

ANTYODAYA SARAL

Field Perspectives

E-Governance Initiative by the
Government of Haryana



A Study By

**HARYANA INSTITUTE OF
PUBLIC ADMINISTRATION**

September 2021

ANTYODAYA SARAL is a vision of Hon'ble Chief Minister Haryana
to
“FUNDAMENTALLY TRANSFORMING CITIZEN SERVICES &
SCHEMES DELIVERY” from citizen as well as government official's
perspective.



On good governance day i.e. 25th December 2018, Hon'ble Chief Minister Haryana Sh. Manohar Lal inaugurated series of events at Mini Secretariat Karnal for 'Antyodaya SARAL' project,



Antyodaya SARAL Haryana received GOLD award at 23rd National Conference on e-Governance 2019-20 conferred by Department of Administrative Reforms and Public Grievances (DAR&PG) in Mumbai on February 8, 2020

To be kept Blank

The Context ...

Public service delivery is one of the main functions of a government. Haryana Government's integrated public service delivery platform in the form of SARAL, which offers 547 services in online mode across 42 departments for all citizens of the State is a product of Honorable CM Shri Manohar Lal Khattar's vision to provide citizen services in a hassle free and transparent manner.

Through this study HIPA has tried to understand the efficacy and effectiveness of SARAL as it exists today and how it can move further towards the goal of trouble free, efficient citizen-services delivery mechanism.

The study tries to capture the performance, perception and delivery of the entire value chain of the system. This was done through a primary survey of both users and non-users. The feedback collected is valuable and will help Antyodaya SARAL move towards its ultimate objective.

I am hopeful that our efforts through this research report can be beneficial for state functionaries. It provides insights into the challenges elucidated on ground and suggests changes and additional work required to fulfill the Honorable Chief Minister's vision of moving towards enhanced ease of living for the citizens of Haryana.

Surina Rajan
Director General, HIPA

To be kept Blank

Acknowledgement

We would like to thank the officials of the Haryana Government for their valuable inputs, constant support and assistance in making this project a reality.

We would also like to extend our sincere gratitude to the officials of the Department of Social Justice and Empowerment, Department of Electronics & Information Technology, Department of Urban Local Bodies, Department of Renewable Energy and Health Department. The Digital Haryana Cell has played a pivotal role in the successful completion of this project and we would like to thank Ms. Ujjwal Relan and Mr. Shubham Bansal of the Digital Haryana Cell team.

In particular, we are grateful to the Deputy Commissioner of Hisar, Dr. Priyanka Soni and Deputy Commissioner of Jind, Dr. Aditya Dahiya for taking out time for interactions and sharing their valuable inputs. We would also like to thank Sh. Ashok Kumar Sharma (Deputy Commissioner Ambala), Sh. Yash Pal (Deputy Commissioner Faridabad), Sh. Yash Garg (Deputy Commissioner Gurugram), Sh. Jitender Kumar (Deputy Commissioner Jhajjar), Sh. Sujan Singh (Deputy Commissioner Kaithal), Sh. Nishant Yadav (Deputy Commissioner Karnal), Sh. Dhirendra Khadgata (Deputy Commissioner Nuh), Sh. Yashendra Singh (Deputy Commissioner Rewari), Sh. Shyam Lal Poonia (Deputy Commissioner Sonipat) and Sh. Mukul Kumar (Deputy Commissioner Yamunanagar) for their immense support and help during the data collection process.

The study also benefited immensely from the contribution made by the Haryana Civil Services Officers (2019 Batch). They played a critical role in the data collection process. The study expresses sincere thanks to each one of these HCS officers. We also express our sincere thanks to Mr. Sunil Dutt for editing the report and providing its current shape.

The team would especially like to thank the district administration and in particular the Sub Divisional Magistrates, Chief Minister's Good Governance Associates, Block Development Officers, Kendra Supervisors of Ambala, Faridabad, Gurugram, Hisar, Jhajjar, Jind, Kaithal, Karnal, Nuh, Rewari, Sonipat and Yamunanagar.



“**Transforming Service
Delivery in Haryana**”

To be kept Blank

Team



Mrs. Surina Rajan
Director General



Dr. Manveen Kaur
Associate Professor



Mr. Dripto Mukhopadhyay
Advisor Research



Mr. Sudhir Sharma
Advisor

Core Team: Associates



Devyanshi Dubey, RA



Rajshree Behera, RA

Support Team: Associates



Ashwin Malik



Maimoona Sahar



Purbasha Chowdhury



Rohan Garg



Shikha Dhawan



Sulagna Sivprava



Utkarsh Khare



Vallary Choudhury

Contents

	Executive Summary	11-24
	Section 1: Introduction	25-33
1.1	Background	25-27
1.2	Antyodaya SARAL: Few Details	27-29
1.3	Intended Benefits to the Citizens	30-31
1.4	Online Public Service Delivery: Past Experiences	31-33
	Section 2: Objective, Methodology and Data	35-40
2.1	Objective	35-36
2.2	Methodology	36-40
2.2.1	Sampling Procedure and Coverage of the Survey	37-40
	Section 3: SARAL: A Primary Survey	41-67
3.1	Who were covered in the Survey: Profile of Users & Non-Users	41-47
3.2	Assessment of SARAL: Survey Findings	
3.2.1	Awareness	47-54
3.3	User Experience	54-62
3.3.1	User Experience Regarding Online Application	55-57
3.3.2	User Experience: Offline	58-62
3.4	Perception and Attitude	62-67
	Section 4: Summary & Recommendations	69-83
4.1	Factors impacting efficiency of SARAL adversely	73-74
4.2	Further capacity building is an essential requirement	74
4.3	Recommendations	75-83
	Section 5: References	84-85
	Section 6: Appendix	86-103

Abbreviations

ASK	Antyodaya SARAL Kendra
CSC	Common Service Centre
DC	Deputy Commissioner
HIPA	Haryana Institute of Public Administration
HoD	Head of Department
ICT	Information and Communication Technology
KMS	Knowledge Management System
NIC	National Informatics Centre
OTP	One time password
RA	Research Associate
RTS	Right to Service
SARAL	Simple, All Inclusive, Real Time, Action Oriented, Long lasting portal
SDM	Sub-Divisional Magistrate
Sop	Standard Operating Procedure



ANTYODAYA SARAL: Field Perspectives

E-Governance Initiative by Haryana Government

EXECUTIVE SUMMARY

Governance today provides a two-pronged challenge—the *Ability to Govern* efficiently and the *Agility to Respond* through access and interface, generating more citizen satisfaction along with targeted and equitable provisioning. Given the requirements of efficacy and equity from the citizens' perspective, the use of technology is therefore indispensable for saving costs and concurrently improving service delivery quality, response timing and providing access to a

larger client-citizen base. Such instrumentalities of Governance lend themselves seamlessly to increasing transparency and Good Governance.

Aligning with the above-mentioned multidimensional goals, the Government of Haryana launched the 'Antyodaya SARAL' initiative in 2017. This technology platform aims to provide a faceless, cashless and paperless service delivery mechanism for the citizens of Haryana.

The Antyodaya SARAL has brought 547 schemes and services offered by various departments on a single platform. In the last 4 years, 4,36,32,992 service requests have been received on the Antyodaya SARAL platform. Notably, all these services and their delivery fulfillment is linked to respective departments and regular monitoring is done on various parameters and deliverables per se.

This transition from pure physical delivery of service to digital mode presents a significant challenge; ranging from adoption, usefulness, ease of use, behavioral, awareness and more. In order to study these challenges comprehensively, and provide an actionable feedback to the policy and delivery functionaries, a study was commissioned at Haryana Institute of Public Administration Gurugram, to this effect. Its objective was to understand Antyodaya SARAL comprehensively, to understand the efficacy and ease of delivery of select services, overall user experience pertaining to those services and finally to capture firsthand the citizens' perspectives on the relevance and significance of the Antyodaya SARAL initiative.

The prime focus of the study was on:

1. **Performance Analysis:** Understanding the capability of the entire operating chain that reflects the readiness in terms of service delivery; to serve the citizens here and now and also with a futuristic perspective on capacity building of the entire system.
2. **Perception Analysis:** Capturing insights on awareness of the initiative, overall user experience of the services and the credibility that has been generated through the initiative.
3. **Communication Analysis:** Understand effectiveness of the various elements of communication, that helps build tangible association of the efficacy of Antyodaya SARAL amongst the citizens of Haryana.

The study is based on a primary survey. Detailed questionnaires were created and structured interviews were conducted with Antyodaya SARAL among 800 users and non-users across different districts. Semi-structured interviews were conducted with the government officials such as the Department Heads,

Deputy Commissioners, and the HODs in the districts.

The primary research was conducted through a phone survey of Antyodaya SARAL users and face to face survey of non-users. Amongst each segment of users and non-users, a sample of 400 respondents was selected to maintain statistical sanctity, making it representative.

I—The Key Survey Findings:

Communication

1. With regards to the source of awareness of Antyodaya SARAL, word of mouth was found as the major source of awareness as revealed by both users as well as the non-users. Only about 15% of the Antyodaya SARAL users came to know it through various communication modes namely; posters, pamphlets etc. and through print and other media sources. Overall communication efforts seem to be ineffective as points of discovery for Antyodaya SARAL were significantly less.
2. Though 28% of the users reported that they were aware of SARAL Kendras and Common Service Centers as offline touchpoints for SARAL, the distinction between SARAL Kendra, Secretariat, and Mini-Secretariat, etc. was not clear to users and they used these terms without clarity.
3. Discussions with government officials revealed that in their understanding, communication to promote Antyodaya SARAL was not an important concern. They considered the experience of the people as more important than communication. The probable reason for ineffective communication could then be that internal functionaries did not have the buy-in for widespread communication to promote Antyodaya SARAL.

Ease of Use

1. About 40% of users who applied through the Antyodaya SARAL portal did not find it user friendly. The major complaint was that it took much longer to find the right services and they consequently required help from others to find the relevant scheme/service.
2. The other most commonly reported issue was about the slow speed of portal, and typical problems during the registration process, including acceptance of email ID or password generation etc.

Services and Delivery Quality

1. In terms of physical facilities at SARAL Kendra, in general, users were happy with the facilities available and also the behavior of the Sahayaks was reported to be helpful and friendly.
2. Availability of amenities like drinking water, waiting space, washrooms in the SARAL Kendras was reported to be clean and hygienic.
3. Online payments are required to be made for SARAL services in order to observe transparency in transactions and avoid corruption. However, the survey found that as many as 71% of the users who applied through offline mode paid their fees towards the application in cash, making it the preferred method of payment. They paid the fee to either the Sahayaks or the operators managing these centers.
4. It was also reported that staff present in CSC centers overcharged some of the users as high as 10 times more than the mandated application fee.

Impact

1. Offline was the most used mode with more than 76% of the users going for offline services, instead of using the online or digital mode. The government's intent to create faceless and seamless transactions through Antyodaya SARAL online portal to enhance transparency and accountability still seems to be work in progress and is yet to show complete impact at the grassroots level.
2. Overall satisfaction of online users was marginally higher compared to that of offline users. However, even then, about 22% offline users and 16% online users expressed their complete dissatisfaction with SARAL services.
3. Close to 65% online and offline users rated SARAL services 4 and 5 on a scale of 1 to 5. The percentage of offline and online users assigning a score of 5 to SARAL is 30% and a score of 4 is roughly around 33%. Here a rating of 5 signified users being very happy with the services and 4 meant users were happy.

New Insights

1. Another insight was that 57% users and 67% non-users reported that knowing someone in government departments would help them in getting the services.

2. Confidence in the government's intention to deliver services was not observed to be high among both users and non-users.
3. Another insight was that the education level of the users' and non-users' had a clear bearing on the confidence level on the capability of the digital delivery of the government. The survey showed that the higher the level of education, greater was the confidence level in the government's intention for improved service delivery.

RTS (Right to Service Act)

1. Awareness about the RTS Act was poor among both users and non-users.
2. The survey found that only 19% of users knew about the RTS.
3. About 56% of the offline users asserted that they received the benefits within the time limits defined by RTS Act

Functionaries Group (Departmental Officials and SARAL Centers Support staff)

Several major concerns that act as deterring factors for Antyodaya SARAL's efficiency and effectiveness emerged in the discussions with the government officials and related staff. These concerns include;

1. Services that require involvement of multiple layers suffer due to lack of communication and coordination.
2. For this, it is desirable that an integrated system should be created for building a level playing field for all the departments; in a manner considering interdependence as mainstay of performance, with accountability fixed across the departments.
3. Irregular attendance and frequent changes in manpower resources pose challenges to the entire delivery chain and render all measures of monitoring sub-optimal.
4. Lack of proper technical and communication skills has been cited as the main issue for inefficient performance of certain departments.
5. It is important to note that less than 10% of the schemes account for 95% of the footfalls of the citizens.
6. This suggests that the government needs to focus on efficiency enhancement specially in their service-delivery to make sustainable gains in citizen satisfaction.
7. It also underscores the need to rationalize the service delivery in terms

of range of services being provided and their usage by citizens. Bringing an optimal balance in the range of services to be delivered may play an important role in improving efficacy.

8. Further, competency gaps among the staff to adopt the digital way, as well as excess workload on the available manpower in certain departments, are some of the other key reasons for inefficient functioning of the delivery mechanism. This is true for staffs including SARAL Kendra Sahayaks and CSC staffs.
9. Real time data—key to effectively monitoring work—was challenge at times dur to server problems. Slow speed of servers, hampering access to quality, real time data.
10. Most of the departmental communication seems to be directed towards the SARAL Kendra/CSC managers, rather than the end consumer/citizen. Communications must be targeted keeping the final beneficiaries in mind.

II- Recommendations

Antyodaya SARAL offers 547¹ schemes and services. It is a challenging and an enormous task to be able to revolutionize all the schemes and services together. Thus, based on the survey findings and discussions with the government officials, the study recommends that a smaller number of services should be picked first, since only about 10% services account for 95% footfalls, such as the ones that receive high number of applications and improve them through three parameters:

1. The entire premise of the efficacy of the SARAL is paperless delivery. In the light of this, the entire SOP must be comprehensively revisited. It should ensure that there is no room for movement of paper in the entire delivery chain.
2. A databank of resources such as SOPs, KMS, guidelines, RTS Act, etc. to be collated and used for training officials working on SARAL. Comprehensive training inputs must be provided to the last mile staff at Kendras and also to the village level entrepreneurs running the CSCs.
3. It has been noted that departmental coordination and coordination between the state level departments and districts is critical to ensure service delivery. Therefore, priority should be accorded to the feedback coming from ground and efforts must be taken to incorporate these

¹ *Number of schemes and services on Antyodaya SARAL portal as of August 2021*

suggestions into the system.

The following recommendations are suggested to make SARAL more efficient and effective:

1. Communication

a. Citizen Focus Communication

- The Antyodaya SARAL must be taken up as a movement. The message and medium have to be professionally crafted. It must be owned by each and every employee of the government.
- Multiple routes must be used to reach the last mile beneficiaries, including print, digital, social, outdoor media and activation. Radio is another very popular medium that should be aggressively used in promoting Antyodaya SARAL.
- Students, Teachers in schools and colleges and local popular Video Influencers must be roped in to popularize the message of Antyodaya SARAL. Panchayat functionaries should also be part of this campaign. CSC centers have persistent and large footfalls; they must have the relevant displayed messaging. Similarly, Panchayat offices, hospitals, pension offices of the government, DC offices, Bus Stands and Railway platforms have large influx of people; sufficient publicity must be done at such converging points.
- YouTube can also be utilized as a platform for making short videos to make citizens understand the types of services available and the ease with which these services can be used to make their life hassle free.
- Campaigns at different levels are required so that end-users start preferring online portals instead of offline channels.
- The cadre at the Call Centre must be trained for providing all the relevant information, and they should encourage all to avail services online and also take advantage of maximum relevant services through the Antyodaya platform

Information security and privacy is one of the important factors for resistance among citizens for digital platforms. Adequate measures should be taken to spread awareness about data security.

b. Department Facing Communication

- Equally important is the communication for the internal cadre, involved in the conceptualizing, delivery, feedback and redressal of the Antyodaya SARAL.

- Internal messaging must be done proactively, giving the functionaries a sense of commitment to the entire initiative, an engagement of pride.
- The internal cadre must own this initiative and effort must be made to instill gravitas towards Antyodaya SARAL, its significance and criticality.
- Short videos on all the parameters must be made. Screensavers highlighting the importance of Antyodaya SARAL must be made. Audio and Video feedback of the citizens must be shared directly with the entire delivery cadre and this can be sourced from the SARAL Call Centre.

c. Website/Mobile App Navigation

- The website needs to be made simpler and more user friendly in terms of navigation, searching for services and schemes. It should be made glitch free regarding registration process, and chatbots should be made available for immediate help, on the site itself.
- Currently, the portal content seems to be directed towards communicating with staff (CSC/SK) as the end-user. This leads to more visits to SARAL Kendra or to CSCs, etc. In order to make the portal more user friendly, the content should be created considering citizens in mind as the end users.
- The Antyodaya SARAL App has to be made user and usage friendly. This is the most important element as Mobile usage drives consumption in many areas these days.
- For the user to understand the entire process in a simplified manner, demo videos and audios promoting easy access and usage must be made and incorporated. This will improve adoption and can be the way forward for making Antyodaya SARAL a big success.

2. Coordination and Cooperation

- Since close to 550 services are being provided, it is desirable that we have a Pareto in terms of the requisition demand. We can then put separate services servers so that the load is optimized.
- Mechanism for coordination in the entire ecosystem needs substantial improvement.
- The back-end technical team as well as actual service delivery persons in government offices should have continuity to ensure timely and quality performance. Frequent changes in staff creates a void in the system that hampers functioning and, in turn, efficiency in the entire system gets compromised.

3. Capacity Building

A large majority of the population is still going to physical centers. In the light of this reality the training of the cadre serving the citizens must be on the following areas:

- Encouraging citizens to use the online mode of services.
- Educating them on why online is a faster and more effective way to engage.
- How can each service be tracked for its delivery.
- How most services come under the Right to Service (RTS), meaning that there is a law to provide time bound service to the citizens.
- Most importantly, with all the above, as more and more people will experience the services online, the confidence in the government's resolve to serve the citizens will grow.
- The CSC and SARAL Centers' cadre must be provided the larger picture that they have helped change and re-enforce government image and perception in the minds of the citizens.
- Also, Soft skill training is needed for the call center operators to ensure citizen-friendly atmosphere at the helpline numbers.

4. Departmental Training

The tier of the government which delivers the technology enabled products and services have a legacy of physical delivery of the services. Hence, the process of evaluation of the delivery chain and mechanism has to be done. This evaluation will give a view of the gaps that need to be adequately plugged. These should form the backbone of departmental training.

- Today with the Framework of Roles, Activities and Competencies (FRAC) being available, this needs to be used in the above context. Especially the three well-articulated competencies; namely Domain, Functional, and Behavioral must be studied with the perspective of the technology enabled prism. Transition to technology led enablement has its challenges and must be clearly understood to make such deliveries effective.

5. Back-end Infrastructure

- Back-end digital infrastructure needs to be strengthened.

- It must help to address slow processing and should promote a smooth experience, both for department officials and for the citizens.
- High speed 24X7 server availability has to be assured for a smooth functioning of the delivery chain.
- Call Centre Infrastructure must be spruced up. Number of lines should be enhanced and issues like back-end noise in the call center must be addressed. CRM system should be introduced.

6. Malpractices Mitigation

- Though the mandate of SARAL is to promote online transactions for payments and also to see that the end users are not cheated by the staff/touts, etc. it is still continuing to a large extent.
- Active involvement of the local administration must be sought to take offenders to task and they should be punished and their stories must be amplified across the state to act as a deterrence.
- CSC Centers are at the center of these malpractices, they must be given a very strict code of moral conduct and disciplinary action must be taken against offenders.
- Strong steps need to be taken so that the citizens do not pay more than the scheduled charges as prescribed in the government norms for SARAL.
- The government may consider having a '181' kind of mechanism for the SARAL Call Centre which will help fix accountability by design.

Some of the specific training needs identified for Call Centre Cadre training are listed below:

a. **Set Clear Objectives:**

Whatever objectives we may decide to set, make sure they're attainable and measurable. Unattainable objectives set new hires up for failure, which can quickly lead to decreased employee happiness and churn. Citizen support goals can revolve around the following metrics:

b. **Average wait time:**

Citizens expect their calls to be picked up as soon as possible; hence the attitude to service must be built in the staff.

c. **Resolution time:**

The RTS gives stipulation for the time it should take to provide various

services. Staff should be trained on this and must be aware of the timelines.

d. Calls missed:

New hires may struggle at first to navigate a busy inbound call traffic. Setting attainable objectives for total missed calls motivates the staff to improve their multitasking and organizational skills.

e. Training Vectors:

- Survey of the citizens who contacted the call center must be done every quarter. Feedback from the survey must be converted into training needs. Those needs should be then bucketed into technical, behavioral and soft skills areas.
- The call center staff should be trained to suggest the citizens to try the SARAL services more in the online mode, rather than the physical visits to the centers.
- Staff should educate the citizens that the services can be tracked for their progress
- Citizens are informed that very many services are available on the platform and they should seek more and more relevant and required services from the platform.
- Staff should be made to listen to the actual call recordings of the citizens, for improving their interface with the citizens.
- Best practices must be documented and shared, like an effective Shadow Program must be launched and followed up with rigor.
- Improved scripts for interactions must be shared with the entire cadre.
- A well-conceived recognition and merit program for the staff must be in place, for motivating them for quality delivery.

7. Call Centre Etiquette

- The call center staff must be vigorously trained to treat citizens in a respectful, friendly manner over the phone. As a call center staff member, small nuances can have a big impact on the service support experience.
- Communicating wait times, if a citizen is put on hold, make sure they know the importance of the expected wait times. If a citizen has no idea when the staff will return, they might begin to feel antsy and frustrated or even hang up.

- Letting citizens know the call may be recorded for training purposes. Citizens often have no problem with the recording, but would prefer to be aware of it being done.
- Pausing call recordings while taking any relevant information. This is a common safety precaution most staff members take. Letting citizens know how you're keeping their information secure will put them at ease and help establish trust. When the call center staff are trained in proper etiquette, they are being cultivated with the manners needed to make every citizen feel valued and safe.

