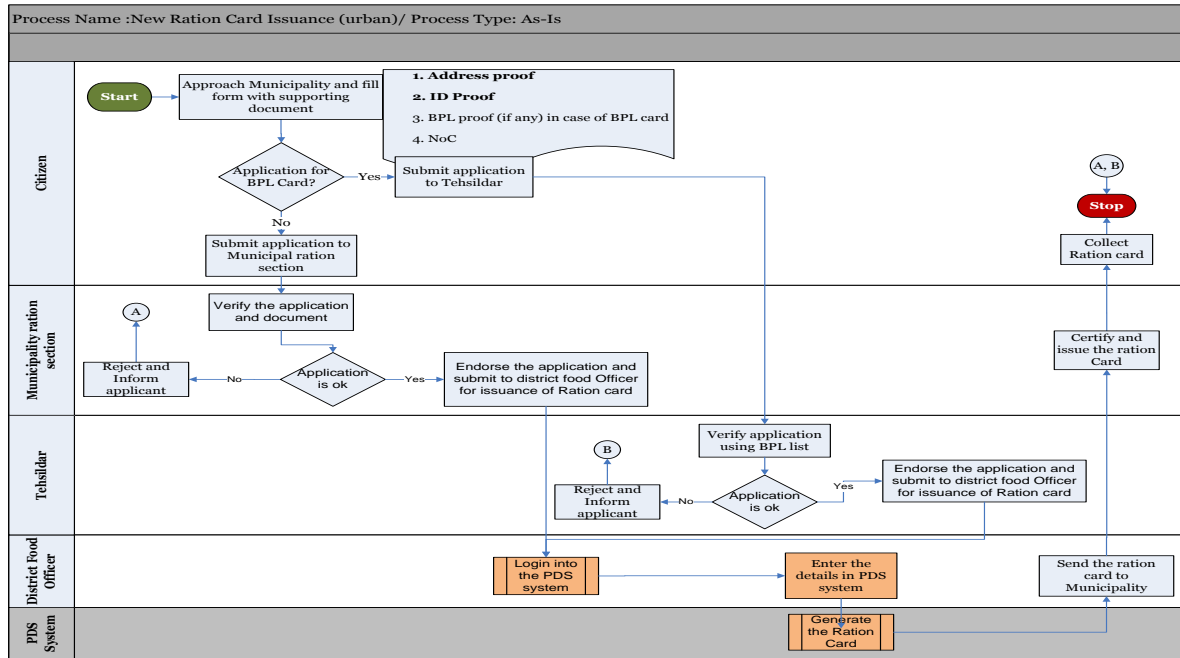
7.2 To-be Process Map- Issuance of Ration Card (Rural)