8. Knowledge Management Tools

- It must be made easy for the staff to find answers to the service related questions they may be unaware of while on calls. Internal knowledge management tools quickly search for—and find—answers to common support questions.
- It must be constructed as a comprehensive, searchable database of guides and how-to-do protocols that staff can access digitally, if not already in place. Rather than seeking fellow team members' help to answer a citizen inquiry, staff can simply look up the answer themselves by searching for it in their knowledge management database.
- And with any preferred knowledge management tool, staff can add additional resources to the database on the fly. This gives seasoned staff the ability to create quick how-to articles they can share with new hires struggling with specific tasks or processes.

9. Technical On boarding:

It needs to be made sure that the staff members are 100% confident and adept at using call center software and technology. Otherwise, a technical snag might lead to unnecessary hold times. Staff should be familiarised with the tools by providing clear guidance on the following as a good practice, if not already in place.

- Answering calls using your call center software.
- New hires may have only used phones to handle citizen calls in the past.
- Transferring calls between departments.
- Teach staff how to use, hold and transfer functions to properly route citizens calls to other staff members and departments.

- Muting and unmuting the speaker while talking to citizens.
- The staff commonly use this function when they ask another teammate for help with a citizen's question. Mute can be a good alternative to hold, as it allows quietly completing a task while still being able to hear the citizen on the other end.
- Adding other people to the call via your call center software.
- A staff member might need to loop their senior into a call if they need help with a ticket, for example, or if the citizen specifically asks to speak to the senior staff.
- These are many types of software which can be used as a valuable tool for organizing and managing citizen calls. But without the proper technical training, these tools can become a burden to staff. Proper technical on-boarding will ensure that tools help, rather than hinder staff ability to deliver a positive citizen experience.

10. Shadow Program:

Sometimes the most effective way to train staff is by example. With a shadowing program, new hires can be paired with seasoned call center staff to experience first-hand how the professionals handle a typical citizen call.

- This call center training tip can be implemented in a few ways. One method is to invite new hires to listen in on live citizen calls. New hires can observe in real-time how expert staff adapts to different citizens and situations. Shadowing programs also allow staff to demonstrate how they utilize call center tools and software to improve the quality and efficiency of their support.
- A less involved way to implement a shadowing program is to have new hires listen to past call records that exemplify a positive citizen service experience. With recordings, one can choose the calls that demonstrate how to handle particular situations and problems. This will orient the call center training to enable the staff address any key weaknesses.

11. Feedback:

- Staff won't know if they're on track to meet their goals unless they are provided inputs. To offer constructive feedback, it is needed to understand where the staff is struggling and how they could improve. Call observing and review of calls recordings will help to assess staff

etiquette and identify strengths and weaknesses.

- It is recommended to undertake deeper analysis of 10% schemes and services contributing to 95% foot fall. If the associated processes of these services are made smooth and fault free; the satisfaction level of people will go upwards substantially.
- These services may be grouped department wise and made visible on the first click. They can be hosted on a separate lined service. If this server speed is monitored and capacity expanded as required, then the issues which put off users will get minimized.
- Process mapping should be done for at least top services to check if the human interface is completely eliminated or not.
- A well-trained manager for a call-center having knowledgeable staff, having benchmarked documentation, allowing analysis on requests/queries/problems will be a very useful input for administrative re-engineering.

As 'word of mouth' is the major communication channel; organizing camps by District Administration at Block HQs will be a very useful strategy for citizens to experience services. In such a camp SARAL Kendra operations can be simulated for individual service requests which will build citizens' confidence in online operations.



ANTYODAYA SARAL: Field Perspectives

E-Governance Initiative by Haryana Government

SECTION 1: INTRODUCTION

1.1 Background

E-Governance can be defined broadly as the use of information and communication technologies (ICTs) in the public sector to improve the government operations and delivery of services. It is increasingly being seen as the answer to a plethora of problems that the governments or public agencies in general face in serving their constituencies effectively. This is especially so in developing countries, where generally the public agencies face resource constraints for improving their operations and delivering services to the citizens. In such cases, e-Governance has been touted as a means to save costs while at the same time improving quality, response times, and access to services (ADB, 2003). Some analysts have noted its role in improving the efficiency and

effectiveness of public administration (Pacific-Council, 2002; UN-ECOSOC, 2003). It is also seen as a tool to increase transparency in administration, reduce corruption, and increase political participation (Seifert & Bonham, 2003). Its potential to make governments more competitive and to enable them to face the challenges of the information and communication age has also been noted (OECD, 2003; UNDP-APDIP, 2003).

According to the World Bank (World Bank, 2005), e-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends including better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits of e-Governance can be lesser corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions.

There are three phases of use of ICT in India (Sachdeva, 2002). These are:

- Phase I (1947-1984): Informatics-based e-governance
- Phase II (1984-1995): Personal computer based e-governance
- Phase III (1995-2007): Web-based e-governance

A portal is a crucial step towards the establishment of an e-governance because it provides:

- Government services that are more accessible to the citizens and responsive to their information needs;
- A true citizen-centric, business-friendly and frontline service orientation; and
- An electronic “single door” web-based gateway to government information and services.

For providing citizen service delivery, both national and state governments have taken initiatives and built platforms that intend to improve the quality of delivery and increase accessibility, aligning with the aim of Digital India. The objective of such platforms is to provide ease of citizen service delivery. Many initiatives such as BharatNet, DigiLocker, MeghRaj, eSign, Soil Health Card, BHIM, etc. have played a significant role in uplifting the digital infrastructure.

The Haryana government has focused on e-governance and started several initiatives such as ‘Gram Darshan’, a digital platform having websites of 6197 gram panchayats. Solutions such as Harpath for roads, Saksham platform for education, CM Window for grievance redressal and other similar ones.

Aligning with the goal of Digital India, Haryana has developed the platform ‘Antyodaya SARAL’, that aims to provide faceless, cashless and paperless citizen service delivery. SARAL has been able to transform citizen service delivery through complete digitisation of over 547 schemes and services. It was done to provide ease of access to these schemes and services to the citizens of Haryana. SARAL has been able to enhance transparency and accountability to the system by ensuring timelines as well as other mechanisms at every step of the process. It has brought schemes and services offered by various departments under one platform. Apart from providing access to services directly through SARAL, it has also linked previous platforms used by the Agriculture department, Social Justice and Empowerment and other departments to increase the reach.

With such an initiative in place, it is important to evaluate the performance of this initiative, especially at the initial stage to identify the gaps, if any, between objectives laid down by the government and their implementation. Identification of such gaps can help the government to address problems wherever required to make the online platform better and to make the initiative an asset for its citizens. In this context HIPA undertakes this study to understand the performance of SARAL with experiences the citizens of Haryana face at the grassroots level.

1.2 Antyodaya SARAL: Rollout Details

Antyodaya SARAL was launched in 2017 with the aim of transforming the Government to citizen service delivery system in Haryana. The prime objectives of SARAL can be looked at from two angles, viz. for the citizens and for the government officials. From the citizens’ perspective, SARAL aims to provide better accessibility, timely delivery and good user experience of the platform when people do want to apply for schemes or services. For the government officials, it provides a digitalised and standardised system, where data analytics tools can be used to enhance productivity through removal of manual desk work as much as possible. Also, this increases the accountability and transparency within the system to a large extent.

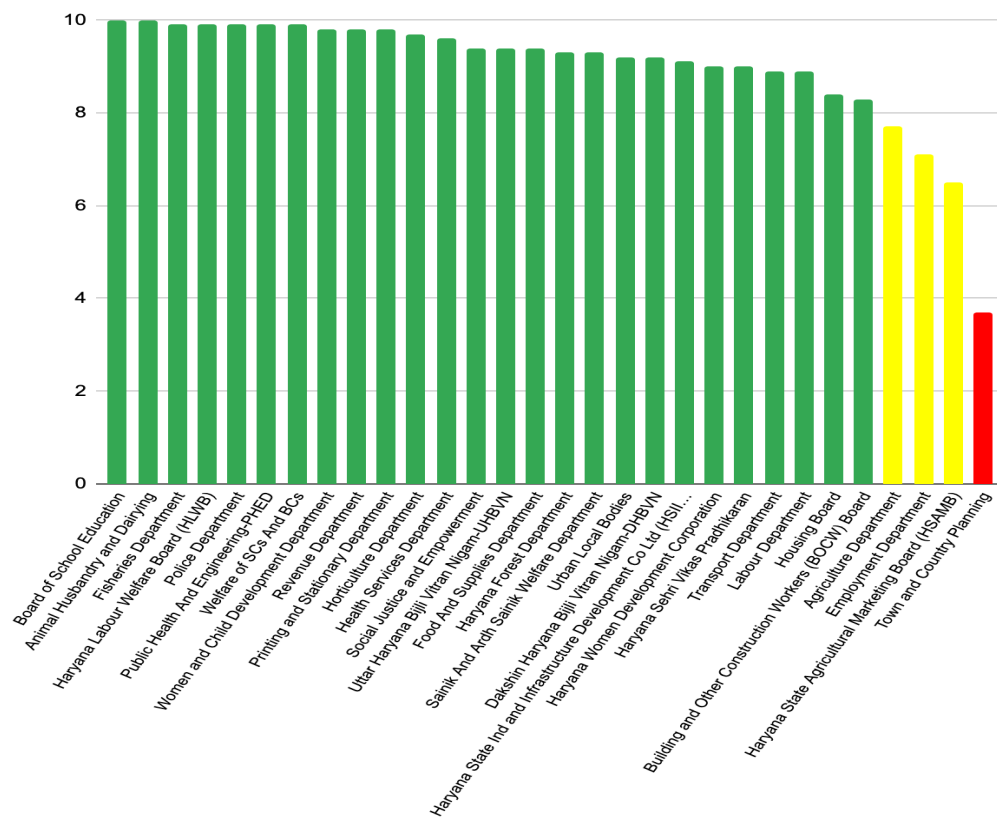
All schemes and services have been brought on a single online platform. The Antyodaya SARAL portal, the SARAL website, currently has around 547² schemes and services listed on the platform. Any citizen can apply for schemes and services through this portal by filling out a standardised forms. With this, the citizens can also track the status of their applications. The system also sends

² *Number of schemes and services on Antyodaya SARAL portal as of August 2021*

communication through SMS to the concerned citizen during every step of their application processing procedure. The platform includes various advanced features apart from online application, online status tracking and proactive status SMS such as review dashboard and notification to officials are provided by the Antyodaya SARAL Portal.

A review dashboard has been created cutting across all districts and departments for complete visibility on performance of Antyodaya SARAL. The analytical team uses the backend data for performance measurements and identifies potential areas for improvement. The dashboard offers multiple views to the state and district leadership maintaining administrative hierarchy. The CM office reviews the districts and departments, DC reviews the departments at the district level, and so on. The dashboard is created on the basis of a SARAL Score. The SARAL score is based on the adherence to the RTS timelines and completed applications. Some of the review dashboards are available on the portal like district scorecard, department scorecard. Examples of such features are presented below.

Figure 1: Department Leadership Board



Source: Antyodaya SARAL Portal

Table 1: District Performance Scorecard

DISTRICT REPORT (TILL 20/09/2021)					
Rank	District	Completed (Recently)	Completed within RTS (Recently)	Pending outside RTS (till date)	RTS Score
1	Rewari	1,05,027	1,02,791	771	9.7
2	Kurukshetra	91,234	88,876	633	9.7
3	Haryana HQ	30,316	30,203	914	9.7
4	Karnal	1,30,794	1,27,303	1,298	9.6
5	Yamunanagar	1,10,077	1,07,715	1,999	9.6
6	Kaithal	1,11,519	1,08,677	1,805	9.6
7	Ambala	1,07,913	1,04,450	1,420	9.6
8	Rohtak	1,22,997	1,19,592	2,217	9.6
9	Panchkula	52,643	50,795	806	9.5
10	Jhajjar	97,029	93,727	2,241	9.4
11	Mahendergarh	1,13,942	1,10,417	3,066	9.4
12	Fatehabad	92,972	89,971	2,865	9.4
13	Charkhi Dadri	50,379	48,552	1,493	9.4
14	Faridabad	1,88,795	1,78,953	3,057	9.3
15	Sirsa	1,16,200	1,10,675	2,758	9.3
16	Nuh	1,28,203	1,25,092	7,212	9.2
17	Bhiwani	1,34,282	1,30,862	7,515	9.2
18	Hisar	2,02,993	1,93,195	6,705	9.2
19	Jind	1,50,811	1,44,628	6,181	9.2
20	Palwal	94,274	87,688	1,126	9.2
21	Sonapat	1,23,547	1,17,161	3,941	9.2
22	Gurugram	2,27,944	2,14,852	6,659	9.2
23	Panipat	1,15,793	1,08,252	4,386	9
	TOTAL	2699684	2594427	71068	

NOTE: "Recently" here refers to time period of Application Submission taken in account.
1. Departments with schemes/services of RTS timelines less than or equal to 45 Days, "Recently" is 3 months.
2. Departments with schemes/services of RTS timelines more than 45 Days, "Recently" is 6 months.
Source: Antyodaya SARAL Portal

1.3 Intended Benefits to the citizens

1.3.1 Offline access apart from online portal

Keeping in mind relatively lower digital literacy and ownership of digital devices to access the online platform, the government has made provision for multiple offline touchpoints for the citizens. This helps common people, especially in rural environments, to avail government schemes and services with ease. Besides the digital platform called Antyodaya SARAL portal, additional physical touch points include Antyodaya SARAL Kendra at every District Head Quarter and SARAL Kendras at the sub-divisional and tehsil level. Apart from these, Atal Sewa Kendra/ CSCs located across Haryana there are SARAL kendras also where people can visit to access all services and schemes they want to avail. There are 22 district HQ Kendras, 51 sub-divisional kendra, 20 tehsil Kendras and more than 6000 CSCs that act as physical touch points where people can access these facilities offline.

1.3.2 Timely Delivery of services

Haryana's legislative assembly passed 'The Right to Service Act'³, 2017 to make sure that the delivery of services to eligible persons are completed within the notified time limits. Currently, 244 services and schemes have been notified under this act. This suggests that all these services need to be delivered to the citizens within a stipulated time period as mandated under rights to services act. Officers have been authorised and assigned to resolve the grievances relating to services listed under this act.

1.3.3 Good User Experience

A conscious effort was made to provide standardized experience to citizens across the state while availing schemes and services from various departments. Along with this, channels of communication were built to ensure they can actively communicate with the government. A statewide Antyodaya SARAL helpline is operational to attend queries, complaints and requests. To establish transparency in the system and build efficiency, each SARAL service application can be tracked and accountability can be mapped to the officers. This facilitates quick processing that helps the incumbent as well as the government.

³ **Right to Service Act, Government of Haryana.** There are timelines notified under the Right to Service Act within which services/schemes must be delivered to a citizen. These timelines specified the number of "working" days so if the RTS limit is 30 then it means 30 working days (excluding holidays). It also specifies that no application can be rejected without specifying a clear reason to the citizen, otherwise action may be taken against the official.

1.3.4 Usage of data analytics for a seamless service delivery

Usage of analytics helps in monitoring the progress in every stage. This also helps in better and informed decision making as well as addressing problems quickly. Officials engaged within the system can work with much enhanced efficiency levels.

1.4 Online Public Service Delivery: Past Experiences

This section examines the literature pertaining to public service through e-Government initiatives. The focus of this exercise was to understand the barriers to success of such initiatives and to identify the factors that make civic engagement through participatory digital platforms possible and successful.

Existing research argues that public services in low-income democracies are fundamental to improve economic growth via poverty alleviation and human capital formulation (2010). Over the years, e-Governance in India has also evolved gradually to achieve effective remote governance through citizen centricity, transparency and service orientation. Several state governments and central ministries are envisioning a digitally empowered society and knowledge economy. The state of Haryana, along with the rest of the nation, has undertaken a few of key digital initiatives such as ‘Antyodaya SARAL’, Meri Fasal Mera Byora (MFMB) and the similar ones to improve the public service delivery system for its citizens. Singh et al. (2010), argue that e-Governance aids in bringing transparency and efficacy, reducing corruption significantly to enhance the citizen-state relationship.

West, D.M (2004) conducted a study on United States e-government strategies and citizen responsiveness. Through detailed content analysis and citizen’s perception analysis, the study suggested that the attitudes of e-Government users are different relating to trusting or having confidence in the government or to believing the government is effective in solving problems. However, researchers also suggest that governments must follow a strategic planning model to achieve maximum impact of e-government platforms (Layne & Lee’s e-Government model; Anderson & Henriksen’s (2006) PPR model). Gartner Research Group (2007) has explained two primary forces that should influence long-term e-Governance strategies in shaping the governance through technology by 2020. First, the government intervention and regulation in the economy and secondly, citizens’ attitude to privacy and surveillance. Similarly, several studies across different regional contexts have highlighted the importance of e-governance initiatives as well as some common factors for its success.

In India 35% of the e-Governance projects are total failures because initiatives are either not implemented or abandoned immediately (Thorton, G. 2011). Mehta (2001) says e-Governance projects can succeed only in an enabling institutional environment and a set of influencing factors—IT & Network penetration in rural areas, efficiency and competency of government officials, data security, etc. A few research papers suggested that about 50% of the e-Governance projects in India are partial failures because of inadequate project definition, lack of skills, deficiency of change control system, poor project estimations and ineffective resource management (Choudhary et al., 2007; NSIG, PMI, and Thorton, G. 2011).

Very often e-initiatives in the public sector are carried out in silos by various departments/ministries in an un-coordinated fashion. These silos lead to duplication of investment, inefficiency and an increased cost of governance (Koshy Thomy, 2019). There is an increasing number of research and analyses to identify demand side issues because while more and more services are made available through ICT, citizens' usage rate lags behind. Barth et al. have identified some determinants for citizen resistance for virtual services. These factors are identified as immediate result requirements, sensory requirements, privacy and security risks. The acceptance of existing electronic services (e.g. implemented taxpaying systems) and means to reach “more resistant” groups of society have been studied, e.g. citizens without internet access (first level digital divide) or elderly people without the required skills (second level of digital divide). Ahmed (2006) has also pointed out that digital divide continues to serve as a major deterrent despite an ease in access to ICT services. The lack of awareness among citizens about e-governance initiatives is another reason for lower citizen engagement and lower confidence in government effectiveness.

As citizens become more informed about and familiar with e-Government, public-sector Web site usage has the potential to reshape underlying views about government (West, D.M. 2004). Targeting the Indian population over 1.3 billion for delivering e-services is an ambitious task and requires adequate implementation policies. Information Technology (IT) resources needs to be managed prudently in terms of incurred cost and service delivery and studies have identified that cloud computing and virtualization is a cost-effective solution for delivering e-governance services to the citizens (Kalam, A.P. 2008; R. Bagga, & G. Piyush). Bent et al. (1999) have proposed that a single-window initiative can serve to (1) improve accessibility through “gateways”, (2) improve convenience through “one-stop shopping”, and (3) overcome jurisdictional divisions through “seamless service”. Furthermore, Kohlborn et al. (2010) in their study has discussed the current state of the practice of online

service delivery models with international leaders in e-Government and has confirmed the major challenges of e-Government transformation to be— Information management and fostering horizontal (and vertical) collaborations in order to establish a common customer-orientated culture.

Furthermore, to provide better services and retain the citizen's confidence, it has been advised to have a robust performance evaluation mechanism. It enables accountability and quality in the delivery system (Romzek et al. 1987). However, in Indian context, there have been only a few studies to measure the effectiveness of such digital initiatives. It's only recently that India conducted National e-Governance Service Delivery Assessment 2019, which evaluates the overall effectiveness of service delivery mechanisms across Indian states and central ministries. The NeSDA framework primarily assessed all the service portals (State/UT and Central Ministry service portals) on seven key parameters, viz. Accessibility, Content Availability, Ease of Use, Information Security & Privacy, End service Delivery, Integrated Service Delivery and Status & Request Tracking and also did citizen's perception analysis. Similarly, a case study on Antyodaya SARAL in performance measurement in Public administration by Dubey et al. (reference year) has extensively evaluated Antyodaya SARAL performance measurement parameters and concluded it to be an impactful measure to ensure the quality of the programme.

There has been a significant stride in making e-Government possible for its citizens across the globe. However, in the context of developing countries, there is a gap in literature to substantiate the effectiveness of such initiatives and lack of structured performance measurement practices. Literature has supported the factors such as increasing awareness among citizens especially marginalized and poor communities and investment in digital accessibility/ infrastructure and better coordination across government departments and ministries to deliver public services, are the determinants of successful e-Government. However, this study has taken clues from these existing researches and built its analytical framework including key issues as identified by the studies referred above.

To be kept Blank



ANTYODAYA SARAL: Field Perspectives

E-Governance Initiative by Haryana Government

SECTION 2: OBJECTIVE, METHODOLOGY AND DATA

2.1 Objectives of the Study

This report is an attempt to understand the performance of SARAL and its connection to the grassroots level of the state. The study measures the key aspects of SARAL such as efficiency, ease of service delivery, user experience, attitudes of people towards SARAL including that of non-users. The study also captures perspectives of various department officials and other people involved in delivery of services so that the existing gaps in delivery can be seen through that lens and addressed accordingly. Since capacity building is at the core of HIPA's vision, the research also aims at identifying training requirements, if any, to mitigate the gaps existing within the ecosystem of SARAL. The broad objectives of the research are given below:

- a. Performance Analysis: The performance analysis of SARAL will help in understanding how efficiently the services are delivered. This will

further provide a deep and clear understanding of the readiness of SARAL to serve the citizens.

- b. Perception Analysis:** The perception analysis will provide insights on
 - Awareness - How the segments came to know about the services and what are the effective communication elements that worked in information dissemination
 - Experience - To understand the experience of users who applied for these set schemes and services. This was also aimed at identifying the key areas of satisfaction and dissatisfaction among the citizens.
 - Credibility: The confidence level among citizens who are both users and non-users. Will they be willing to use SARAL to avail schemes and services in future and how likely are they to recommend it to people.
- c. Communication Analysis:** To identify the awareness level among the citizens of Haryana for mainly the recall and recognition of “Antyodaya SARAL”. This would look into the tangible associations the citizens have for Antyodaya SARAL. The study aims at identifying and understanding the best communication strategy for common people to establish a connection with Antyodaya SARAL.

2.2. Methodology

The study has been majorly based on primary survey based data as collected from the grassroots level. The survey covered users as well as non-users of SARAL among the citizens. The research team also opted for in-depth interviews with the government officials at the district and state level. The key respondents of such interviews included various department heads, deputy commissioners and the HoDs in the districts. The citizens’ survey has been conducted to capture their perceptions about various important issues that people face while availing the facilities regarding services and the schemes they are eligible to get through SARAL. The feedback was captured with the help of structured and mostly closed-ended questionnaires, both for users and the non-users. The broad issues that were covered in the questionnaires include awareness; accessibility, attitude and user experience for the users of SARAL. However, for the non-user questionnaire, user experience was not the part of it for obvious reasons.