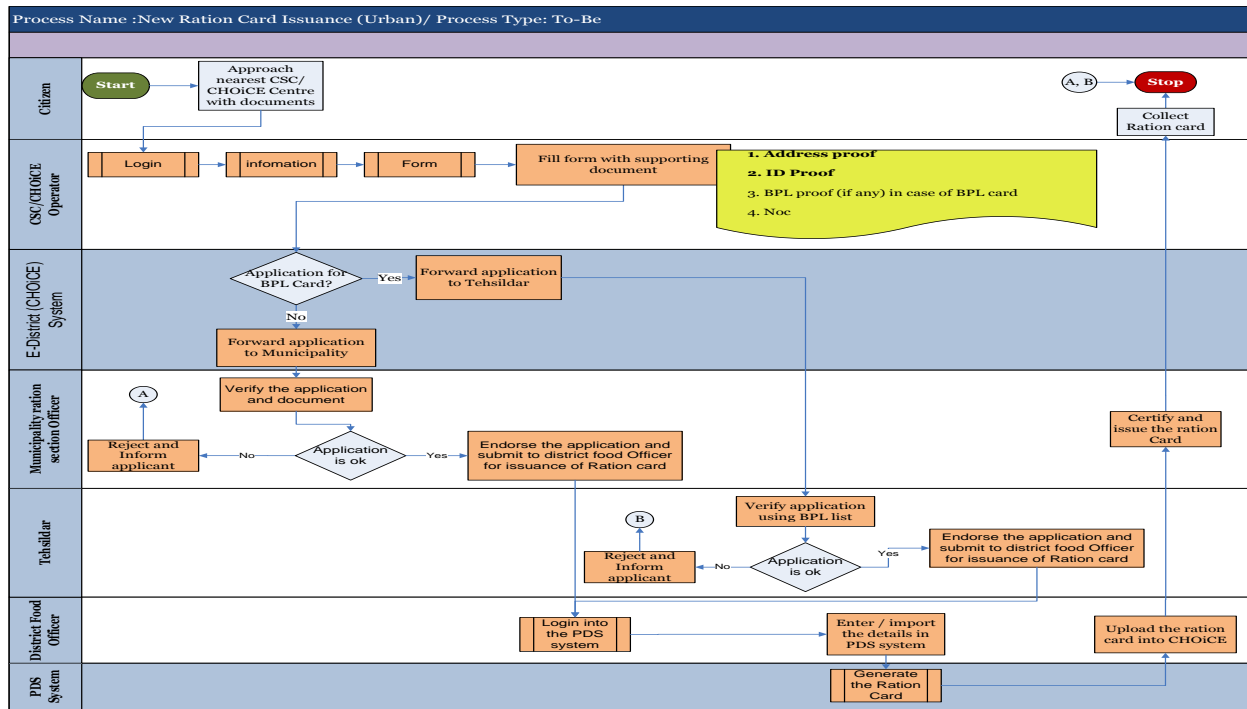
7.3 Aspirational Scenario- Issuance of Ration Card