2.2.1 Sampling Procedure and Coverage of the Survey

To facilitate the sampling of the users' survey, we obtained data of the applicants for different services from the SARAL backend team. To attain an unbiased and representative sampling of SARAL users, a few steps were followed:

- SARAL covers around 547 services and schemes offered by the state government. In the interest of time as well as effort, we are required to select a limited number of schemes and services so that the primary survey remains feasible. Based on the number of applications, ten services and schemes were selected. With the help of the data on applications, the services and the schemes were selected from top, mid-level and low level. However, this selection procedure considered a threshold number of applications so that a significantly large number of applicants should be there from which the sample users to be selected.
- The record of applicants was utilised for listing purposes and sample applicants were selected using random sampling procedure to make it statistically robust.
- Because of restrictions of movement due to the pandemic, we opted for a phone survey to capture information from the users. Since in any phone survey the refusal rate is high, while selecting samples through a random sampling procedure from the list of applicants for each selected service and scheme, we obtained about 4 times more sample applicants contacts than was required as sample size for the study.

However, for the non-user survey, in the absence of any classified data of phone numbers, we had to opt for face to face survey only, which was undertaken by HIPA researchers.

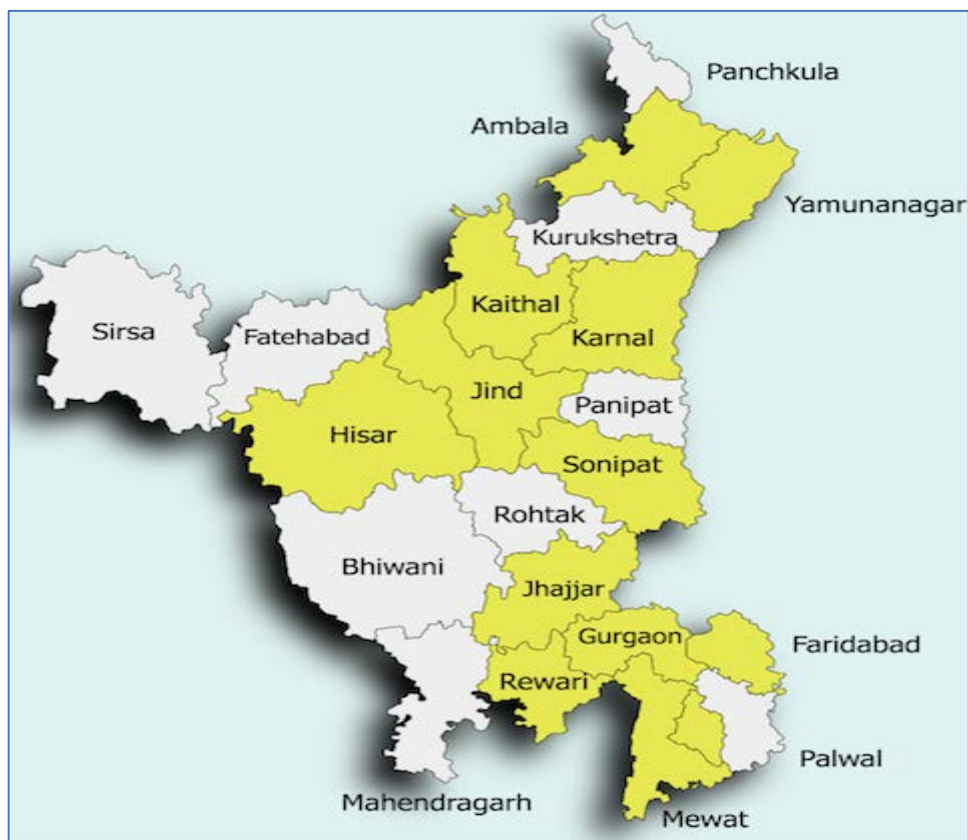
The study made sure that the survey coverage is representative of the administrative units of the state. Haryana is divided into 6 administrative divisions. To have a uniform representation of administrative divisions of the state, two representative districts were selected from each division. For this purpose following districts were covered:

- Gurugram
- Faridabad
- Sonipat
- Rewari
- Nuh

- Jind
- Hisar
- Kaithal
- Ambala
- Yamunanagar
- Karnal
- Jhajjar

Apart from the user and non-user surveys, the study also conducted key informant interviews (KIIs) in the form of in-depth discussions with relevant government officials. KIIs were done once the basic data analysis of the primary survey data was over. That provided the researchers with the flexibility to have a discussion with the officials focused on issues that emerged as important insights obtained from data analysis. This helped the researchers to understand the SARAL ecosystem with further clarity and correlate mitigation strategies of the gaps as found through the primary survey data.

Figure 2: Districts selected for the citizen survey



Interview guidelines were prepared for *a)* Department Heads, *b)* District Heads and *c)* data analytics team to understand their perspective, and challenges faced while delivering the schemes and services. These included understanding the process being followed at the district and state level, evaluation of SARAL in terms of its relevance to the department or district and if any significant improvements have been made in the system post its adoption. Along with this, it captures suggestions from department and officials on improving awareness and accessibility, making SARAL more citizen centric and providing better user experience. Their suggestions on how to improve SARAL further were also noted. This included operational procedures, technical aspects as well as capacity building considerations. The list of officials contacted for KIIs is given in the Appendix.

As mentioned earlier, a total of 12 districts were selected for primary survey purposes. From each district 40 users and 40 non-users were interviewed for survey purpose. For both user and non-user category survey, sample individuals were selected both from urban as well as rural areas. The research team tried to interview non-users from different gender, social category, and income groups to ensure maximum representation.

Table 2: Services and Schemes Selected for User Survey Sampling Purpose

Service	Department	Application Count
Resident Certificate	Revenue Department	10,41,435
Application for new electricity connection	Power Department	3,88,440
Old age Samman allowance	Social Justice and Empowerment	1,75,502
Duplicate driving license	Transport Department	77,465
Application for inclusion of child name in birth record	Health Department	49,915
Scheme of solar inverter charger (SIC)	Renewable Energy Department	46,309

Application for unemployment allowance	Employment Department	41,428
Marriage registration rural (2008)	Revenue Department	26,346
Application for birth certificate issuance	Health Department	24,494
Marriage registration urban (2008)	Urban Local Bodies	17,548

Source: NIC



ANTYODAYA SARAL: Field Perspectives

E-Governance Initiative by Haryana Government

SECTION 3: SARAL—A PRIMARY SURVEY

3.1 Who were Covered in the Survey: Profile of Users and Non-users

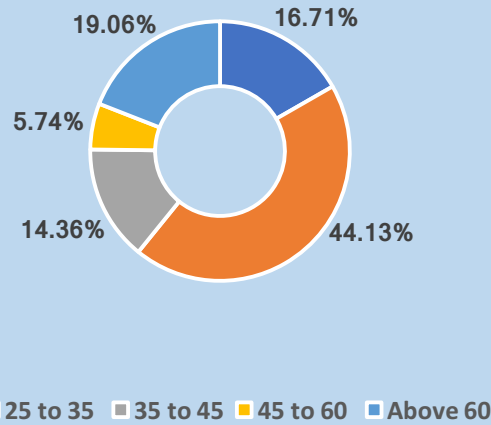
The following section provides respondent profile for both users and non-users covered during the primary survey. The study made an attempt to represent people from different socio-demographic-economic backgrounds so that the feedback enables the research to identify the gaps that need to be addressed keeping in mind requirements from different quarters of people of Haryana. The profile characteristics include:

- districts rural urban status
- age group

- gender
- social category (general, SC, OBC or ST)
- educational qualification
- occupation
- income Group

The profile descriptions are given below:

Figure 3: Age Group (UG)



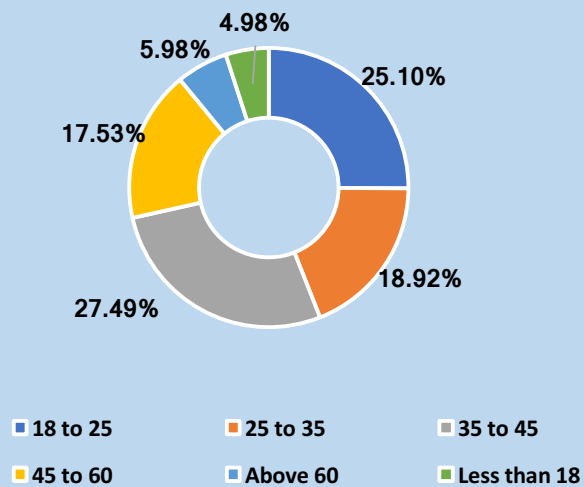
- Among the total users 68.12% hailed from urban areas and 31.87% from rural locations.

For non-users, the percentage of respondents belonging to urban and rural areas was 50% each. Respondents in the age group 25 years to 35 years

accounted for 45%, followed by 19% respondents above 60 years, around 16% and 14% respondents were from the age groups 18-25 and 35-45 respectively.

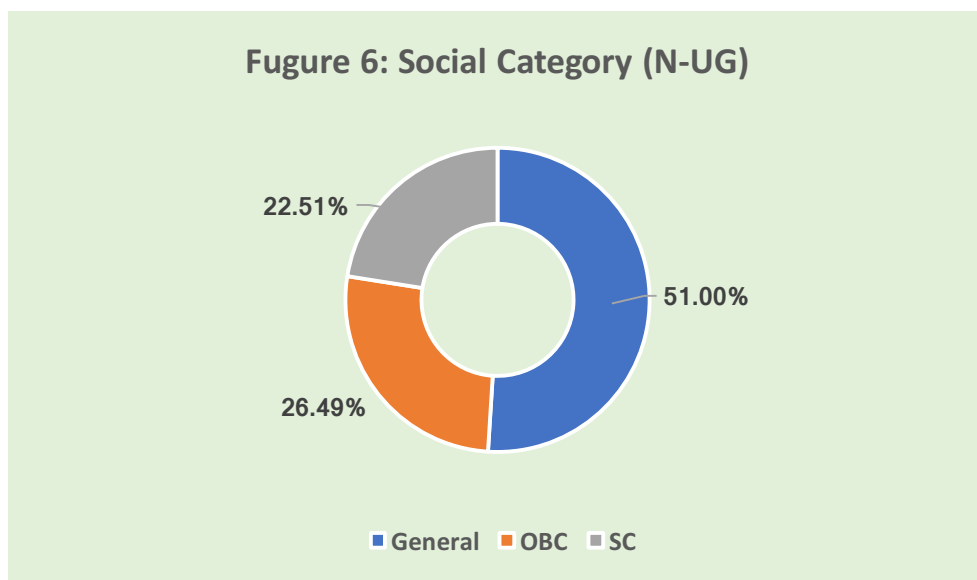
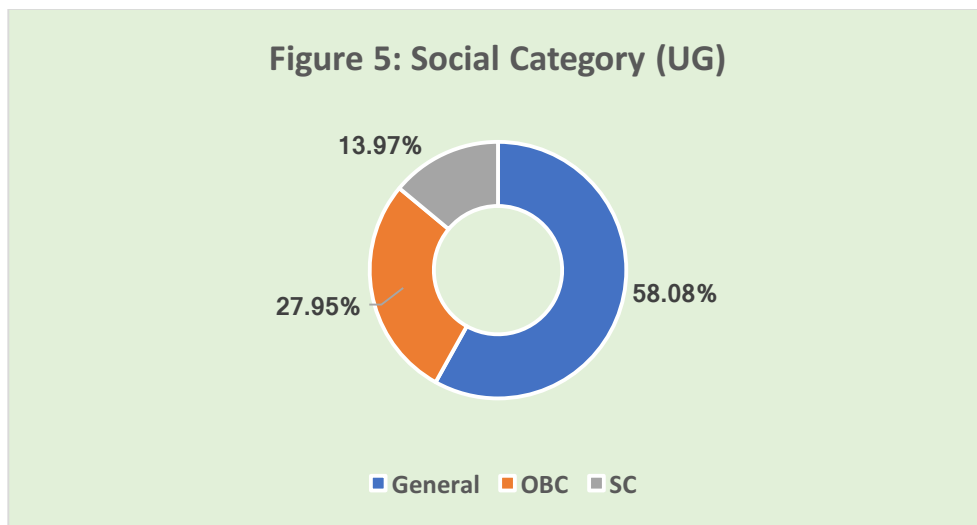
- Among the sampled non-users, the maximum respondents were in the age group 18 to 25 years and 35 to 45 years, which is 25% and 27.5% respectively.

Figure 4: Age Group (N-UG)



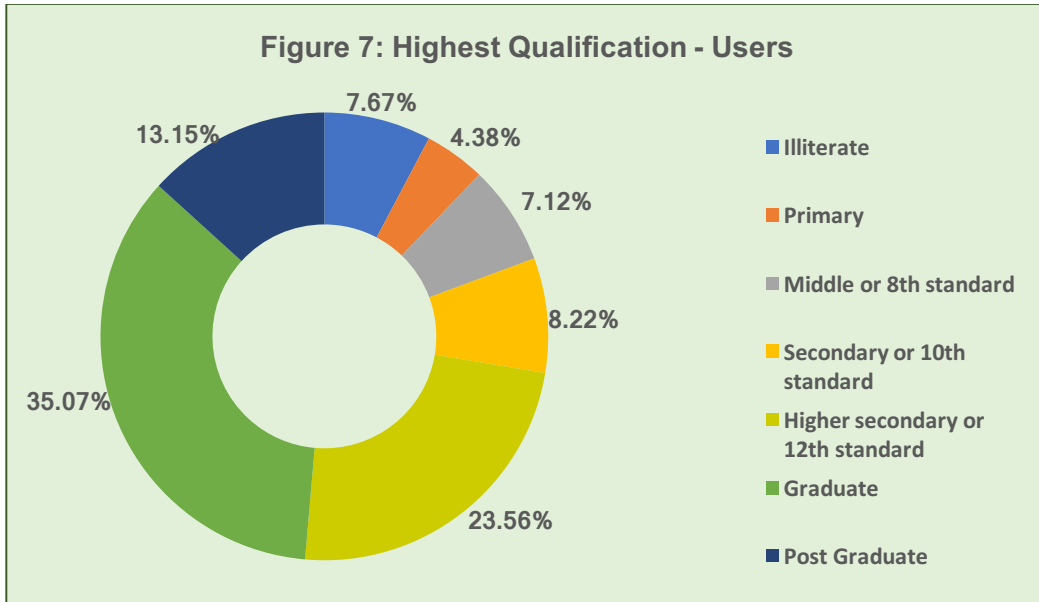
The respondents in age group 25 to 35 years were 19%, whereas 18% respondents fall in the age group of 45 to 60 years.

- Among the users, roughly 81% were males and 19% were females.
- For non-users the respondents were equally divided between male and females.
- Among surveyed users, 58% of the respondents belonged to the General category, 28% from Other Backward Classes, 13.97% respondents belonged to the Scheduled Castes.

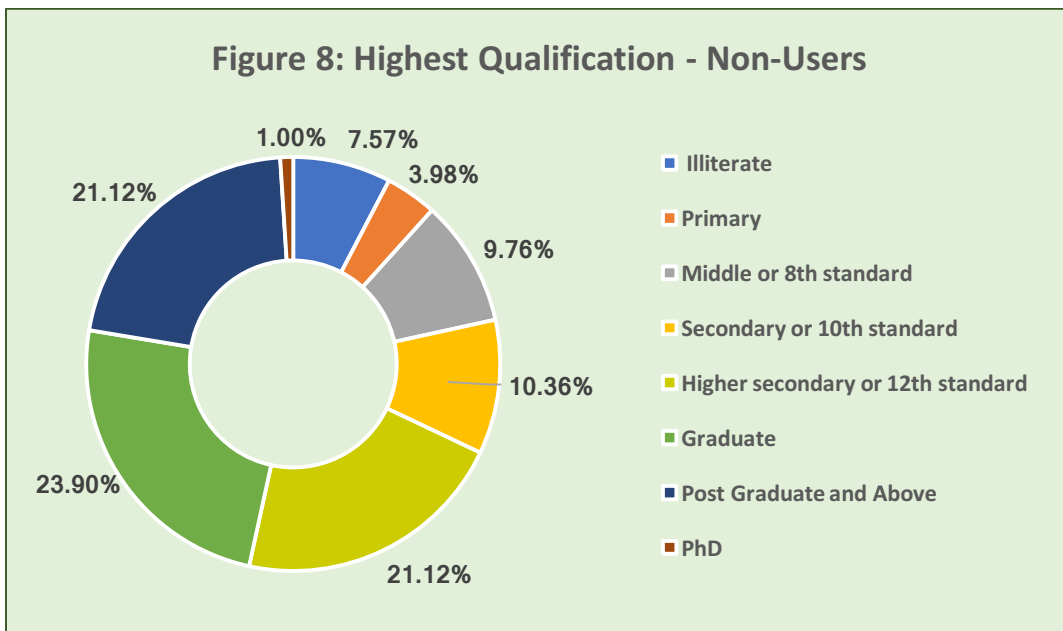


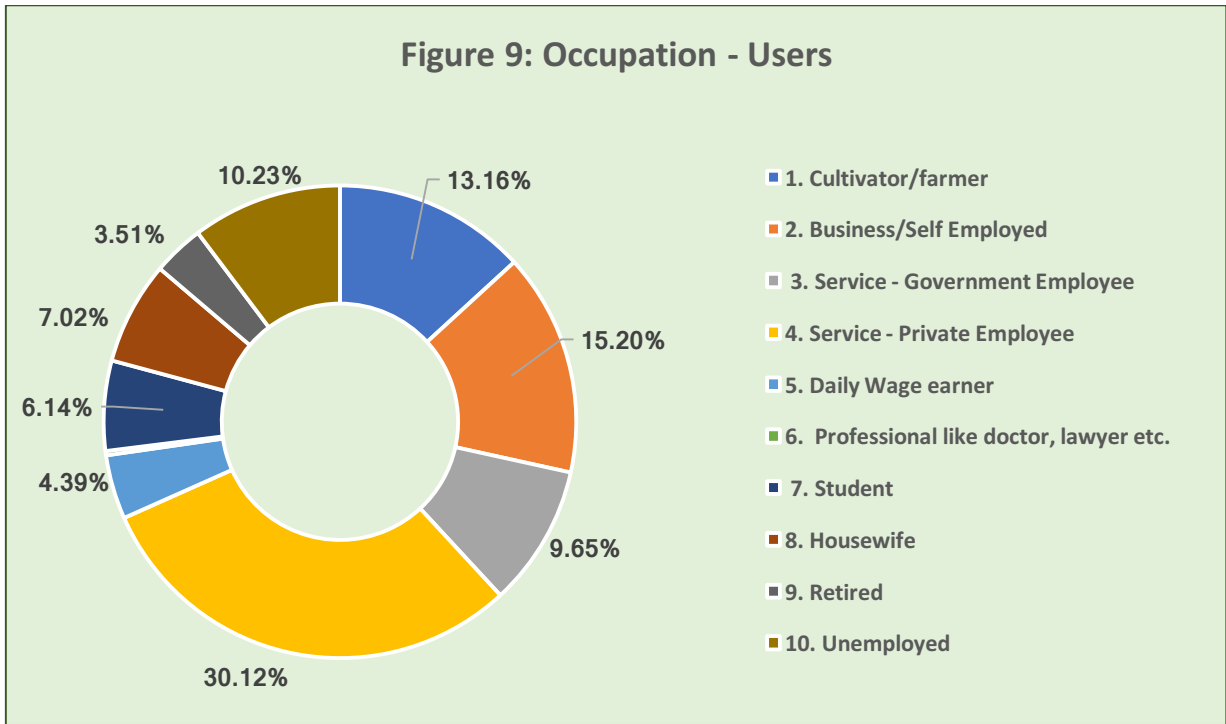
- For the non-user 51% of the respondents belonged to the General category, 26.49% from Other Backward Classes and around 22.5% from the Scheduled Castes.

- Around 35% of the users have completed or are pursuing graduation, 13% are post graduates. Nearly 24% of the respondents have received higher secondary education or till class 12th. About 20% of the users reported their education level up to 10th standard, 7 %of the respondents were illiterate.

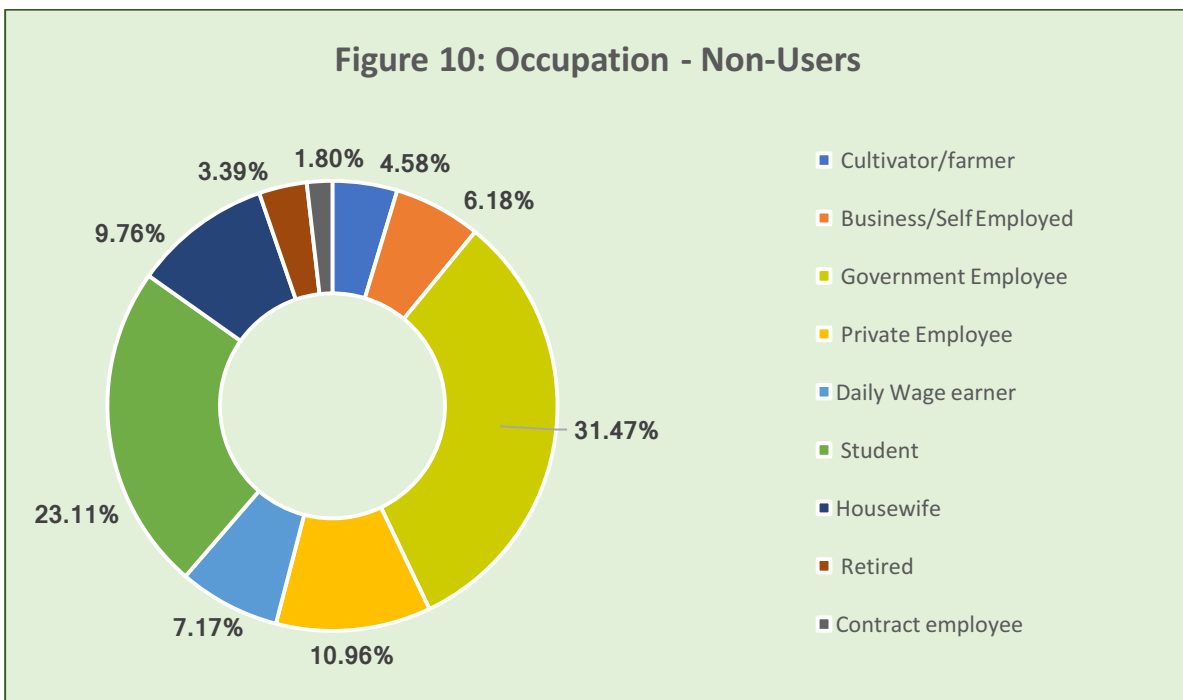


- Among the non-users, around 45% reported their education level graduation and above. About 21% were found with education level below 10th standard and illiterate.