7.4 Process before BPR Existing Ration Card- Issuance of New ration Card (Urban)

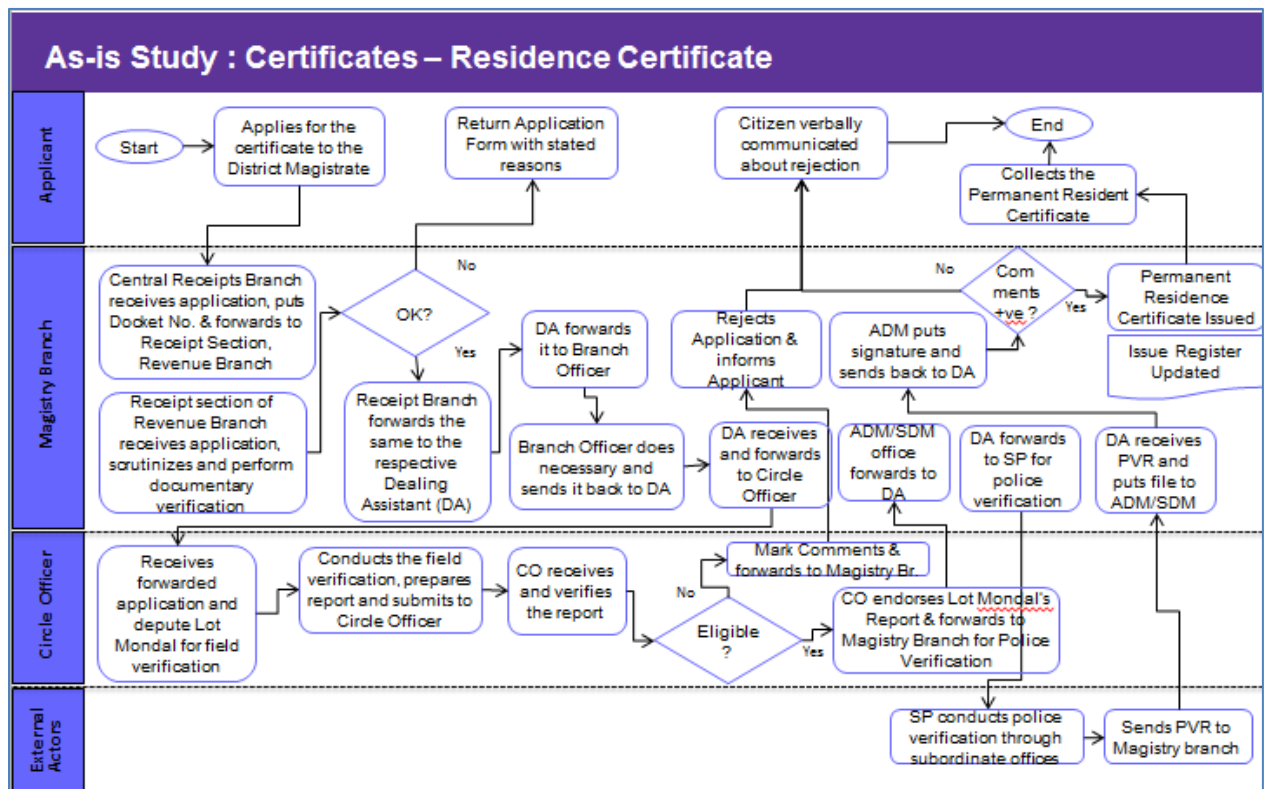


7.5 To-be Process Map- Issuance of Ration Card (Urban)