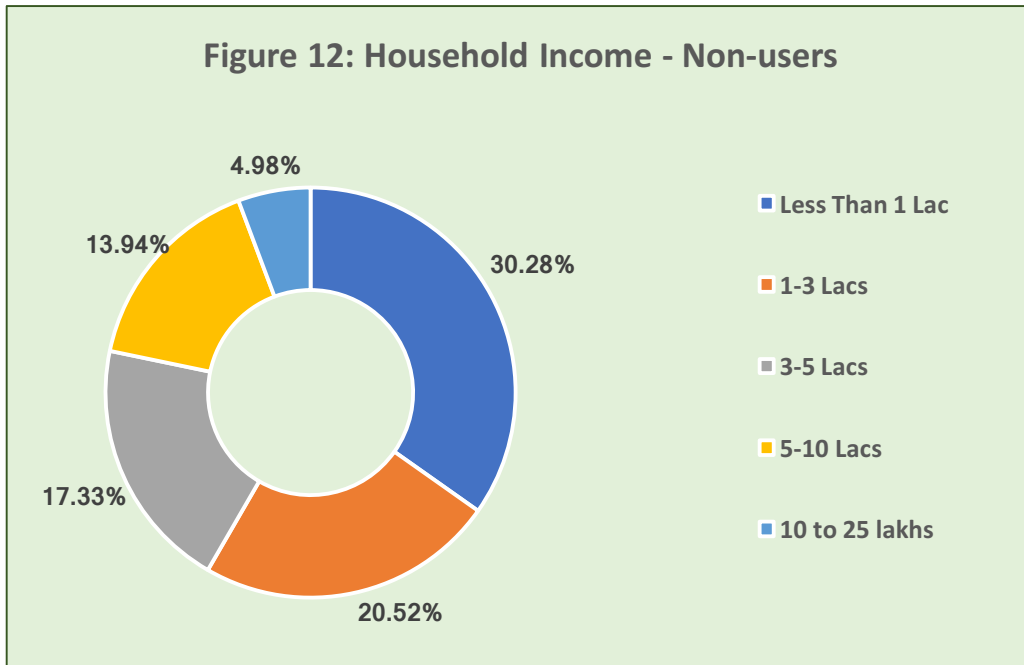
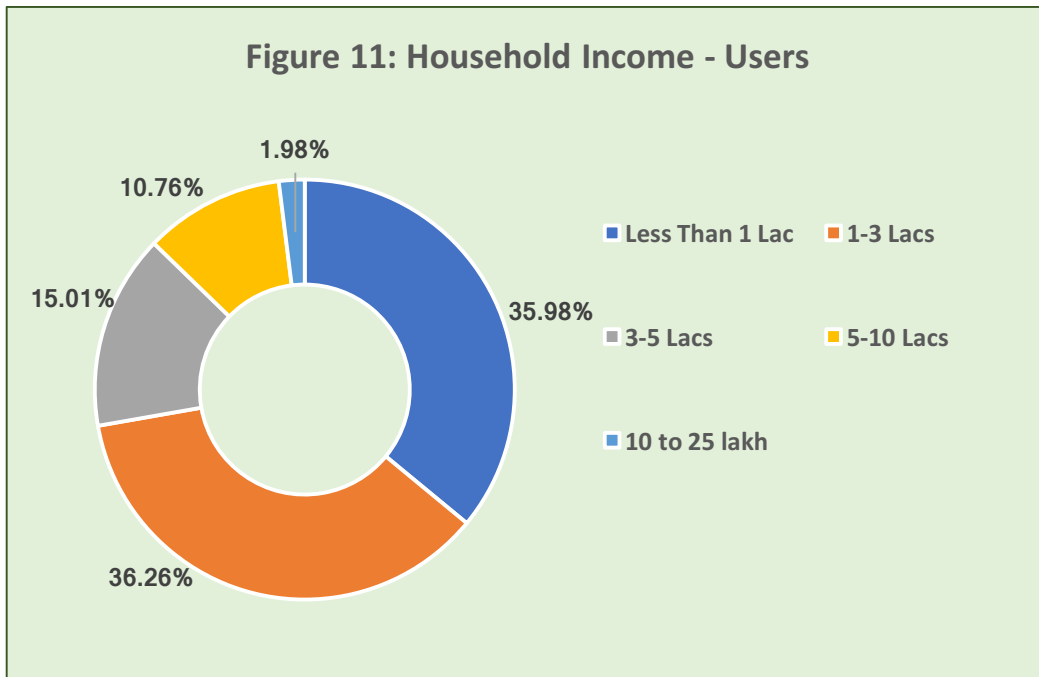




- Out of the total users interviewed, around 40% of the respondents were engaged in services, private and government. Around 15% of the respondents had their own businesses and 13% were engaged in agriculture activities.



Among non-user respondents, around 42% of the respondents were engaged in services and 23% were students.



- Around 36% of the SARAL users reported their income to be under 1 lakh, 36% reported the income between 1 to 3 lakhs, 15% of the users

interviewed had income between 3 to 5 lakhs, whereas 10% respondents earned between 5 to 10 lakhs.

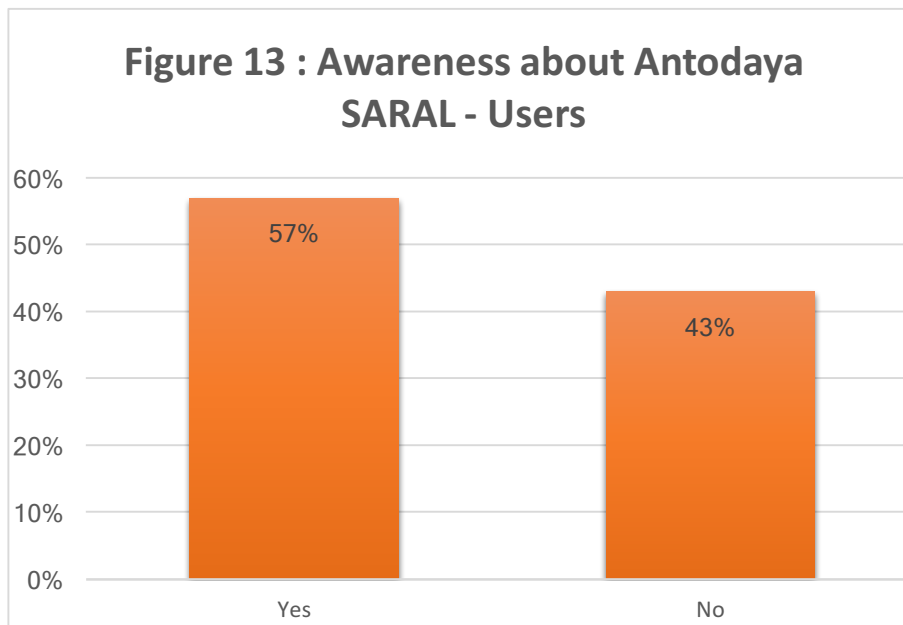
- Among non-users 30% fall under the category of less than 1 lakh annual income. As many as 20% reported annual income between 1 lakh to 3 lakh, 17.5% between 3 to 5 lakhs, 14% between 5 to 10 lakhs and 5% between 10 to 25 lakhs.
- Internet connection is a must to access services through digital platforms. Among the interviewed users 84.16% of the respondents had access to the internet. The internet availability among the non-user respondents was 81%.

3.2 Assessment of SARAL: Survey Findings

This section presents the findings of the survey. To make it more comprehensive and for the sake of clarity, the findings are presented for each of the broad pillars separately. Within each broad pillar, the parameters defining the broad pillar have been described.

3.2.1 Awareness

In general citizens are not much aware about online citizen service delivery initiatives



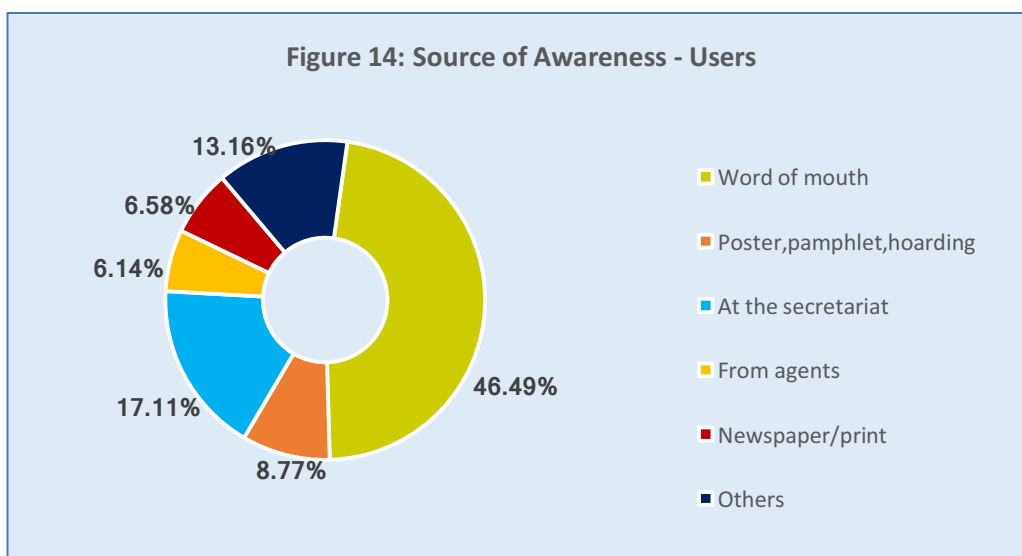
As the Haryana government has many online citizen service delivery portals such as e-Disha, Harpath, etc. it is crucial to understand the general awareness level of the residents about these online portals. The users and non-users

covered in the survey were asked about whether they were aware of online portals that facilitate them to apply for any scheme or service in Haryana. The survey found that the users of SARAL showed better awareness level about online portals, in general, as compared to non-users.

Among the users, around 55% of the respondents were aware about online portals being run by the government, whereas only 36.25% of the non-user respondents were aware about portals for online citizen service delivery.

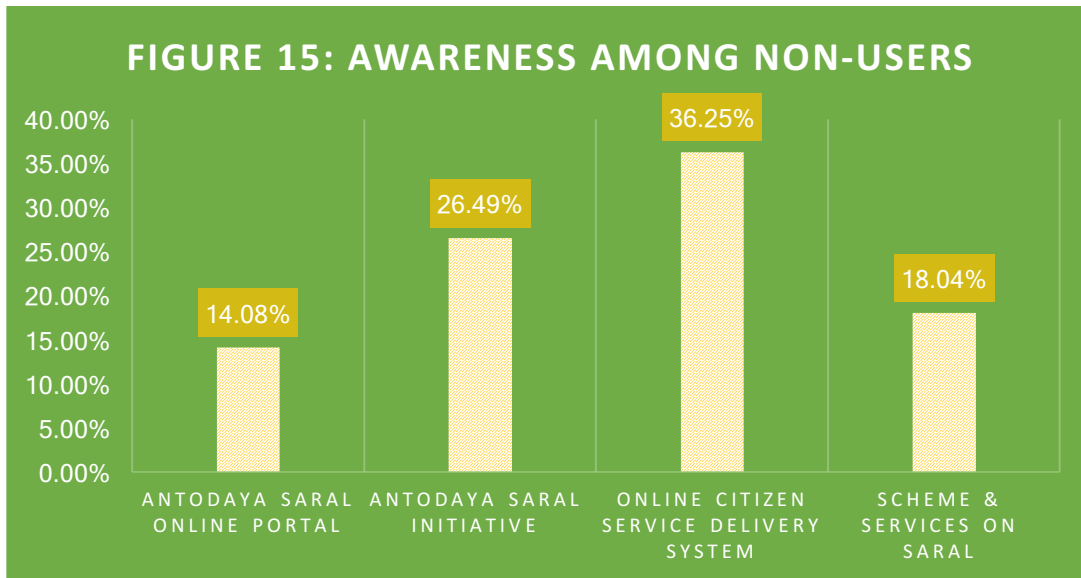
About half of the users could associate with Antyodaya SARAL

The important point to note is that even among the users a large proportion did not know much about SARAL in spite of having applied for a selected service or scheme through SARAL. Out of the SARAL users interviewed during the survey, only 57% were aware about SARAL. The remaining 43% did not hear about SARAL at all.

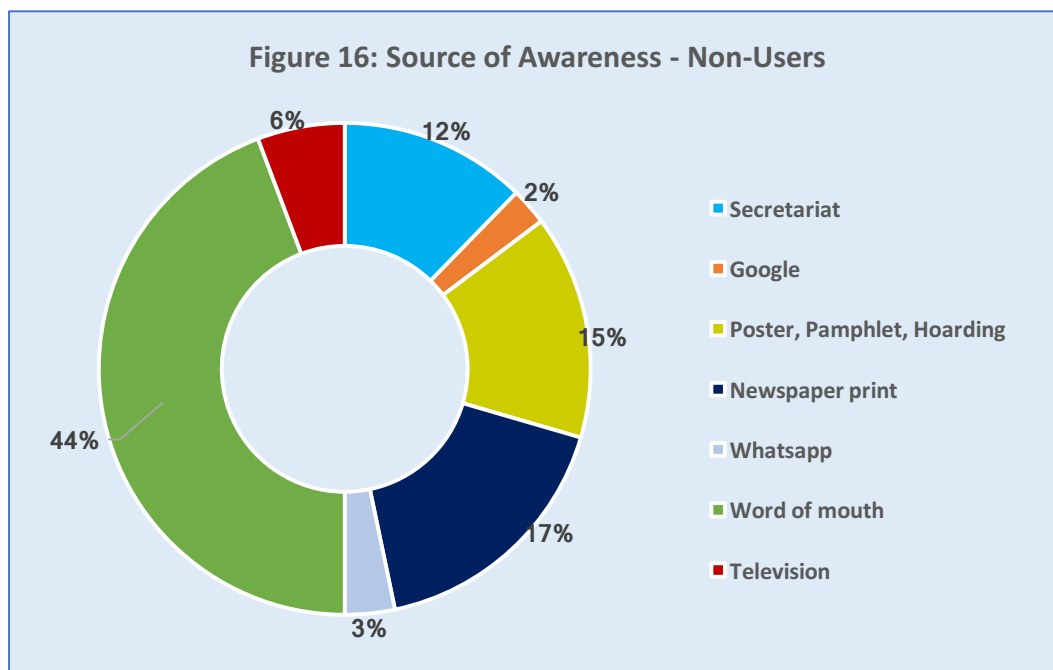


The study also identified the significant channels through which the awareness was majorly spread. It is important to note that only for 17% of the SARAL users, government campaigns or promotional activities were the sources of awareness. The most significant source of awareness was word of mouth (46.5%), followed by a visit to the secretariat (17%). Only close to 9% of the SARAL users reported that they came to know about SARAL through posters, pamphlets or hoardings, etc. About 6% of the users reported newspapers or print media as the source of their awareness. Less than 2% of the people either heard about SARAL on radio or saw advertisements on television. About 6% of the users got to know about SARAL from agents at the time of application. Close to 13% of the respondents got to know about it through various channels like google search, government offices of various departments such as

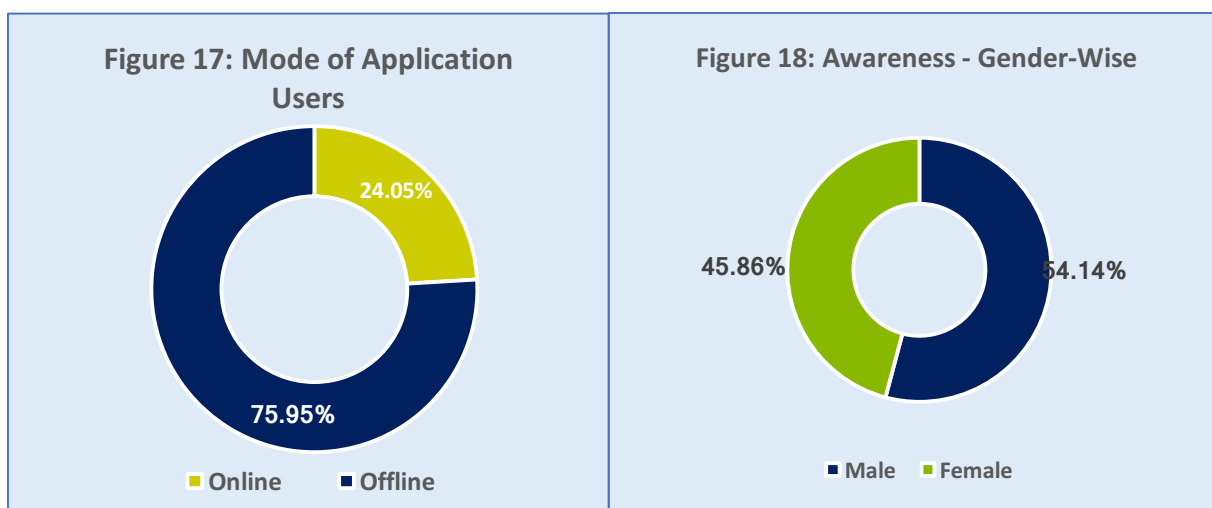
municipal cooperation, SDM court or government employees; some others came to know about it from social media, websites, internet cafes, etc. This suggests significant scope for improvement towards more aware citizens through government campaigns and promotional activities.



Awareness about SARAL among the non-users is much lower than the user group. Around 74% of the non-users were not aware about Antyodaya SARAL. The most prevalent source of awareness in case of non-users also was reported as word of mouth (44%), followed by newspaper and print media



(17%), posters and pamphlets (14.75%). Around 12% of the people got to know about it from the Secretariat. Nearly 4% of the respondents learnt about it from whatsappApp, approximately 3% from google and 6% from television. It is of utmost importance for the policy makers to make sure that outreach of these initiatives covers a larger audience through various channels. As people become more aware about e-governance services, the usage naturally tends to increase along with underlining views on government efficiency (West, D. M, 2004).



The low awareness level among the common people is a cause of concern for the success of any such initiatives, especially keeping in mind the relatively low level of digital literacy in the country. Discussions with the government officials also revealed that overall it lacks active focus towards awareness generation. Most of the departments did not have a specific plan to implement the awareness generation among people regarding Antyodaya SARAL.

However, the Department of Renewable Energy reported fund allocations for awareness campaigns, though it was more on specific schemes of the department and not for Antyodaya SARAL in particular. Other departments, either do not consider awareness generation as an important task for the department or they do not consider themselves to be accountable for the same. According to the government officials branding of SARAL was not as important as compared to the experience of the people. As per the officials, even if people are unaware of SARAL as a brand, many of them are aware about the SARAL Helpline, SARAL Kendra and CSC so that eventually they would know where to go to apply for schemes/services. However, it is important to educate officials that—in order to obtain a greater reach so that

SARAL benefits the common people—proactive awareness generation activities on part of the departments is a must to fulfil the objective of the government. Else, only a few handful of the people who are in general awareness with relatively higher and better social networks would be benefitted from SARAL and not the larger part of the population.

Also, it is noted that the majority of the users opted for offline centres for application purposes. Among the users interviewed, only 24% applied for services or schemes online through a website either themselves or someone else applied on their behalf. On the other hand, 76% applied offline, either through SARAL Kendras or through Common Service Centers/Atal Sewa Kendra or concerned departments, tehsil, etc. This is important since the purpose of SARAL is to create a seamless process for service delivery through digital platforms, unless people do access the facility themselves, the objective is partially achieved. As long as people remain dependent on other mediators, transparency issues and corruptions cannot be mitigated completely.

In general, as expected, the awareness level among the males was relatively higher than that of females. It was found that among the interviewed males, 54.34% were aware about SARAL, whereas among the females interviewed, 45.86% were aware of SARAL. A reason for this could be that more males are accessing SARAL and applying for schemes and services than females, as also seen in the case of marriage certificates.

The study also found that the citizens of lower age group among the users were more aware compared to elders. Users in the age group 25 to 35 were most aware about SARAL (49.06%). Awareness was relatively lower among

Figure 19: Awareness about Physical Touchpoint - Users

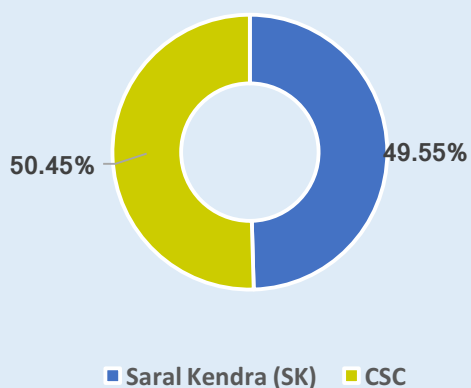
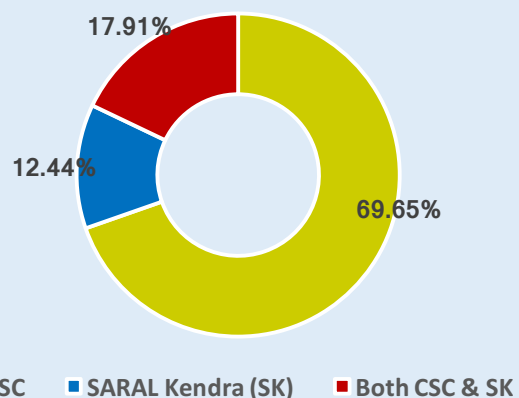


Figure 20: Awareness about Physical Touchpoint - Non-users



Citizens of other age groups. This is more on expected lines also, since in the age group of 25 to 35, employed and matured youths as more probable owners of smartphones would have more awareness. However, it was also expected that the users in other age groups should have more awareness about SARAL since the platform provides them several benefits, such as, caste certificate, income certificate and schemes like allowance for unemployment, marriage certificate, birth certificate, driving license, etc. that are pertinent to people irrespective of their age group. This suggests that strong and efficient awareness generation activities are needed to make SARAL achieve its objectives.