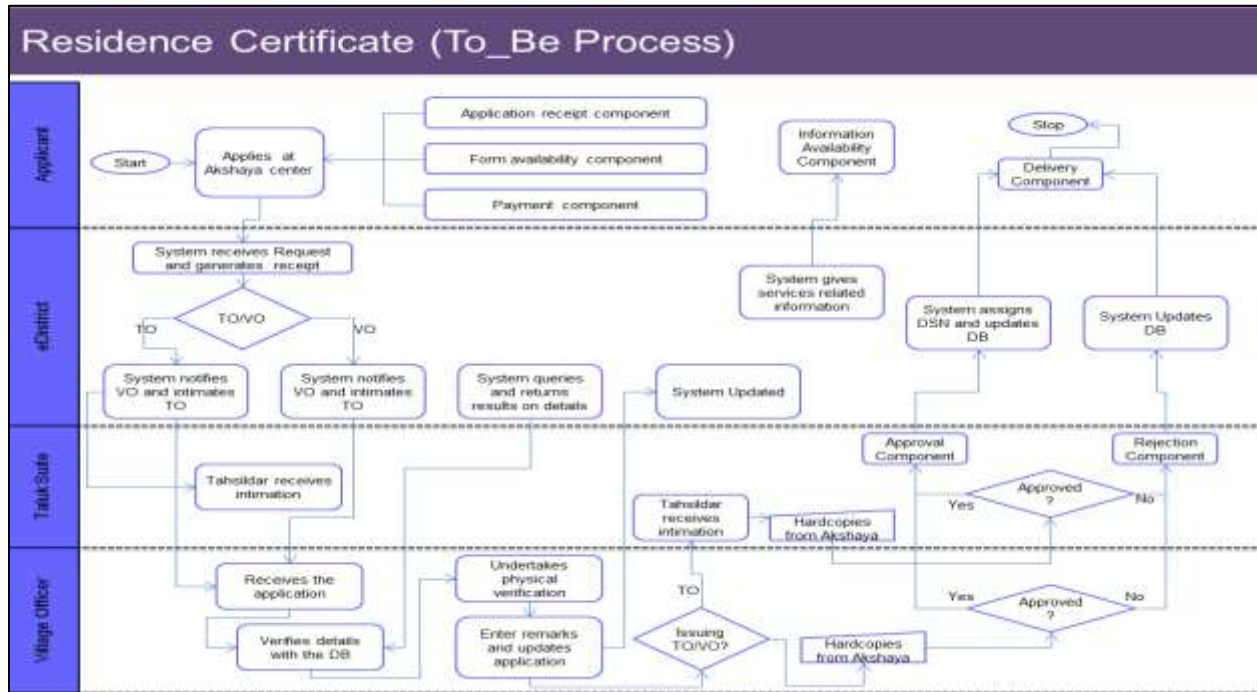


8 Residence Certificate

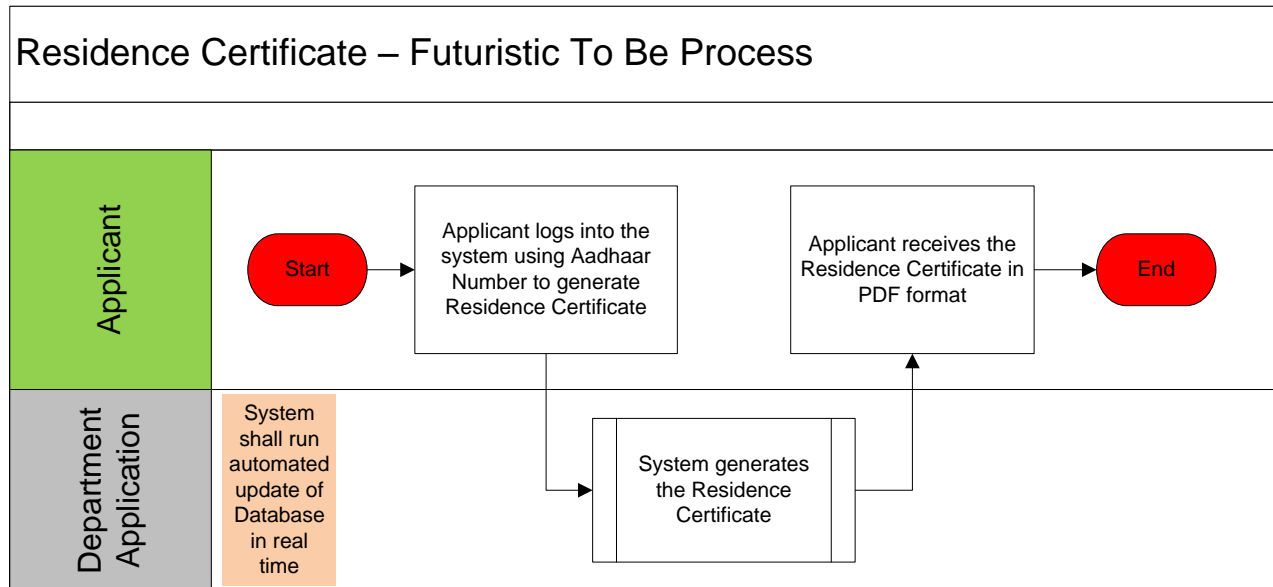
8.1 Process before BPR Residence Certificate