Awareness about offline touchpoints

The study tried to capture people's awareness regarding offline touchpoints for SARAL. Since it was already observed that more than 75% of the applicants applied offline only, it is important to understand whether people were aware about offline centres where they could apply for the services/schemes. When asked about their awareness regarding offline touchpoints for SARAL, it was found that about 50% of the users interviewed were aware about SARAL Kendra and Common Service Centres. However, it is important to note that citizens do not distinguish between SARAL Kendra and Secretariat or Courts, etc. In general, all these places are identical to them as far as SARAL is concerned. Therefore, when asked about their mode of application for services/schemes, many cases reported that they applied via Secretariat or court, but they actually visited SARAL Kendra. The survey showed that among those who applied offline, about 35% of the users applied via SARAL Kendra, 35% approximately applied through CSCs and a little above 10% applied through concerned departments and about 18% applied via Mini Secretariat. Tehsils, departments, etc. The survey of the non-users suggests that about 70% of those who are aware about offline touchpoints, knew about CSCs (only) and as little as 12% knew about SARAL Kendras.

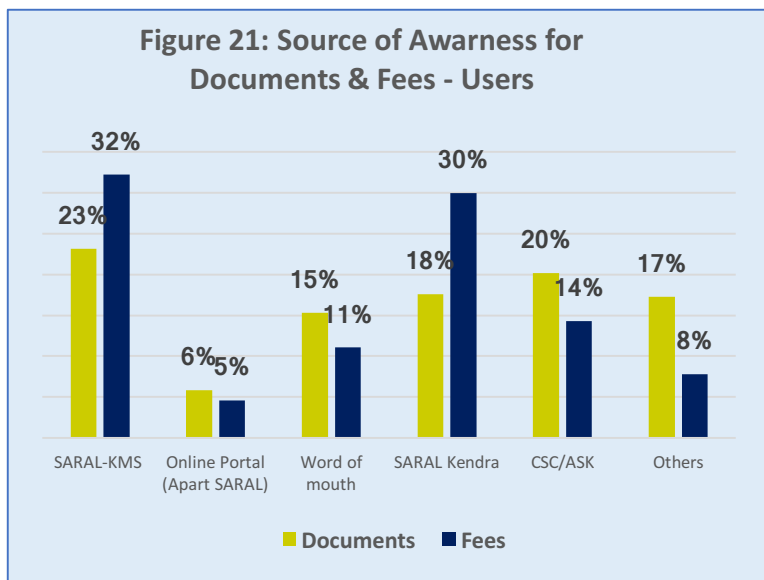
Low awareness about SARAL website

Among the users interviewed, 54% were aware about the SARAL website, and the remaining 46% were not aware about it. Almost 86% of the non-users interviewed were not aware about the SARAL website and only 14% were aware about it. The survey also found that among the 14% non-users aware about SARAL, those aware about the website, were either graduate, post graduate, or have completed their 10th and 12th standard education.

The study finds that the most common reason for non-users not applying for schemes/services is that 37% of them did not need any scheme or service to apply for, around 17% were not aware of SARAL. Nearly 5% of them did not

find any scheme or service that was relevant, and 4.55 were simply not aware about the schemes and services available.

Dependence upon other sources than the website regarding documents and fees

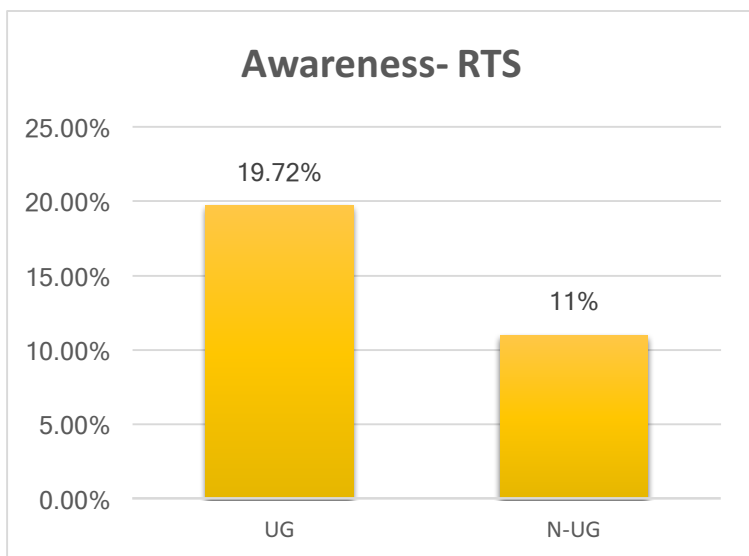


The survey found that 23% of the users learnt about the documents required for application from SARAL website itself. SARAL Kendras and CSCs were the sources of knowledge about documents needed for about 40% of the users. Similarly, 32% of the user respondents got to know about the fees required to apply for the

schemes/services from SARAL website itself. Dependence upon SARAL Kendra and Atal Sewa Kendra together was about 45%. Rest of the sources were other online websites, government officials and agents, etc.

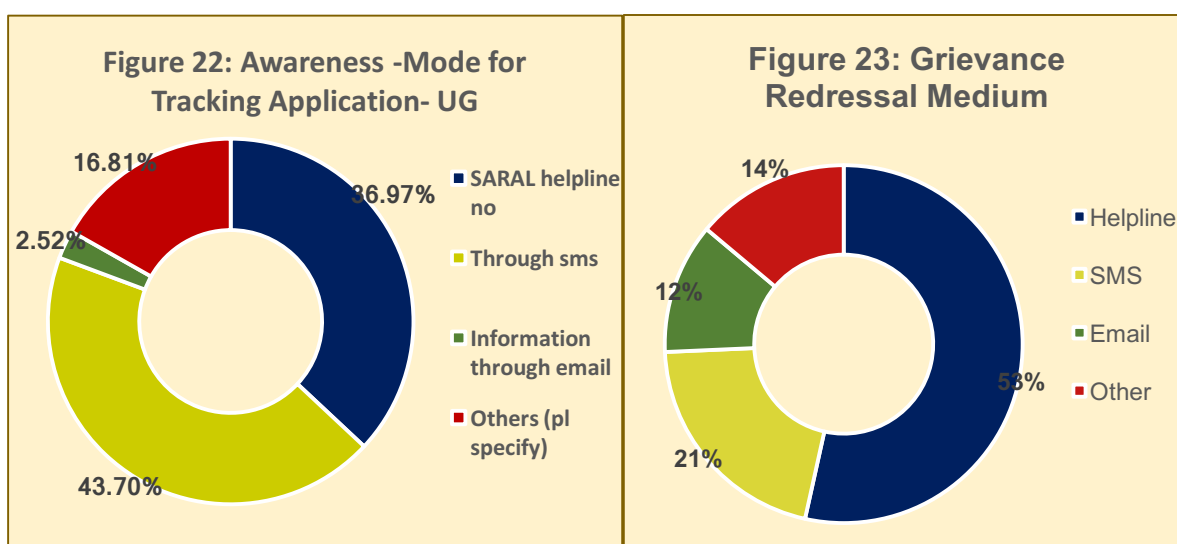
Poor awareness about RTS, tracking and grievance redressal mechanism

The survey also tried to understand the awareness about the Right to Service (RTS) Act. It was found that in general awareness regarding RTS was poor.



Among the users, 81% were not aware about the RTS Act or the mandated timeline within which they should receive the benefits or document of the scheme/service they applied for. Among the non-user respondents the awareness about RTS was even lower as compared to service users. The survey found that about 90% of them were not aware about the Right to Service Act.

The survey also captured the awareness level about how to track the application as well as what to do in case of any grievance. These two are important components to achieve SARALs' objective of enhancing transparency in the SARAL ecosystem. Among the users covered in the survey, only 35% were aware of the tracking mechanism. When asked about the channels they know of tracking mechanisms, about 43% expressed their awareness regarding tracking through SMS. This was followed by SARAL Helpline (37%). Awareness about grievance redressal mechanisms is another important concern for any e-Governance initiative. A strong grievance redressal mechanism helps the government to build credibility and trust among the citizens. The survey found that about only 36% of the users were aware about the grievance



redressal mechanism. The most common mode known to these users, who were aware about grievance redressal mechanism, was SARAL Helpline (53%), SMS (20%). Some of them are also familiar with other channels like Email (11%).

3.3. User Experience

It is critical to understand for the executors whether the plan has been executed properly to achieve the objectives or certain gaps are hindrance to achieving the same. This study tried to capture the existing gaps in terms of implementation of SARAL, if any, through user experiences. The citizens were asked about their experiences in terms of several aspects that are critical when someone desires to apply for a particular schemes/services. It captured the challenges users faced during various phases of their application process. The processes captured range from basic downloading of relevant forms and till the user receives the benefits or documents the person applied for. Since users applied

using both offline and online modes, the survey captured response for both to understand the gaps in a holistic manner.

3.3.1 User Experience Regarding Online Application

This section of the report tries to understand the process of applying for services/schemes through online channels like the SARAL website. It elaborates on the experience of online users and the challenges they encountered at the time of application and in the entire process till they received the desired benefits/desired document.

Scopes to Improve SARAL Website

As mentioned earlier, only 24% of the SARAL users applied through the SARAL website. Among these users 63.74% people applied themselves and 36.26% applied through someone else who applied on their behalf. The persons who helped the applicants were either their family members or neighbours or owner/employee of a nearby cybercafé. As a matter of fact, these people were generally digital savvy compared to the applicants who needed their help.

The survey found that 60% of the users who applied through the SARAL website could easily navigate through the site. They reported that they could easily identify the schemes and services available on the website. However, for the rest 40% applying through the SARAL website was not easy. For 17% of the people it took them longer than expected, 13% reported that they required help to find the scheme/service they were applying for, and around 8% could not find the service/scheme they were looking for. This suggests that considering the digital skill level of common people the website should be more user friendly in terms of navigation so that everyone can use it with ease.

The other most common issues faced by the users while using the SARAL website are presented below:

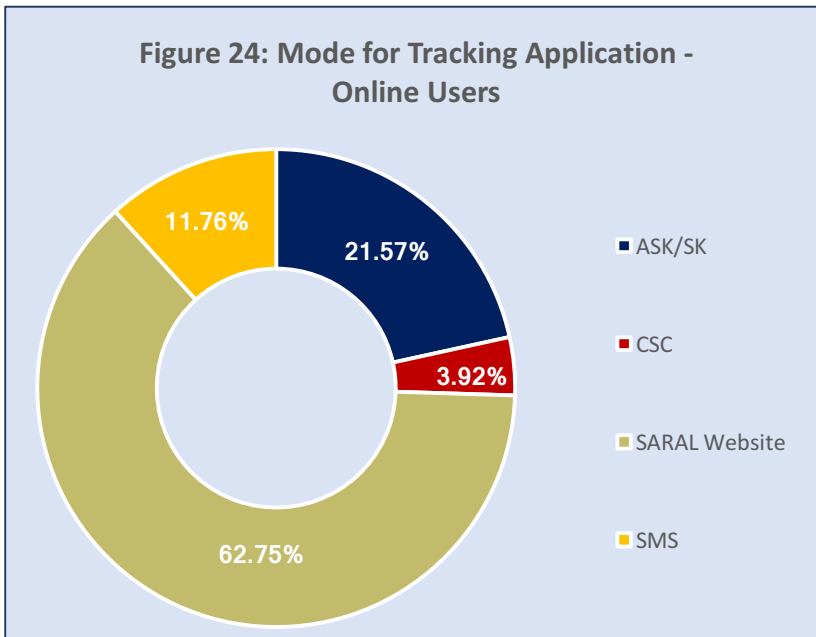
- Problem of slow or not accessible server has been reported by 48% of the applicants who applied through SARAL website
- Glitches in Email acceptance during registration was reported by 9.68% of these users
- The mobile OTP required for logging was not received by about 22% of this group of users
- About 13% of these users reported that they could not login even after providing right credentials

- Password acceptance has been reported by 6.45%.

The survey also asked about average time taken to complete an application. The average time taken to complete the application by users applying online was reported as 8 hours, which is significantly higher considering SARAL as an e-Governance platform.

Tracking Mechanism

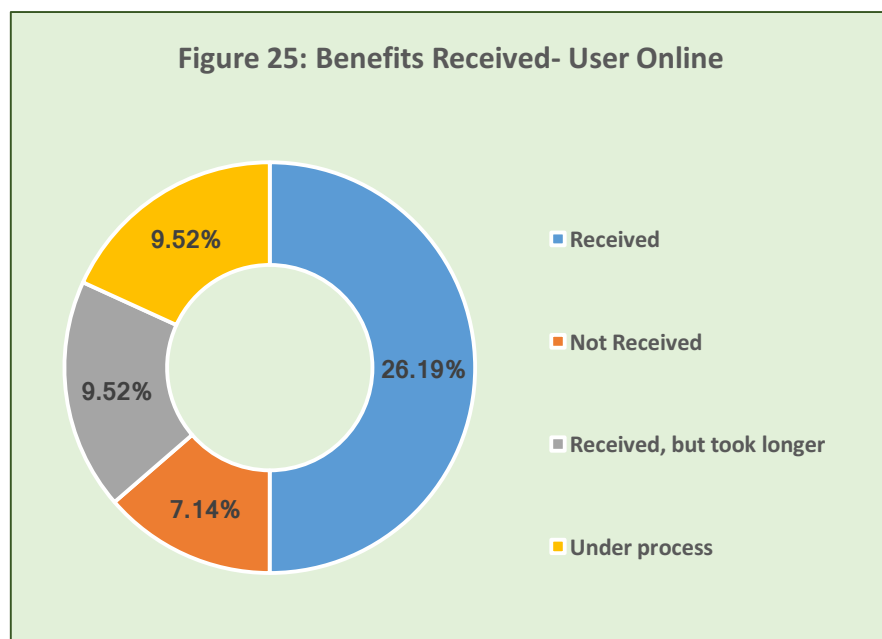
Online applicants were asked about their experience regarding tracking of their applications. Following are the survey findings on this issue:



- Among the users that applied online, about 67% of them tracked their applications after submission of applications
- Among these applicants about 63% tracked the application status through SARAL website
- About 11.5% reported tracking status through SMS
- About 21% went to Antyodaya SARAL Kendra (21%) for tracking purpose
- And, about 4% tracked through CSC

Benefits Received

The users' survey finds that the majority of the respondents were happy with the manner they received the benefits. The study finds that 26.19% of the



respondents, who applied online, received the promised benefit or the desired document within the RTS timeline. Around 9.52% of the respondents reported that they received the benefits, but beyond the mandated RTS timeline. The application still under process status was reported by about 9.52% applicants.

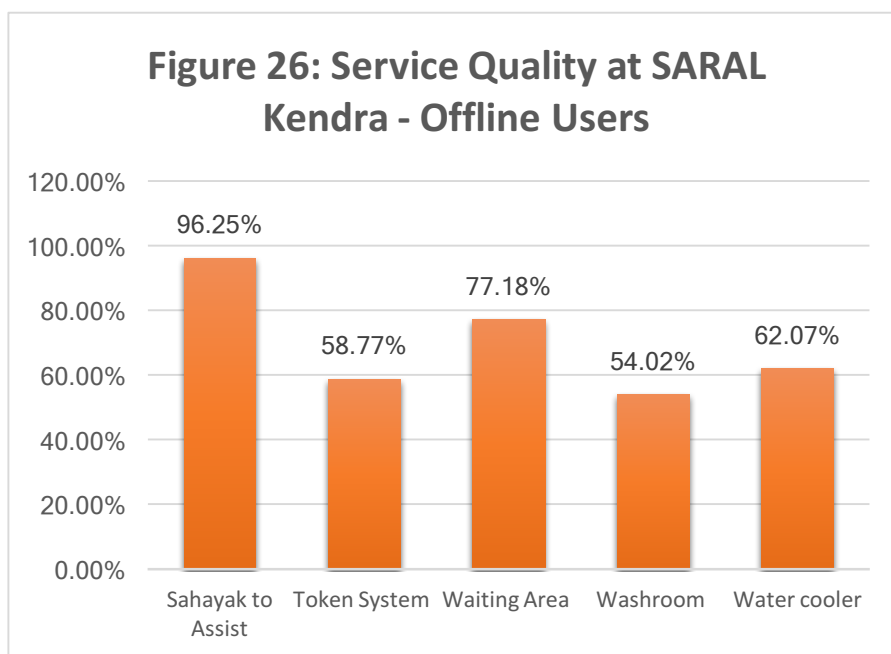
Grievance Redressal

Grievance redressal is an important component of any online e-Governance module. The same is true for SARAL also. As part of the grievance redressal mechanism, a helpline number is available. The applicants with grievances of any sort can call up using this number and raise their concerns to the designated authority. An e-ticket is generated which is forwarded to the concerned department/officer as well as the applicant, who also receives a reference number of the complaint. However, the survey shows that registering complaints through this mechanism is yet to take off. The survey shows that around 21% of the users who applied online had certain grievances regarding the service delivery. However, only 50% of these applicants registered complaints using the grievance redressal mechanism of SARAL.

3.3 User Experience: Offline

3.3.1 Physical Touchpoints and their efficacy

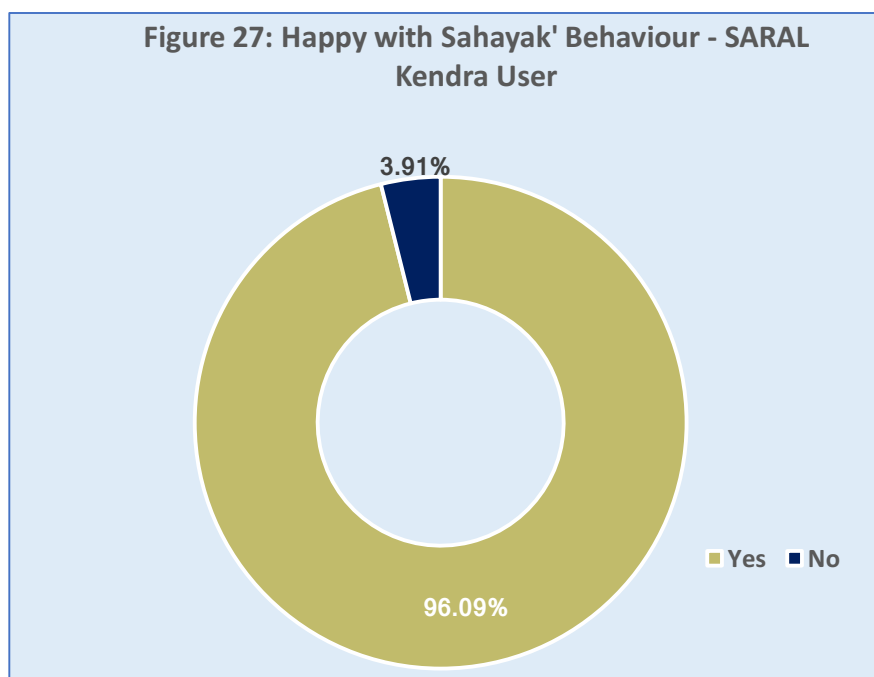
Offline users are more or less happy with Sahayaks and amenities at SARAL Kendra



It has already been mentioned that SARAL services can be availed through the online portal as well as offline centres like SARAL Kendras. CSCs, as well as other mandated offline channels. In order to understand the accessibility of these physical touchpoints, it was found that the average distance for a user to the SARAL Kendra was 6.5 kms, maximum being 50 kms, and the minimum distance 0.1 km. Similarly, the average waiting time at the Kendra was about 3.5 hours, maximum being 6 hours and minimum was as low as one minute. The survey also found that the number of times a citizen had to visit the Kendra to submit their application was twice on an average. However, some of the respondents reported that they had to make as many as nine to ten visits to get the work done.

Since SARAL Kendras are meant for applying to services and schemes under SARAL, it is important that the centres do have basic facilities and those are maintained to provide basic convenience to the people visiting these centres. A Sahayak has been appointed to run the centre so that people can be assisted to avail the services they look for. This study attempted to understand the same through a survey of users. To understand the experience of users applying through SARAL Kendras, the users were asked about their experience in the

SARAL Kendra, especially regarding the support received from Sahayak and also the basic amenities available at these Kendras.

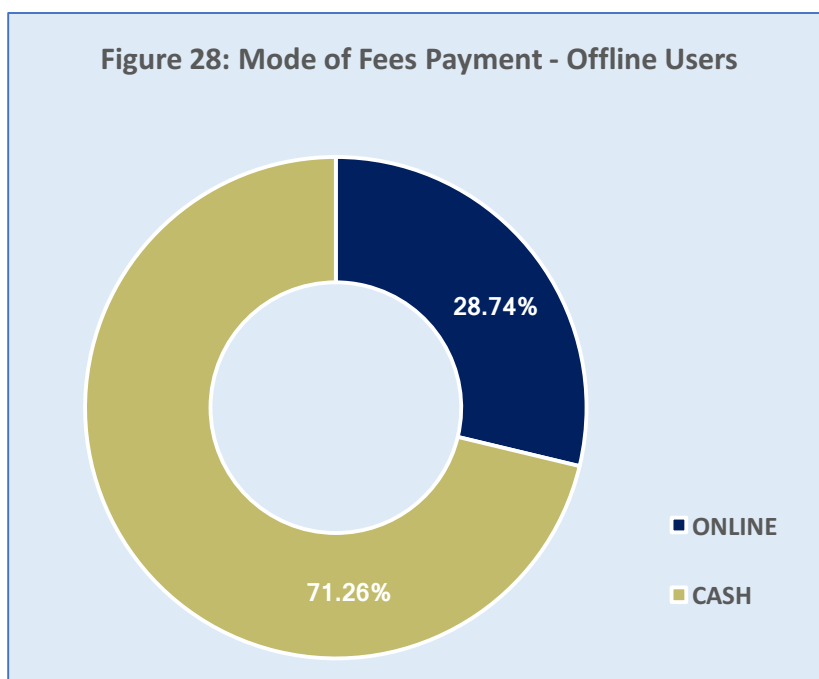


An encouraging point is that about 96% of the respondents revealed that the Sahayaks were available at the Kendras when visited. They also revealed that the Sahayak was courteous and helpful towards the citizens. However, when asked about the system followed in the SARAL Kendra to avoid chaos, only 58% of the respondents reported positively about the token system available at the kendra and also being followed. More than 77% of the respondents revealed that there was a waiting area in Kendra for the visitors who came to apply for certain services or schemes. For amenities such as drinking water and washroom facilities, 54% and 62% reported that operational washrooms and water coolers were available respectively. A cause of concern was non-receipt of acknowledgement after successfully submitting applications through SARAL Kendra. About 25% of the respondents reported that they did not receive any receipt after their application process was over.