8.2 To- be Process Map Residence Certificate

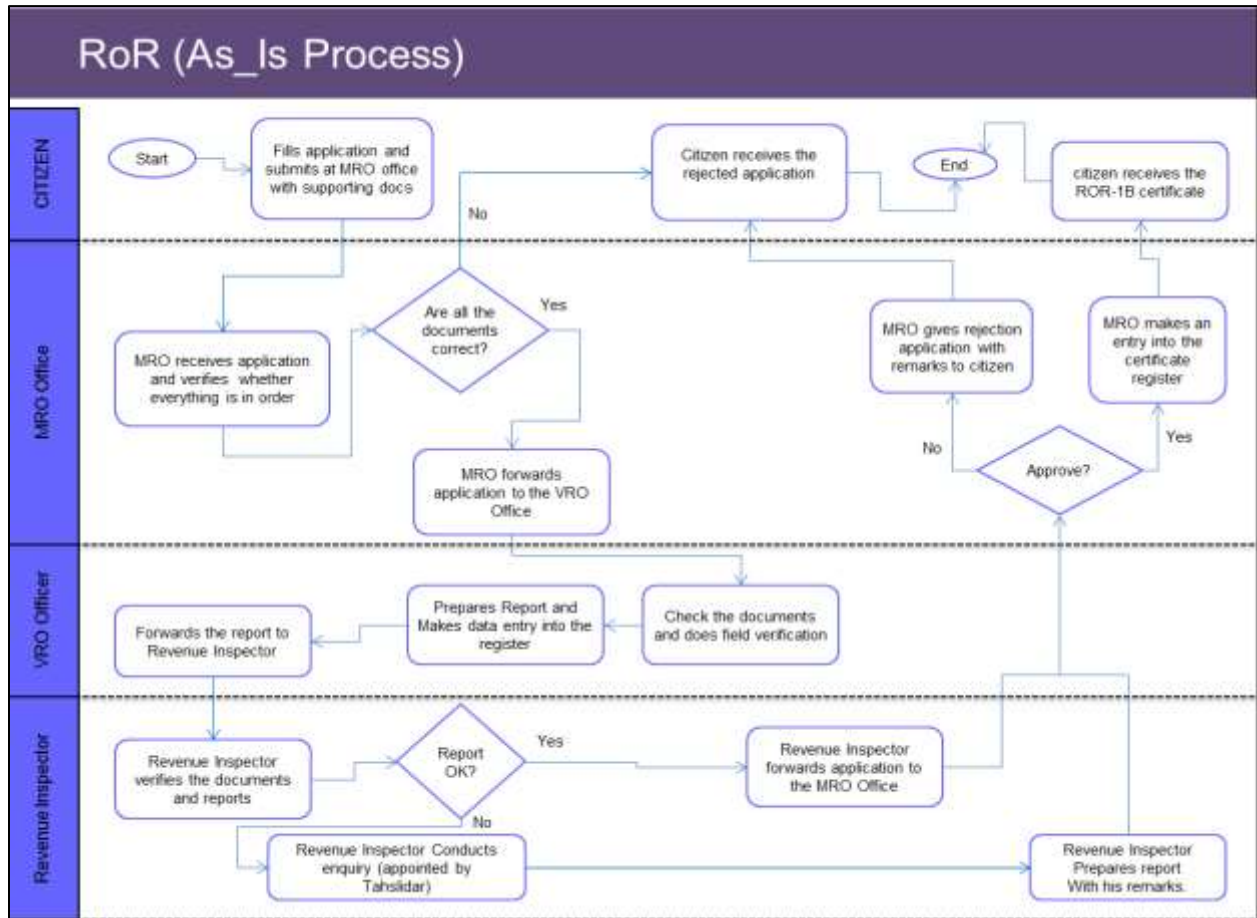


8.3 Aspirational Scenario Residence Certificate