Cash transaction still dominant for offline SARAL users

For SARAL it is mandated that payment be made online to observe transparency in transactions and avoid corruption. However, the survey found that among the users who applied through SARAL Kendra, as many as 71% paid their application fees in cash. These were paid to either the Sahayaks or the operators. One plausible reason behind such high proportion of payment through cash could be existing digital divide. It is possible that a large

proportion of the common people do not have access to any digital/online payment apps such as Paytm, Gpay or other online wallets. The other reasons might be that they are not equipped enough to transact online either because of



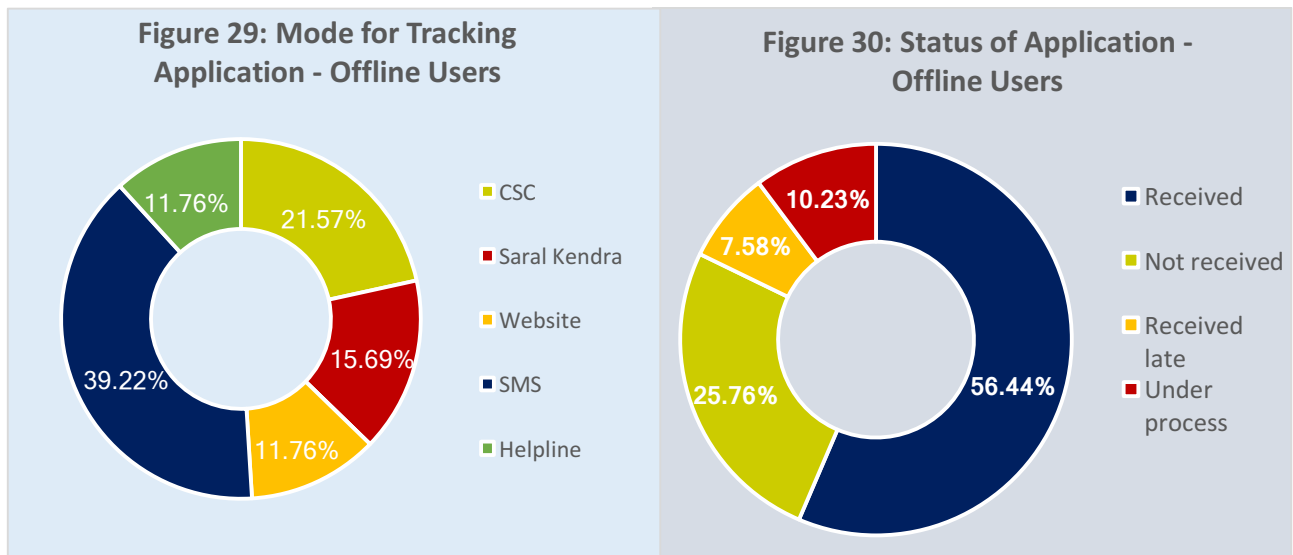
not owning a smartphone or inadequate digital skill to do the same. In general it is found that elderly people in India are still not comfortable in making digital payments either because of fear or not being digitally savvy. The same may be true for a sizable proportion of rural population. It is also important to note that visits by researchers as well as feedback from the applicants suggested that these centres are still crowded by the 'agents'. These agents are individuals who promise to help the applicants and charge money for the same. The discussions with respondents revealed that some of the respondents even ended up paying about ten times of the stipulated fee to submit their application through SARAL. is a serious concern that needs to be addressed if SARAL requires to fulfil its objective of serving people in an efficient and transparent manner.

Low incidence of tracking, majorly through SMS

The study found that only a small proportion of people tracked their application after submission of the forms. The survey revealed that only 20% of the users applied through offline channels tracked their application through any of the available modes.

- Majority of the users, about 40%, who tracked after submission of their application used SMS as the tracking mechanism

- This was followed by visiting CSCs which was about 21%
- About 15% users revealed that they visited SARAL Kendras for tracking their application status
- Calling the SARAL helpline was used by 12% users
- Similarly, about 12% applicants used the SARAL website for this purpose



Improvement requires regarding benefits received by users

As seen in the case of online users, the study captured the response on same parameters for the offline users also. The status of applications as revealed by the users are given below:

- About 56% of the users reported that they received the benefits within the mandated RTS timeline.
- Close to 7.5% of the users revealed that though they received the benefits, it took longer than the mandated RTS timeline.
- Ten per cent of the respondents reported that their application was still under progress; and
- About 25% of respondents said that they did not receive the benefits.

Low use of grievance redressal mechanism even in case of grievance

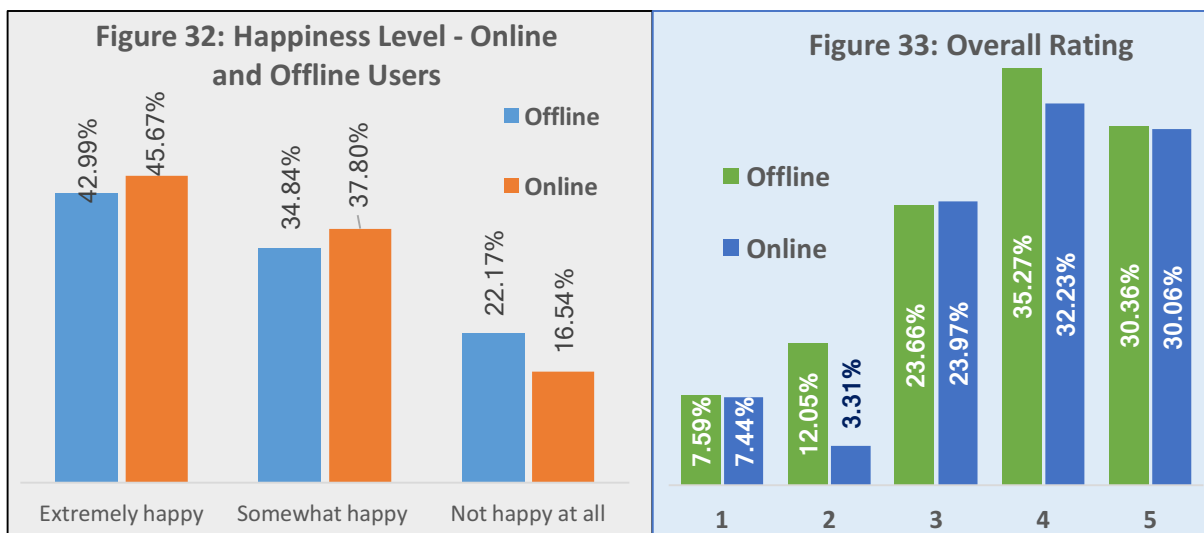
The study found that only 10% of the SARAL users who applied through offline channels reported dissatisfaction and raised official grievance to authorities. Among these people 55% complained using the SARAL helpline number, about 22% used SMS and remaining users raised their grievance through SARAL Kendra or through the government officials.

However, one of the factors that might play a crucial role in raising grievances by a low proportion of offline applicants could be low awareness and confidence level.. Since the awareness level regarding RTS itself was low and as less than 20% users are aware of it, the obvious fact is that most of the citizens are not aware of the timelines within which they should expect their applications to be processed. This might have led to low recording of grievance regarding applications.

3.4 Perception and Attitude

3.4.1 How happy are the users?

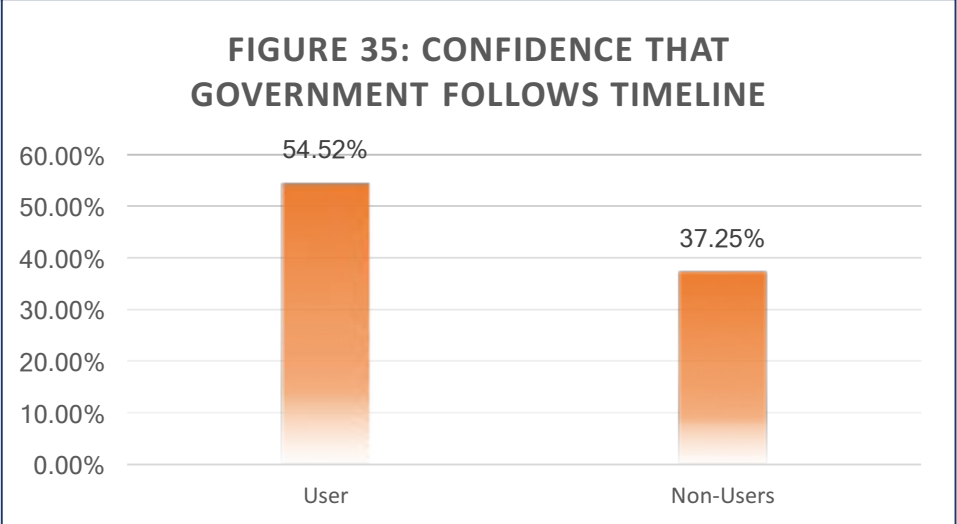
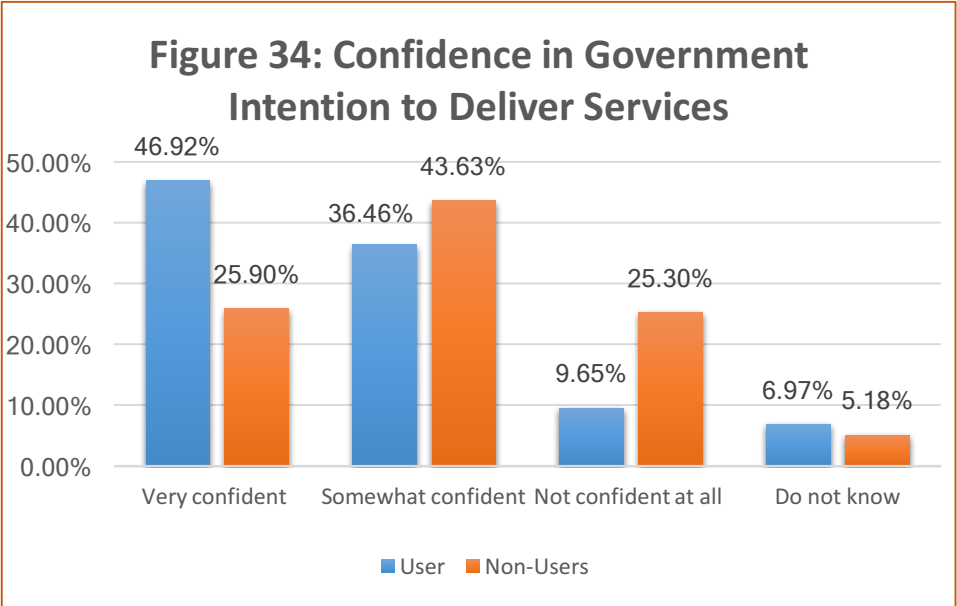
With the background of the user experiences as presented in previous sections, the study tried to capture the overall satisfaction level of the users. The users were requested to share their satisfaction level as well as overall ratings for SARAL based on their experience during the application procedure. The survey data revealed that among the users that applied offline, 43% were



extremely happy with their experience during the application process. Among the rest 35% reported that they were somewhat happy. However, 22% of the offline users expressed that they were completely dissatisfied with the SARAL

experience. The responses given by online users were more or less of similar nature. However, the proportion of online users who expressed their satisfaction in the survey is marginally higher than the offline users. Among online users that applied online, 46% were extremely happy, 37% were somewhat happy and around 17% reported that they were not at all happy.

The users were asked to rate SARAL from an overall perspective on a scale of 1 to 5, (1 being extremely poor and 5 being extremely satisfactory), about 30% offline as well as online users rated SARAL at Five. The percentage of offline



and online users assigned a score of 4 to SARAL were 35% and 32% respectively. About 7% of the users, in the case of offline as well as online, rated SARAL’s performance as extremely poor. Overall, SARAL’s performance

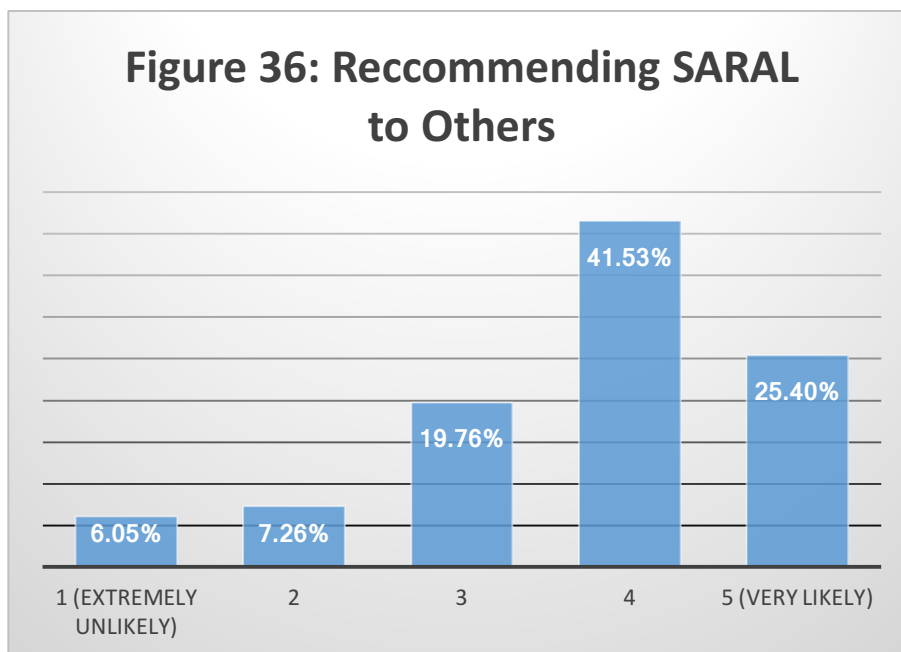
has been rated as satisfactory and very satisfactory by close to 65% of the users, offline as well as online, which is certainly an encouraging fact. However, considering that SARAL can play an important role in the life of the state residents, there is scope for further improvement.

3.4.2 Scope for Improving People's Sentiment

Success of an initiative, especially for those like SARAL that encompasses a large number of services and schemes, depends on certain externalities also, including attitude of the residents towards the initiative. Usage pattern depends on attitude to some extent, especially during the initial stage. The perception of credibility and trust towards the initiative in people's mind determines their willingness to avail such facilities. To capture these aspects, the study asked the users and the non-users regarding their opinions towards the government ability to deliver quality services to the citizens. The survey findings are mentioned below:

- According to the survey conducted, 47% of the user respondents revealed that they were very confident about the government's intention to deliver schemes and services to the citizens effectively and efficiently
- Around 36% of the users expressed that they were somewhat confident about the same
- Whereas, 9.5% of the users were not confident at all about the government's intention to deliver.
- Around 7% users reported that they do not know enough to comment about this.
- Among the non-user 26% reported that were very confident
- About 43% reported that they were somewhat confident
- However, about 25% non-users reported that they had no confidence at all. The point to be noticed is that the proportion of people among non-users reporting lack of confidence in government intention was about 15% higher than that of users.
- About 5% non-users reported that they cannot comment on this,
- About 54.5% of the user respondents felt that the government is able to deliver on time and adheres to timelines
- However, 22% of the users did not agree with this and in their opinion government was not capable of timely delivery

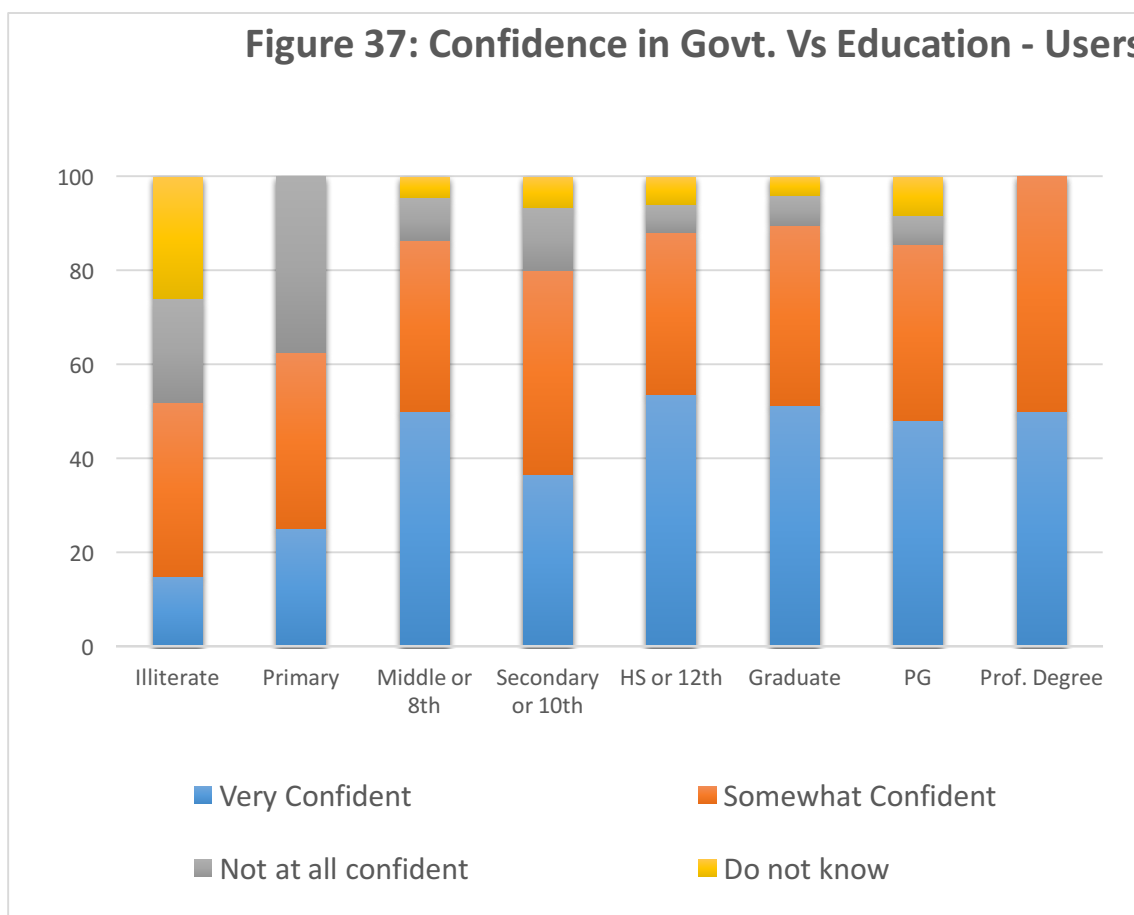
- About 23% could not comment on this.
- Among the non-user 37% of the respondents revealed that they felt the government could deliver within stipulated timelines
- Whereas 50% of the non-users believed that the government did not follow timelines in service delivery.
- About 14% of the non-users reported that they could not comment on whether the government was capable of following a timeline or not.
- To capture the confidence level on SARAL further, the survey asked about how likely the respondent would recommend SARAL to their relatives, friends and neighbours, etc. The survey findings suggested that 25% of the respondents were certain that they will recommend SARAL to others
- About 41% reported that they were likely to recommend it to other
- On the other hand, about 33% were not sure about recommending or less likely to recommend SARAL to others.



The survey also examined whether people thought that having contacts within the government system would help them in the process as well as in a quicker delivery. The proportion of users as well as non-users who believed that knowing someone in government departments would help was as high as 57% in case of the users and 67% in case of non-users. This suggests that though a

high percentage of people showed their confidence in government intention, still it was felt that the system was not fool-proof and it could be influenced in certain ways. However, this survey shows that attitude certainly affects usage inclination of the population which was evident from the relatively higher negative attitude of the non-users in comparison to the users. This is in line with the finding as depicted by D. M. West (2004) that the differences can be

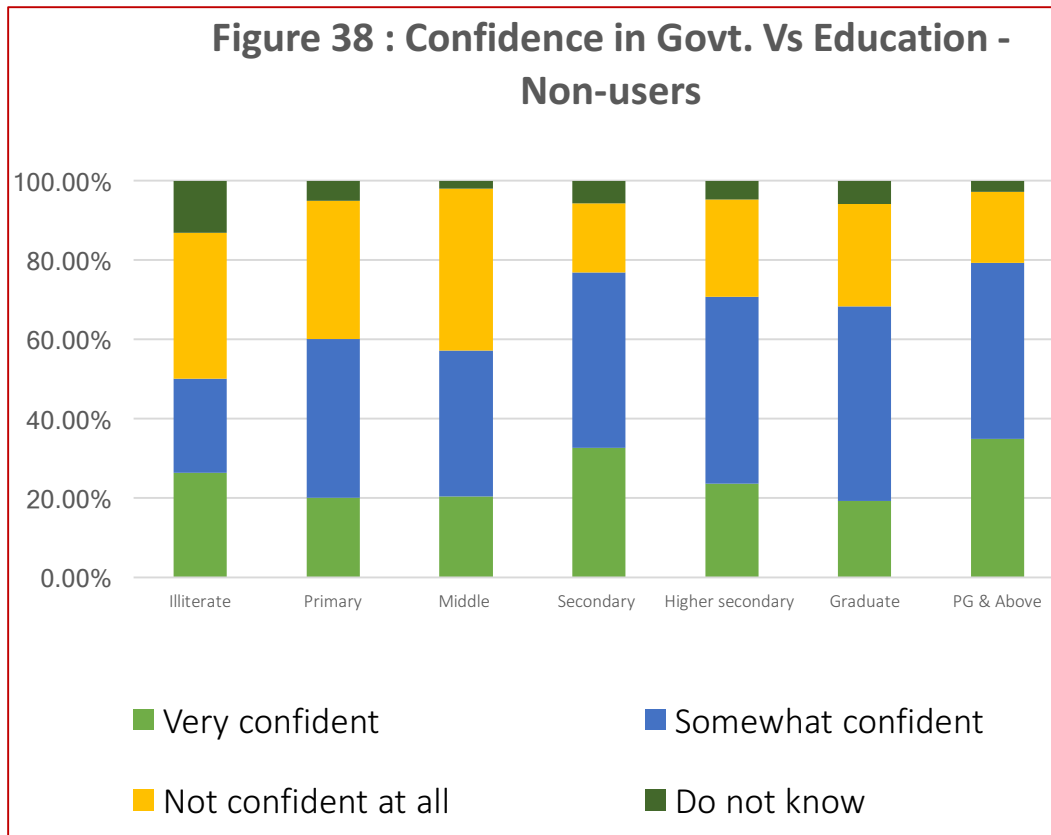
Figure 37: Confidence in Govt. Vs Education - Users



observed between users and non-users regarding trusting the government's ability in solving problems effectively.

The above finding regarding confidence in government on service delivery intentions and capability is a critical concern for the government. If usage of government initiatives like SARAL is to be determined by such factors, the government needs to address these concerns to make sure that the benefits reach to all those included in the target group of such initiatives. This prompts us to look deeper for an understanding of the likely reasons behind the same. It was found that educational qualifications have positive correlation with confidence level in government. As presented in Figure 37 and Figure 38, the study found that lack of confidence in government is higher in users as well as

users with educational qualification below secondary level. Average proportion of users with higher educational attainment (higher secondary and above) who reported that they were very confident about the government was 51%. On the other hand, the average proportion of the same parameter with users having lesser educational attainment (illiterate till secondary level) was about 32%.



Similarly, only 5% users with higher educational qualifications reported that they had no confidence in the government, while the same for users with lower educational attainment was 21%. Among the non-users also a similar trend was found. While 33% expressed that they did not have confidence in government among respondents with low educational attainment, the same was 23% for those with higher level of qualification. This suggests that certainly education level plays its role in determining attitude towards government. Therefore, it is important for government machinery to go for campaigns and other activities targeting the population with low education level so that their confidence can be developed. This will facilitate larger reach and greater usage of SARAL by the state residents.

To be kept Blank



ANTYODAYA SARAL: Field Perspectives

E-Governance Initiative by Haryana Government

SECTION 4. SUMMARY AND RECOMMENDATIONS

E-Government is the primary use of ICT by the government to improve its operations and delivery of services. It has been touted as a cost saving tool which simultaneously can improve the quality, response times and access to services to a larger audience. It is also seen as a tool to increase transparency in administration, reduce corruption. A portal is a crucial step towards the establishment of an e-Government because it provides government services commonly used by the citizens. It can be truly citizen-centric and user-friendly and finally, can act as a single window web-based gateway to government information and services. The national and state governments in the country have taken several initiatives with varying degrees of success. Aligning with the goal of Digital India, Haryana has launched the platform 'Antyodaya SARAL' in 2017 that aims to provide faceless, cashless and paperless citizen service

delivery. SARAL has been able to transform citizen service delivery through complete digitisation of 547 schemes and services. It has brought schemes and services offered by various departments on one platform.

This study attempts to evaluate SARAL to understand the efficacy, ease of delivery, user experience, and perspectives of the citizens regarding SARAL. The prime objectives of the study are given below:

- a. Performance Analysis through understanding the capability in terms of service delivery that reflects the readiness to serve the citizens.
- b. Perception Analysis through capturing insights on awareness, user experience and credibility
- c. Communication Analysis to identify the tangible association of the citizens with Antyodaya SARAL.

The study is majorly based on primary survey data. The primary data has been collected through structured interviews for SARAL users and non-users across different districts. The study also conducted semi-structured interviews with the government officials at the state and district level, such as the Department Heads, Deputy Commissioners, and the HODs in the districts.

The primary survey was conducted through a phone survey of SARAL users and face to face survey of non-users. Users were surveyed following a statistical random sampling procedure with the help of data as shared by the SARAL back-end team. Non-user survey was conducted in 12 districts of Haryana, considering two districts from each administrative division of the state.

From each segment of SARAL users and non-users, 400 plus samples were selected to maintain statistical sanctity of the results. Apart from citizens' survey, in-depth interviews with government officials were conducted to understand their perspective, and challenges faced while delivering the schemes and services as well as to obtain their suggestions for further possible improvement in SARAL service delivery.

The study tried to cover respondents, both users and non-users, from considering the criteria such as rural-urban locations, age group, education, occupation and income so that feedback from different strata of the society can be captured. The key survey findings are presented below:

- Among the users, around 55% of the respondents were aware about online portals being run by the government, whereas only 36% of the non-user respondents were aware about portals for online citizen service delivery.

- Brand presence of SARAL is still at the lower side. Only 57% of the users were aware of the SARAL brand, even though they applied for different services and schemes through different channels. Among non-users around 74% of the non-users were not aware about Antyodaya SARAL.
- Government communication efforts seem to be weak. Only about 15% of the SARAL users came to know about SARAL through posters, pamphlets, etc. and through print and other media sources. The major source of awareness as revealed by the users was word of mouth. The most prevalent source of awareness in case of non-users also was reported as word of mouth.
- Communication in different forms and through different media is a must if the reach and awareness needs to be increased. This can bring a large proportion of the population in SARAL net who are out of it at present.
- One of the reasons for less impactful government communication is perhaps lack of initiatives on part of departments also. Discussions with government officials revealed that branding of SARAL was not an important concern as compared to the experience of the people.
- Though the government 's intention was to create faceless and seamless transactions through SARAL online portal to enhance transparency and accountability, it has not yet achieved the objective at the grassroots level. About 76% of the users applied for their chosen service or scheme through offline channels only.
- Though 28% of the users reported that they were aware of SARAL Kendra and Common Service Centres as offline touchpoints for SARAL, it is important to note that citizens could not make distinction between SARAL Kendra and Secretariat or Courts, etc. Among non-users who were aware about SARAL, CSCs was reported as the major offline touchpoint for SARAL.
- Awareness about the RTS Act was poor among users and non-users. The survey found that among the users only 19% were aware about the RTS whereas among non-users it was even lower. Only 10% non-users revealed that they heard about RTS.
- Only 35% of the users were aware of the tracking mechanism in SARAL. Major channels known to them were through SMS (43%) and SARAL helpline (37%).

- Awareness about grievance redressal mechanisms was also poor. Only 36% of the SARAL users were aware about the grievance redressal mechanism in SARAL. The SARAL Helpline (53%) was reported as the most familiar channel by this group.
- About 40% of users who applied through the SARAL portal did not find it user friendly. Among them 17% reported it took much longer than expected, 13% reported that they required help to find the scheme/service they were applying for, and around 8% could not find the service/scheme they were looking for.
- The other most common issues faced while using the SARAL website were slow portal, problems during registration process including acceptance of email ID or password generation, etc.
- It was encouraging to observe that 26.19% of the users, who applied online, received the promised benefit or the desired document within the RTS timeline.
- Only 50% of the online users who had faced grievances raised complaints about the same.
- In general users were happy with facilities available at SARAL Kendra. About 96% reported courteous behaviour by the Sahayaks, majority of the users also reported that drinking water, waiting space, washrooms were available at the SARAL Kendra. However, about 25% of the offline users revealed that they did not receive acknowledgement receipt once the application procedure was over.
- For SARAL it is mandated that payment be made online to observe transparency in transactions and avoid corruption. However, the survey found that from amongst the users who applied through offline mode, almost 71% paid their fees towards the application in cash. These were paid to either the Sahayaks or the operators managing these centres.
- It was also reported that agents were present in these offline centres. Some of the users ended up paying 10 times more than the mandated fee for application.
- Only 20% of the offline users tracked their applications. Majority of them are either tracked through SMS or through SARAL Kendra/CSCs.
- About 56% of the offline users asserted that they received the benefits as per RTS guideline.

- The survey found that only 10% offline SARAL users raised official grievances and the majority of them used Helpline numbers for the same.
- The survey revealed that the proportion of online users was marginally higher compared to overall happiness from their experience, However, about 22% offline users and 16% online users expressed their complete dissatisfaction about SARAL. Close to 65% online and offline users rated SARAL at 4 and 5 on a scale of 1 to 5.
- In terms of attitude towards the government's intention to deliver services 47% of the users and 26% of the non-users expressed that they were extremely confident about the intention of the government. However, about 26% non-users and 10% users stated that they were not at all confident about government intention towards service delivery with quality and maintaining timeliness.
- Another interesting point was that 57% users and 67% non-users reported that they had an opinion knowing someone in government departments would help them in getting the services.
- The study also found that education level had a bearing on users' and non-users' level of confidence in government regarding service delivery. The survey showed that higher the level of education is the confidence level in the government's intention towards service delivery.
- Another encouraging fact that emerged from the survey indicated that close to 70% of the respondents asserted that they are most likely to recommend SARAL to others including their friends, family and neighbours.

4.1 Factors Impacting Efficiency of SARAL Adversely

Discussion with the government officials revealed a few concerns that act as deterring factors for SARAL's efficiency. Those are presented below:

- Introduction of departmental reviews and e-ticketing mechanisms in SARAL have ensured timely delivery of services. However, applications that require involvement of multiple departments suffer due to lack of communication and coordination across layers. These lead to delay in final service delivery, though it is not reflected in the individual department's score card. When e-initiatives in public sector are carried out in silos by various department/ministries, especially if not in a systematic and a synchronised manner, these silos lead to duplication of

investment, inefficiency and an increased cost of governance (Koshy Thomy, 2019)

The fact triggers certain internal evaluation of departments' performance measurements. Departments which do not require significant interface with other departments may show better performance than the rest in their RTS scores. The system should build a level playing field for all departments in a manner considering interdependence factors when essential. Appointed programmers and technical teams take care of the other technical grievances. Technical grievances are raised to NIC as well, but apparently the response rate from the NIC team is low. The NIC team has shared that it is working on launching a citizen's feedback dashboard and holding a regular monthly departmental review meeting. The nodal officers from each department were supposed to attend the meeting and can raise their concerns regarding service delivery. However, irregular attendance and frequent changes in nodal officers pose challenges to efficiently utilize such review meetings.

- Delays in the application process are also caused where physical movement of the file is needed or which involve manual interventions. Shortage of staff and lack of proper skills has also been cited as a cause of inefficient performance level of certain departments. It is important to note that less than 10% of the schemes account for 95% of the footfalls. This suggests that the government needs to rationalise allocation of funds in a manner that transfer/diversion of funds are possible from unutilised schemes to the ones where footfall is higher.

4.2 Further Capacity Building is an Essential Requirement

Competency gaps among staff to adopt the digital way is another reason for inefficient functioning. Excess workload for the available programmers has been observed as one of the challenges. Training towards capacity building of SARAL Kendra Sahayaks and CSC agents has also been identified as one of the requirements for a smooth functioning of SARAL.

- Certain technical challenges that cropped up during discussions included:

Managing duplicate applications to ensure authentic application As same users tend to apply for the same service through multiple accounts, SARAL dashboard is not synchronised to show real-time data and hence causing delays in monitoring, server issues and availability of the cloud server being used, navigation and communication modality seems to target SARAL Kendra/CSC managers rather than the end consumer.

4.3 Recommendations

Based on the survey finding and discussions with the government officials the study recommends the following:

Antyodaya SARAL offers 547 schemes and services. It is a challenging and an enormous task to be able to revolutionize all the schemes and services together. Thus, based on the survey findings and discussions with the government officials, the study recommends that few of the services should be picked first, as 10% services are having 95% footfalls, such as the ones that receive high number of applications and improve them through three parameters:

1. The entire premise of the efficacy of the SARAL is paperless delivery. In the light of this, the entire SOP must be comprehensively revisited. It should ensure that there is no room for movement of paper in the entire delivery chain.
2. A database of resources such as SOPs, KMS, guidelines, RTS Act, etc. to be collated and used for training officials working on SARAL. Comprehensive training inputs must be provided to the last mile delivery staff at Kendras and also to the village level entrepreneurs running the CSCs.
3. It has been noted that departmental coordination and coordination between the state level departments and districts is critical to ensure service delivery. Therefore, priority should be given to the feedback coming from ground and efforts must be made to incorporate these suggestions into the system.

The following recommendations are suggested to make SARAL more efficient and effective:

1. Communication

A) Citizen Facing Communication

- The Antyodaya SARAL must be taken up as a movement. The message and medium have to be professionally crafted. It must be owned by each and every employee of the government.
- Multiple routes must be used to reach the last mile beneficiaries, including print, digital, social, outdoor media and activation. Radio is another very popular medium that should be aggressively used in promoting Antyodaya SARAL.

- Students and teachers in schools and colleges and local popular Video Influencers must be roped in to popularize the message of Antyodaya SARAL. Panchayat functionaries should also be part of this campaign. CSC centers have persistent and large footfalls; they must have the relevant messaging displayed. Similarly, Panchayat offices, hospitals, pension offices of the government, DC offices, Bus Stands and Railway platforms have large influx of people; sufficient publicity must be done at such converging points.
- YouTube can also be utilized as a platform for making short videos to make citizens understand the types of services available and the ease with which these services can be used to make their life hassle free.
- Campaigns at different levels are required so that end-users start preferring online portals instead of offline channels.
- The cadre at the Call Centre must be trained for providing all the relevant information, and they should encourage all to avail services online and also take advantage of maximum relevant services through the Antyodaya platform

Information security and privacy is one of the important factors for resistance among citizens for digital platforms. Adequate measures should be taken to spread awareness about data security.

B) Department Facing Communication

- Equally important is the communication for the internal cadre, involved in the conceptualizing, delivery, feedback and redressal of the Antyodaya SARAL.
- Internal messaging must be done very well, giving them the sense of a movement to the entire initiative, an engagement of pride.
- The internal cadre must own this initiative and effort must be made to instill gravitas towards Antyodaya SARAL, its significance and criticality.
- Short videos on all the parameters must be made. Screensavers highlighting the importance of Antyodaya SARAL must be made. Audio and Video feedback of the citizens must be shared directly with the entire delivery cadre and this can be sourced from the SARAL Call Centre.

C) Website/Mobile App Navigation

- The website needs to be made simpler and more user friendly in terms of navigation, searching for services and schemes; it should be made glitch free regarding registration process, and chatbots should be made available for immediate help, on the site itself.
- Currently, the portal content seems to be directed towards communicating with staff (CSC/SK) as the end-user. This leads to more visits to SARAL Kendra or to CSCs, etc. In order to make the portal more user friendly, the content should be created considering citizens in mind as the end-users.
- The Antyodaya SARAL App has to be made user and usage friendly. This is the most important element as today Mobile usage drives consumption in many areas.
- For the user to understand the entire process in a simplified manner, demo videos and audios promoting easy access and usage must be made and incorporated. This will improve adoption and can be the way forward for making Antyodaya SARAL a big success.

2. Coordination and Cooperation

- Since there are close to 550 services, it is desirable that we should have a Pareto in terms of the requisition demand. We can then put separate services servers so that the load is optimized.
- Mechanism for coordination in the ecosystem needs substantial improvement.
- The back-end technical team as well as actual service delivery persons in government offices should have continuity to ensure timely and quality performance. Frequent changes in staff creates a void in the system that hampers functioning and, in turn, efficiency in the entire system gets compromised.

3. Capacity Building

A large majority of the population is still going to physical centers. In the light of this reality the training of the cadre serving the citizens must be on the following areas;

- Encouraging citizens to use the online mode of services.

- Educating them on why online is a faster and more effective way to engage.
- How can each service be tracked for its delivery?
- How most services come under the Right to Service (RTS), meaning that there is legislation to provide time bound service to the citizens
- Most importantly, with all the above, as more and more people will experience the services online, the confidence in the government desire to serve the citizens will grow.
- The CSC Centers and SARAL Kendra cadre must be provided the larger picture that they have helped change and re-enforce government image and perception in the minds of the citizens.
- Also, soft skill training is needed for the call center operators to ensure citizen friendly atmosphere at the helpline numbers.

4. Departmental Training

- The tier of the government which delivers the technology enabled products and services have a legacy of physical delivery of the services. Hence, the process of evaluation of the delivery chain and mechanism has to be done. This evaluation will give a view of the gaps that need to be adequately plugged. These should form the backbone of departmental training.
- Today with the Framework of Roles, Activities and Competencies (FRAC) being available, this needs to be used in the above context. Especially the three well-articulated competencies; namely Domain, Functional, and Behavioral must be studied with the perspective of the technology enabled prism. Transition to technology led enablement has its challenges and must be clearly understood to make such deliveries effective.

5. Backend Infrastructure

- Backend digital infrastructure needs to be strengthened.
- It must help to overcome slow processing and should promote a smooth experience, both for department officials and for the citizens.
- High speed server 24X7 availability has to be assured for a smooth functioning of the delivery chain.

- Call Centre Infrastructure must be spruced up. Number of lines should be enhanced and issues like back-end noise in the call center must be addressed. CRM system should be introduced.

6. Malpractices Mitigation

- Though the mandate of SARAL is to promote online transactions for payments and also to see that the end-users are not cheated by the staff/touts, etc. it is still continuing to a large extent.
- Active involvement of the local administration must be sought to take offenders to task and they should be punished and their stories must be amplified across the state to act as a deterrence
- CSCs are at the center of these malpractices, they must be given a very strict code of moral conduct and disciplinary action must be taken against offenders.
- Strong steps need to be taken so that the citizens do not pay more than the scheduled charges as prescribed in the government norms for SARAL.
- The government may consider having a '181' kind of mechanism for the SARAL Call Centre which will help fix accountability by design.

Some of the specific training needs identified for Call Centre Cadre training are found below:

1. **Set Clear Objectives:** Whatever objectives we may decide to set, make sure they're attainable and measurable. Unattainable objectives set new hires up for failure, which can quickly lead to decreased employee happiness and churn. Citizen support goals can revolve around the following metrics:
2. **Average wait time:** Citizens expect their calls to be picked up as soon as possible; hence the attitude to service must be built in the staff.
3. **Resolution time:** The RTS gives stipulation for the time it should take to provide various services. Staff should be trained on this and must be aware of the timelines.
4. **Calls missed:** New hires may struggle at first to navigate a busy inbound call center. Setting attainable objectives for total missed calls motivates your staff to improve their multitasking and organizational skills.

5. Training Vectors:

- Survey of the citizens who contacted the call center must be done every quarter. Feedback from the survey must be converted into training needs. Those needs should be then bucketed into technical, behavioral and soft skills areas.
- The call center staff should be trained to convey to the citizens to try the SARAL services by online mode more, rather than the physical visits to the centers.
- Staff should educate the citizens that the services can be tracked for their progress
- Citizens are informed that very many services are available on the platform and they should seek more and more relevant and required services from the platform.
- Staff should be made to listen to the actual call recordings of the citizens, for improving their interface with the citizens.
- Best practices must be documented and shared, like an effective Shadow Program must be launched and followed up with rigor.
- Improved scripts for interactions must be shared with the entire cadre.
- A well-conceived recognition and merit program for the staff must be in place, for motivating them for quality delivery.

7. Call Centre Etiquette

- The call center staff must be vigorously trained to treat citizens in a respectful, friendly manner over the phone. As a call center staff member, small nuances can have a big impact on the service support experience.
- Communicating wait times, if a citizen is put on hold, make sure they know the importance of communicating expected wait times. If a citizen has no idea when the staff will return, they might begin feeling antsy and frustrated or even hang up.
- Letting citizens know the call may be recorded for training purposes. Citizens often have no problem with the recording, but would prefer to be aware of it happening.
- Pausing call recordings while taking any relevant information. This is a common safety precaution most staff members take. Letting citizens

know how you're keeping their information secure will put them at ease and help establish trust. When you train your staff in proper call center etiquette, you give them the tools they need to make every citizen feel valued and safe.

8. Knowledge Management Tools

- It must be made easy for the staff to find answers to the service related questions they may be unaware of while on calls. Internal knowledge management tools quickly search for—and find—answers to common support questions.
- It must be constructed as a comprehensive, searchable database of guides and how-to-do protocols that staff can access digitally, if not already in place. Rather than seeking fellow team members' help to answer a citizen inquiry, staff can simply look up the answer themselves by searching for it in their knowledge management database.
- And with any preferred knowledge management tool, staff can add additional resources to the database on the fly. This gives seasoned staff the ability to create quick how-to articles they can share with new hires struggling with specific tasks or processes.

9. Technical On boarding

Make sure that the staff members are 100% confident and adept at using call center software and technology. Otherwise, a technical snag might lead to unnecessary hold times. Help staff become familiar with your tools by providing clear guidance on the following as a good practice, if not already in place.

- Answering calls using your call center software.
- New hires may have only used phones to handle citizen calls in the past.
- Transferring calls between departments.
- Teach staff how to use, hold and transfer functions to properly route citizens calls to other staff members and departments.
- Muting and unmuting the speaker while talking to citizens.
- The staff commonly uses this function when they ask another teammate for help with a citizen's question. Mute can be a good alternative to hold, as it allows quietly completing a task while still being able to hear the citizen on the other end.
- Adding other people to the call via your call center software.

- A staff member might need to loop their senior into a call if they need help with a ticket, for example, or if the citizen specifically asks to speak to the senior staff.
- These are many types of software which can be used as a valuable tool for organizing and managing citizen calls. But without the proper technical training, these tools can become a burden to staff. Proper technical on-boarding will ensure that tools help, rather than hinder staff ability to deliver a positive citizen experience.

10. Shadow Program:

Sometimes the most effective way to train staff is by example. With a shadowing program, new hires can be paired with seasoned call center staff to experience first-hand how the pros handle a typical citizen call.

- This call center training tip can be implemented in a few ways. One method is to invite new hires to listen in on live citizen calls. New hires can observe in real-time how expert staff adapts to different citizens and situations. Shadowing programs also allow staff to demonstrate how they utilize call center tools and software to improve the quality and efficiency of their support.
- A less involved way to implement a shadowing program is to have new hires listen to past call records that exemplify a positive citizen service experience. With recordings, you can choose calls that demonstrate how to handle particular situations and problems. This allows you to target your call center training to help staff address any key weaknesses.

11. Feedback:

Staff won't know if they're on track to meet their goals unless you provide input. To offer constructive feedback, you need to understand where the staff is struggling and how they could improve. Observing calls is a great way to build these insights. Review calls recordings to assess staff etiquette and identify strengths and weaknesses.

- We recommend undertaking deeper analysis of 10% services contributing to 95% foot fall. If the associated processes of these services are made smooth & fault free; the satisfaction level of people will go upwards substantially.
- These services may be grouped department wise and made visible on the first click. They can be hosted on a separate lined service. If this

server speed is monitored & capacity expanded as required, then the issues which put off users will get minimized.

- We need to map the service process of at least top services to check if the human interface is completely eliminated or not.
- A well-trained manager for a call-center having knowledgeable staff, having benchmarked (BIS Level) documentation, allowing analysis on requests/queries/problems will be a very useful input for administrative re-engineering.

As 'word of mouth' is the major communication channel; organizing camps by District Administration at Block HQs will be a very useful strategy for citizens to experience services. In such a camp SARAL Kendra operations can be simulated for individual service requests which will build citizens' confidence in online operations.