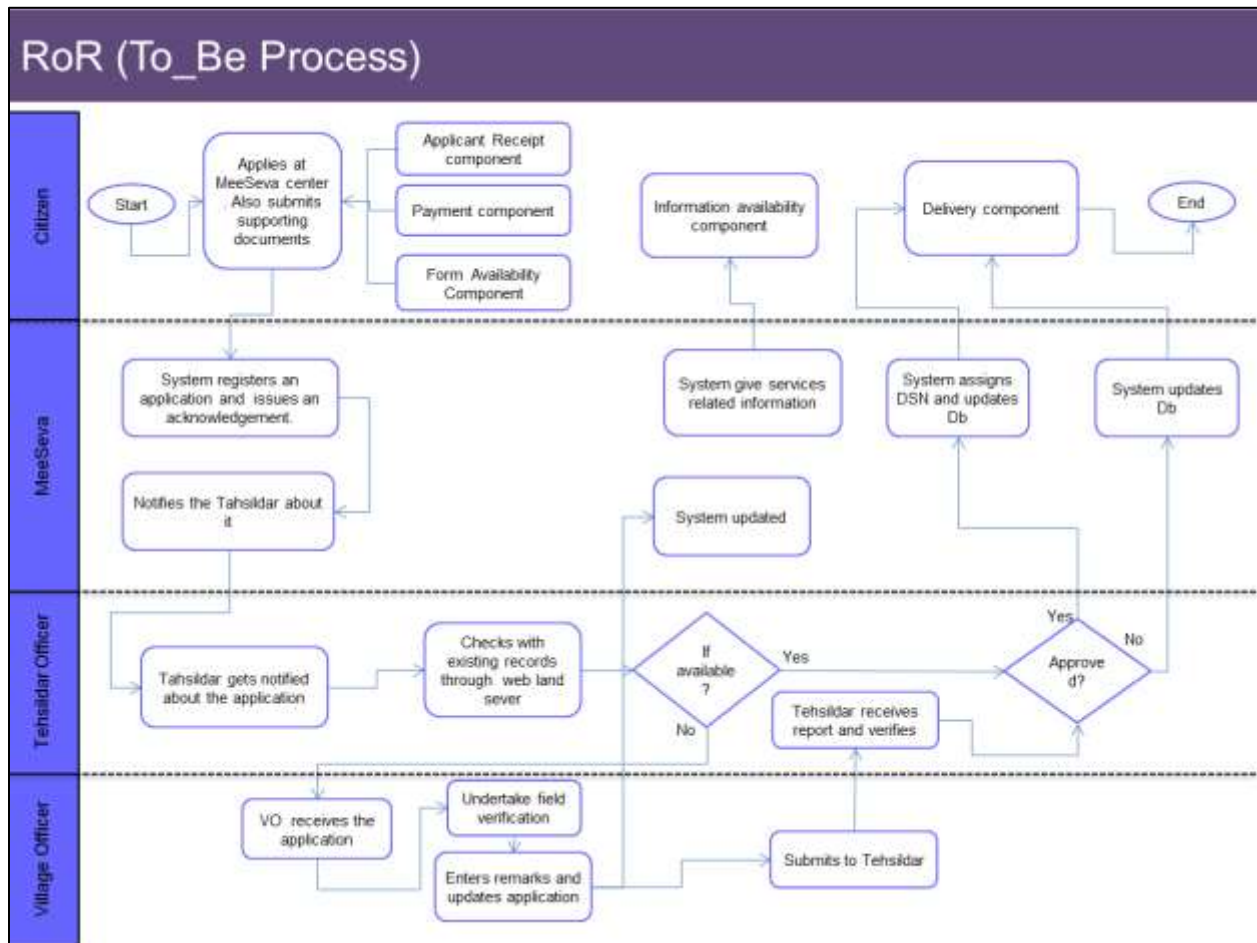


9 Record of Rights

9.1 Process before BPR Record of Rights

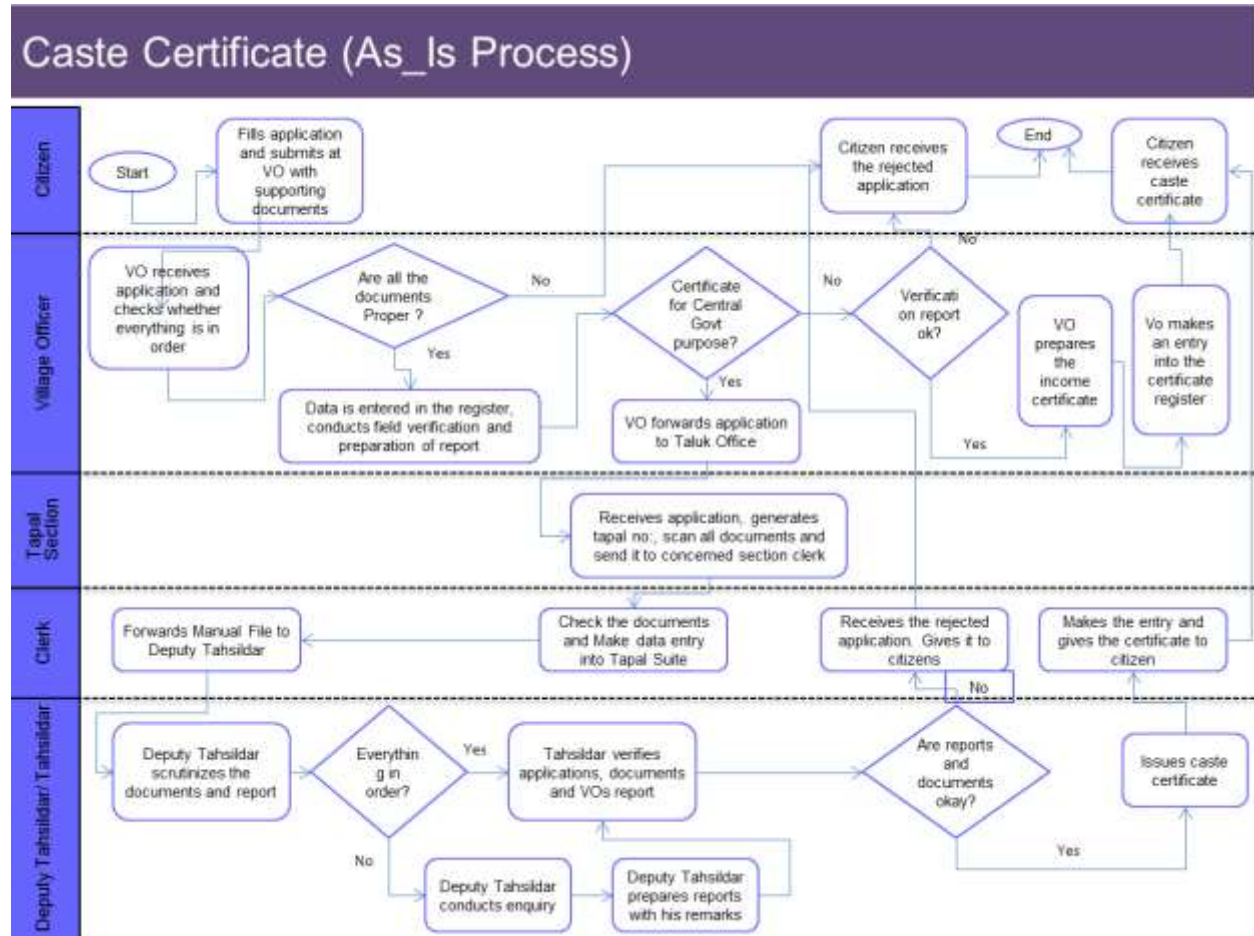


9.2 To- be Process Map Record of Rights

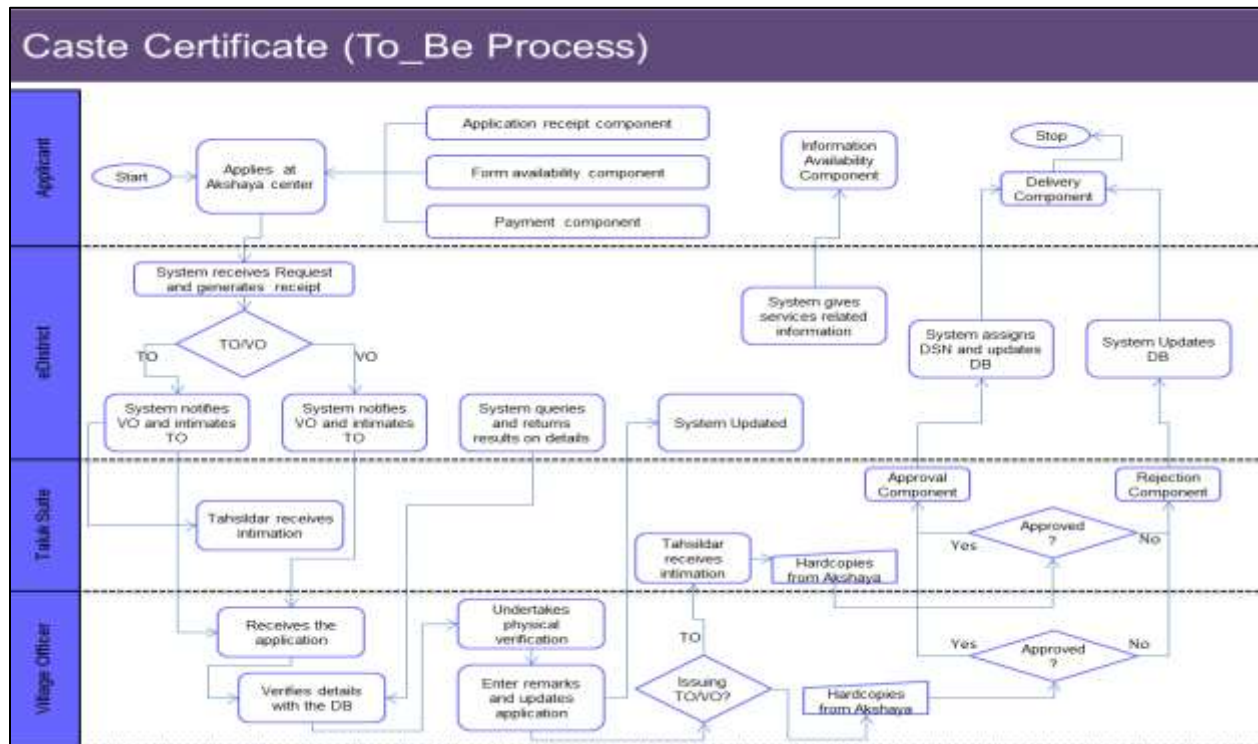


10 Caste/Community Certificate

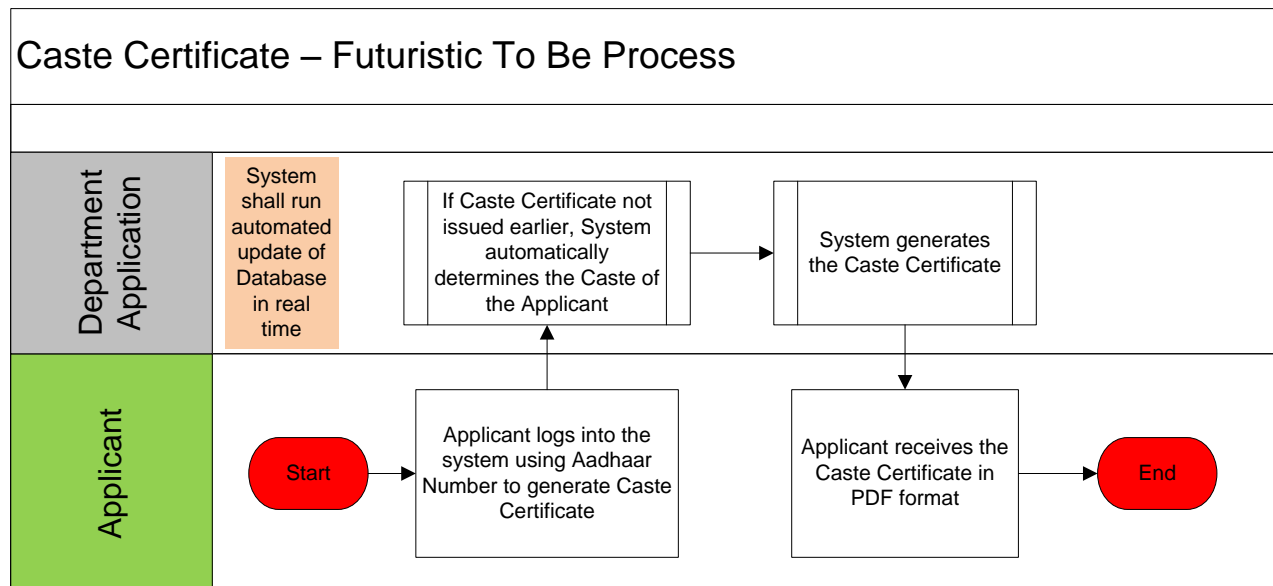
10.1 As- Is Process- Caste/Community Certificate



10.2 To- be Process Map- Caste/Community Certificate



10.3 To Be Future Scenario- Caste/Community Certificate





End of the Document