SECTION 5: REFERENCES

1. Alshehri, Mohammed, and Steve Drew. "E-government fundamentals." *IADIS international conference ICT, society and human beings*. 2010.
2. Barth, M., & Veit, D. (2011, January). Electronic service delivery in the public sector: Understanding the variance of citizens' resistance. In *2011 44th Hawaii International Conference on System Sciences* (pp. 1-11). IEEE.
3. Choudhari, R. D., Banwet, D. K., & Gupta, M. P. (2007). Identifying Risk Factors for E-governance Projects. In A. Agarwal, & V. V. Ramana, *Foundations of E-government* (pp. 270-277). Hyderabad: Computer Society of India.
4. Chun, S. A., Shulman, S., Sandoval, R., & Hovy, E. (2010). Government 2.0: Making Connections between Citizens, Data and Government. *Information Polity*, 15, 1-9
5. Council, Pacific. "Roadmap for E-government in the Developing World: 10 Questions E-Government leaders should ask themselves." *Pacific Council on International Policy*, <http://unpan1.un.org/intradoc/groups/public/documents/apcity/unpan005030.pdf> (2002).
6. Dubey, D. M. H. (2021). Performance Measurement in Public Administration: A Case Study of Antyodaya SARAL, Haryana. Policy Review. <https://policyreview.in/performance-measurement-in-public-administration-a-case-study-of-antyodaya-saral-haryana/>
7. Guo, H., & Neshkova, M. I. (2013). Citizen input in the budget process: When does it matter most?. *The American Review of Public Administration*, 43(3), 331-346.
8. Kalam, A. P. (2008). A Vision of Citizen-centric eGovernance for India. In R. Bagga, & G. Piyush, *Compendium of eGovernance Initiatives in India* (pp. 3- 7). Hyderabad: SIGeGov Publications.
9. Kohlborn, T., Weiss, S., Poepelbuss, J., Korthaus, A., & Fielt, E. (2010). Online service delivery models—An international comparison in the public sector.
10. Kumar, P., Kumar, D., & Kumar, N. (2013). Improved service delivery and cost effective framework for e-governance in India. *International Journal of Computer Applications*, 74(2).
11. Kumar, V., Mukerji, B., Butt, I., & Persaud, A. (2007). Factors for successful e-government adoption: A conceptual framework. *Electronic Journal of E-government*, 5(1).

12. NeSDA, 2019; e-Governance Landscape- India's transformative journey- Department of Administrative Reforms & Public Grievances & Pensions; Government of India.
13. NISG, PMI, & Thornton, G. (2011). Project Management in e-Governance. Hyderabad: National Institute for Smart Government.
14. Organization for Economic Cooperation and Development OECD. *The E-Government Imperative: OECD E-Government Studies*. OECD, 2003.
15. Sachdeva, Sameer. "e-Governance Action Plan for India." (2002).
16. Schiavo-Campo, Salvatore, and Pachampet Sundaram. *To serve and to preserve: Improving public administration in a competitive world*. Asian Development Bank, 2000.
17. Scholl, H., K. Barzilai-Nahon, J. Ahn, et al., ECommerce and e-Government: How Do They Compare? What Can They Learn From Each Other?, Proceedings of 42nd Hawaii International Conference on System Sciences, 2009.
18. Seifert, Jeffrey W., and G. Matthew Bonham. "The transformative potential of e-government in transitional democracies." *Public Management. Electronic journal Issue 2* (2003): 19-22.
19. Singh, G., Pathak, R. D., Naz, R., & Belwal, R. (2010). E-governance for improved public sector service delivery in India, Ethiopia and Fiji. *International Journal of Public Sector Management*.
20. Warkentin, M., Gefen, D., Pavlou, P. A., and Rose, Gregory M. (2002) "Encouraging Citizen Adoption of e-Government by Building Trust", *Electronic Markets*, 12(3), 157-162.
21. West, D. M. (2004). E-government and the transformation of service delivery and citizen attitudes. *Public administration review*, 64(1), 15-27.

SECTION 6: APPENDIX

Appendix 1: Footfall for schemes and services in 2019

Application Count for Services in 2019			
S. No.	Scheme/service Name	Department Name	Total no. of applications
1	Resident Certificate	Revenue Department	1,041,435
2	Issue of New Ration Card on receipt of D-I form i.e. Application Form for all Categories	Food And Supplies Department	777,833
3	Dealer Point New Registration	Transport Department	660,443
4	New Learner License	Transport Department	552,928
5	Income Certificate (for Education Purpose)	Revenue Department	419,909
6	Application for New Electricity Connection	Power Department(UHBVN/DHBVN)	388,440
7	Issue of New DL	Transport Department	378,145
8	Transfer Of Ownership	Transport Department	328,060
9	Ration card Member addition	Food And Supplies Department	318,561
10	Backward Class Certificate	Revenue Department	263,511
11	Application For Non Availability Certificate	Health Services Department	255,524
12	Schedule Caste Certificate	Revenue Department	250,192
13	Ration card Data Correction	Food And Supplies Department	247,958
14	Fitness Inspection and Certificate	Transport Department	240,680
15	Income and Asset Certificate for Economically Weaker Sections(EWS)	Revenue Department	237,881
16	Income Certificate (Other than Education Purpose)	Revenue Department	217,361
17	New Registration (Transport)	Transport Department	215,164
18	Hypothecation Termination	Transport Department	200,142
19	NOC Issue	Transport Department	157,040
20	Other Backward Class Certificate	Revenue Department	151,909
21	Deletion of Member in Ration Card	Food And Supplies Department	148,509
22	Dealer Point Temporary Registration	Transport Department	142,890
23	Billing Complaints	Power Department(UHBVN/DHBVN)	80,098

24	Duplicate Driving License	Transport Department	77,465
25	Duplicate RC	Transport Department	58,683
26	Hypothecation Addition	Transport Department	50,036
27	Application for Inclusion of Child Name in Birth Record	Health Services Department	49,915
28	Endorsement of class in DL	Transport Department	47,096
29	Alteration of vehicle	Transport Department	45,474
30	House Hold Head Modifications	Food And Supplies Department	42,099
31	Change of Address in Driving License	Transport Department	39,502
32	Application for transfer of Title & Conversion of Services	Power Department(UHBVN/DHBVN)	37,328
33	Shop Registration under Shops and Establishment Act	Labour Department	30,817
34	Application for Enhancement of Electricity Load	Power Department(UHBVN/DHBVN)	28,754
35	Surrender of Ration card Application Form with issuance of surrender certificate	Food And Supplies Department	27,953
36	Meter Complaints	Power Department(UHBVN/DHBVN)	26,944
37	Marriage Registration 2008 (Rural)	Revenue Department	26,346
38	Application For Birth Certificate Issuance	Health Services Department	24,494
39	Vimukt Caste	Revenue Department	22,270
40	Application for reduction of Electricity Load	Power Department(UHBVN/DHBVN)	18,166
41	Marriage Registration 2008 (Urban)	Urban Local Bodies	17,548
42	Sanction of water supply connection in the Rural and Urban areas	Public Health And Engineering-PHED	15,287
43	Re-Allotment Letter	Haryana Shehari Vikas Pradhikaran	14,234
44	Application For Death Certificate issuance	Health Services Department	13,245
45	Application for BPL Entitlement	Rural Development	12,060
46	Transfer Permission Letter - Through Allottee	Haryana Shehari Vikas Pradhikaran	11,636
47	Application For Correction in Birth Record	Health Services Department	11,350
48	Renewal of Conductor License	Transport Department	10,839
49	Mortgage Permission Letter	Haryana Shehari Vikas Pradhikaran	10,183
50	New Conductor License	Transport Department	9,082
51	Renew Fire NOC	Urban Local Bodies	8,819
52	Sewerage Blocked/Over flow of manholes	Public Health And Engineering-PHED	7,558
53	Minority Community Certificate	Revenue Department	6,444
54	Conveyance deed	Haryana Shehari Vikas Pradhikaran	6,409

55	De-Mortgage	Haryana Shehari Vikas Pradhikaran	6,408
56	Tapriwas Certificate	Revenue Department	5,617
57	Application For Delayed Birth Registration	Health Services Department	5,411
58	Duplicate Certificate	Board of School Education Haryana	5,183
59	OC Certificate/Completion Certificate	Haryana Shehari Vikas Pradhikaran	5,057
60	Physical Possession (Possession Certificate)	Haryana Shehari Vikas Pradhikaran	4,864
61	Shifting of meter/service connection	Power Department(UH BVN/DH BVN)	4,194
62	Extension of Load(Change of Name)	Power Department(UH BVN/DH BVN)	4,036
63	Sanction of sewerage connection in Cities and MC Towns	Public Health And Engineering-PHED	3,682
64	renewal of License for contractors under the provisions of the Contract Labour (Regulation and Abolition) Act, 1970 (Central Act No. 37 of 1970)	Labour Department	3,592
65	DPC Certification	Haryana Shehari Vikas Pradhikaran	3,518
66	Non-Encumbrance Certificate	Haryana Shehari Vikas Pradhikaran	3,348
67	Shifting of LT HT Lines	Power Department(UH BVN/DH BVN)	3,317
68	Renewal of registration certification under the provisions of the Punjab Shops and Commercial Establishments Act, 1958 (Punjab Act 15 of 1958)	Labour Department	2,905
69	Water Leakage/ Over Flow Pipes	Public Health And Engineering-PHED	2,898
70	Renewal of factory license under the provisions of Factories Act, 1948 (Central Act No. 63 of 1948)	Labour Department	2,880
71	Conversion of vehicle	Transport Department	2,877
72	Hypothecation Continuation	Transport Department	2,840
73	No Dues Certificate	Haryana Shehari Vikas Pradhikaran	2,838
74	Refund Application	Haryana Shehari Vikas Pradhikaran	2,570
75	Registration of principal employer's establishment and license for contractors under provision of contract labour Act,1970	Labour Department	2,506
76	Issuance of Duplicate Ration Card	Food And Supplies Department	2,488

77	Application For Delayed Death Registration	Health Services Department	2,350
78	Approvals of plans from Factories Department under Factories Act, 1948	Labour Department	2,154
79	Transfer Permission Letter-Family (with Conveyance deed)	Haryana Shehari Vikas Pradhikaran	2,067
80	Approval Fire NOC	Urban Local Bodies	1,930
81	Shifting of Transformers	Power Department(UHBMV/DHBMV)	1,865
82	Fresh Building Plan	Haryana Shehari Vikas Pradhikaran	1,708
83	Economically Backward Person in General Caste	Revenue Department	1,698
84	Approval of Fire Fighting Scheme	Urban Local Bodies	1,617
85	Site Demarcation	Haryana Shehari Vikas Pradhikaran	1,592
86	Registration of Establishment engaged in Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act. 1996 (28 of 1996)	Labour Department	1,496
87	Certificate for Tree Felling	Haryana Forest Department	1,462
88	NOC(outside controlled area/urban area, within urban area but outside controlled area)	Town And Country Planning	1,399
89	Business License U/S 331-Renewal	Urban Local Bodies	1,379
90	Independent Floor-Transfer Letter	Haryana Shehari Vikas Pradhikaran	1,363
91	Application for Addition of Qualification, Experience and other related certificates	Employment Department	1,351
92	Business License U/S 331-Fresh	Urban Local Bodies	1,312
93	Independent Floor Re-Allotment letter	Haryana Shehari Vikas Pradhikaran	1,308
94	No Due Certificate	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	1,296
95	Duplicate Papers	Haryana Shehari Vikas Pradhikaran	1,253
96	Revised Building Plan	Haryana Shehari Vikas Pradhikaran	1,210
97	Migration Certificate	Board of School Education Haryana	1,197
98	Transfer Permission Letter – Death	Haryana Shehari Vikas Pradhikaran	1,178
99	Duplicate Fitness Certificate	Transport Department	1,072

100	Allotment of plots	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	1,022
101	Transfer of plot	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	1,019
102	Grant Of CLU Permission	Town And Country Planning	983
103	Rural Area Certificate	Revenue Department	891
104	Business License U/S 335-Fresh	Urban Local Bodies	886
105	Transfer Permission Letter -Family	Haryana Shehari Vikas Pradhikaran	805
106	NOC for Forest Land	Haryana Forest Department	735
107	Issue of Conveyance deed	Haryana State Agricultural Marketing Board(HSAMB)	726
108	Marriage Registration 1995 (Urban)	Urban Local Bodies	722
109	Renewal of License in Brick Kiln	Town And Country Planning	687
110	Submission of self-certified Building Plans for industrial plots	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	665
111	Business License U/S 330-Renewal	Urban Local Bodies	657
112	Transfer of property in case of sale deed	Housing Board	635
113	Marriage Registration 1954 (Rural)	Revenue Department	561
114	Transfer Permission Letter -with GPA	Haryana Shehari Vikas Pradhikaran	540
115	Estimate	Haryana Shehari Vikas Pradhikaran	538
116	Inquiry Regarding Installment/Dues	Haryana Shehari Vikas Pradhikaran	487
117	Issue of NDC (No Due Certificate) to the Allottee	Housing Board	480
118	Reconnection	Power Department(UHBVN/DHBVN)	465
119	Application For Correction in Death Record	Health Services Department	430
120	Transfer Permission Letter -Will	Haryana Shehari Vikas Pradhikaran	393
121	Leasing/Renting of plots	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	354
122	Issuance of Project Completion Certificate	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	344
123	Water connection	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	299

124	Sewerage connection	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	296
125	Marriage Registration 1995 (Rural)	Revenue Department	287
126	Change of Name	Printing And Stationery Department	275
127	Issue of permission to mortgage	Housing Board	272
128	Approval of Building Plan	Urban Local Bodies	269
129	Seed License	Horticulture Department	242
130	Restoration of Water Supply due to minor problems	Public Health And Engineering-PHED	237
131	Cancellation of Transfer Permission	Haryana Shehari Vikas Pradhikaran	227
132	Business License U/S 330-Fresh	Urban Local Bodies	223
133	Change in Constitution	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	216
134	Restoration of Water Supply due to major problems(shortage of raw water, burning of transformer and fault in LT/HT lines)	Public Health And Engineering-PHED	213
135	Marriage Registration 1954 (Urban)	Urban Local Bodies	211
136	Photocopy of Answer Book	Board of School Education Haryana	203
137	Change of Address in Permit	Transport Department	191
138	Revalidate Building Plan	Haryana Shehari Vikas Pradhikaran	181
139	Loudspeaker/DJ	Revenue Department	180
140	Surrender of plot	Haryana Shehari Vikas Pradhikaran	180
141	Transfer of property in case of death (uncontested)	Housing Board	147
142	New License Application	Town And Country Planning	147
143	Extension in time for project implementation/completion	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	137
144	Business License U/S 128-Fresh	Urban Local Bodies	131
145	Independent Floor -Transfer Permission-Family(with Conveyance deed)	Haryana Shehari Vikas Pradhikaran	123
146	Restoration of Water Supply due to major problems(burning of transformer, other major electric fault etc to be rectified by PHED)	Public Health And Engineering-PHED	119
147	Application for Transfer of Registration from One Exchange to Another Exchange	Employment Department	110

148	Jalsa/Public Meeting/Jaloos/ShobhaYatra/Chhath Puja/Marriage	Revenue Department	108
149	Issue of Conveyance Deed through GPA	Housing Board	106
150	Transfer Permission Letter -INDUS	Haryana Shehari Vikas Pradhikaran	103
151	Issue of No Objection Certificate/Duplicate Allotment/Re- allotment Letter	Housing Board	91
152	Change of Address in Learner License	Transport Department	89
153	Licence for Brick Kiln	Town And Country Planning	88
154	Application for Renewal and Grace Period of Two Months of Renewal	Employment Department	87
155	Transfer Permission Letter -Court Decree	Haryana Shehari Vikas Pradhikaran	80
156	Extension of CLU permission	Town And Country Planning	71
157	Change of Project	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	70
158	Completion Certificate in License Colony	Town And Country Planning	66
159	Removal of Misuse	Haryana Shehari Vikas Pradhikaran	57
160	Special Backward Class Certificate	Revenue Department	49
161	Release of Bank Guarantee	Town And Country Planning	48
162	Renewal of License	Town And Country Planning	36
163	Renew Fire Fighting Scheme	Urban Local Bodies	33
164	Issue of No Dues certificate	Haryana State Agricultural Marketing Board(HSAMB)	24
165	Change of plot	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	16
166	Re-Transfer of property in case of sale	Haryana State Agricultural Marketing Board(HSAMB)	16
167	Business License U/S 336-Fresh	Urban Local Bodies	14
168	Transfer Permission Letter - Death of allottee - Court Decree	Haryana Shehari Vikas Pradhikaran	13
169	Independent Floor-Transfer Letter - Death	Haryana Shehari Vikas Pradhikaran	13
170	Vehicle Permit/ Permission during Assembly / State Election Campaign	Revenue Department	12
171	Independent Floor Transfer Permission Letter With GPA	Haryana Shehari Vikas Pradhikaran	11
172	Transfer Permission Letter - INDUS - Death	Haryana Shehari Vikas Pradhikaran	10
173	Transfer Permission Letter -INDUS with GPA	Haryana Shehari Vikas Pradhikaran	10

174	Occupation Certificate	Urban Local Bodies	9
175	Independent Floor-Transfer Permission-Will	Haryana Shehari Vikas Pradhikaran	9
176	Nursery License	Horticulture Department	8
177	Zoning Plan approval	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	8
178	Business License U/S 336-Renewal	Urban Local Bodies	7
179	Application for Relaxation in Renewal After Delay of Two Months	Employment Department	7
180	Issue of NOC	Haryana State Agricultural Marketing Board(HSAMB)	7
181	Revalidation of Building Plans in License Colony	Town And Country Planning	7
182	Ration card Transfer Application	Food And Supplies Department	5
183	Revision of Building Plan	Urban Local Bodies	5
184	Transfer Permission Letter -INDUS-Court Decree	Haryana Shehari Vikas Pradhikaran	5
185	Bifurcation of plot	Haryana State Ind and Infrastructure Development Co Ltd(HSIIDC)	5
186	Issue of NOC for Mortgage	Haryana State Agricultural Marketing Board(HSAMB)	4
187	Superceded Building Plan	Haryana Shehari Vikas Pradhikaran	3
188	Transfer Permission Letter -INDUS-Will	Haryana Shehari Vikas Pradhikaran	3
189	Property Dealer License	Revenue Department	2
190	Business License U/S 128-Renewal	Urban Local Bodies	2
191	Dogra Certificate	Revenue Department	2
192	Vehicle Permit/ Permission during Parliamentary Election Campaign	Revenue Department	2
193	Independent Floor-Transfer Permission-Court Decree	Haryana Shehari Vikas Pradhikaran	2
194	Inter District Migration Pension	Social Justice And Empowerment	2
195	Extension of time for construction of Community Sites	Town And Country Planning	2
196	Funfair/Circus/Magic Show	Revenue Department	2
197	POC Certificate	Haryana Shehari Vikas Pradhikaran	1
198	Revalidation of Building Plans in CLU	Town And Country Planning	1

Application Count for Schemes in 2019			
S. No.	Scheme/service Name	Department Name	Total no. of applications
1	Old Age Samman Allowance	Social Justice And Empowerment	175,502
2	Dr. Ambedkar Medhavi Chattar Yojna	Welfare of SCs And BCs	60,274
3	BOCW: Purchase of Tools	Labour Department	54,645
4	BOCW: Bicycle Scheme	Labour Department	54,545
5	Scheme of Solar Inverter Charger (SIC)	Renewable Energy Department	46,309
6	Widow & Destitute Women Pension	Social Justice And Empowerment	45,295
7	Dr. Ambedkar Naweenikaran Yojna	Welfare of SCs And BCs	42,166
8	Application for Registration for Unemployment Allowance	Employment Department	41,428
9	Mukhya Mantri Vivah Shagun Yojna	Welfare of SCs And BCs	39,827
10	BOCW: Mukhya Mantri Mahilla Nirman Shramik Samman yojna	Labour Department	34,842
11	HLWB: Bicycle Scheme-Haryana Labour Welfare Board	Labour Department	33,916
12	Issuance of New or Duplicate senior citizen identity card	Social Justice And Empowerment	25,304
13	HLWB: Financial Assistance for uniform, books and copies from class 1 to 8 for daughters of workers Haryana Labour Welfare Board	Labour Department	22,206
14	BOCW: Scholarship Scheme for workers children	Labour Department	19,347
15	Application for Establishment of Dairy Units	Animal Husbandry & Dairying	19,165
16	Financial Assistance to Destitute Children (FADC)	Social Justice And Empowerment	17,246
17	HLWB: Scholarship Scheme for workers children Haryana Labour Welfare Scheme	Labour Department	14,715
18	Crop Demonstration	Agriculture Department	14,500
19	Aapki Beti Hamari Beti	Women and Child Development Department	14,491
20	Disability Pension	Social Justice And Empowerment	13,638
21	Scheme of Solar Home System (Manohar Jyoti) (SMS-MJ)	Renewable Energy Department	13,582
22	Application for Employment Opportunities for Scheduled Castes	Animal Husbandry & Dairying	10,912

23	HLWB: LTC Scheme Haryana Labour Welfare Board	Labour Department	10,068
24	BOCW: Financial Assistance in marriage of women workers or daughters of workers	Labour Department	9,255
25	Farm Mechanization	Agriculture Department	5,604
26	Ladli Social Security Allowance	Social Justice And Empowerment	5,601
27	HLWB: Financial Assistance to women workers for buying sewing machines Haryana Labour Welfare Board	Labour Department	4,769
28	HLWB: Spectacle Scheme Haryana Labour Welfare Board	Labour Department	4,724
29	Scheme of Grid Connected Rooftop Solar Power Plant- Online Application (GCRT)	Renewable Energy Department	3,811
30	MINET	Horticulture Department	3,631
31	Application for Milk Recording of Indigenous Cows	Animal Husbandry & Dairying	3,581
32	National family benefits scheme for BPL families	Social Justice And Empowerment	2,683
33	Seed Distribution	Agriculture Department	2,591
34	Financial Assistance to Non School going Disabled Children upto 18 years	Social Justice And Empowerment	2,356
35	Factories License under Factories Act, 1948	Labour Department	2,258
36	BOCW: Financial Assistance to women workers for buying sewing machines	Labour Department	2,211
37	HLWB: Financial Assistance for working women workers or wives of male workers for maternity Haryana Labour Welfare Board	Labour Department	2,108
38	Application for Term Loan Scheme for Backward Classes	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	2,005
39	HLWB: Dental Care Scheme Haryana Labour Welfare Board	Labour Department	1,969
40	Dr. Syama Prasad Mookerjee Durghtana Sahayta Yojana	Social Justice And Empowerment	1,841
41	BOCW: Paternity Benefit	Labour Department	1,826
42	Application for Milk Recording of Murrah Buffalo	Animal Husbandry & Dairying	1,802
43	BOCW: Maternity Benefit	Labour Department	1,762

44	BOCW: Financial Assistance to spouse/dependents in case of death of a worker	Labour Department	1,676
45	BOCW: Financial Assistance for funeral and other activities in case of death of a worker	Labour Department	1,524
46	Pesticides / Weedicides Distribution	Agriculture Department	1,418
47	HLWB: Financial Assistance in marriage of women workers or daughters of workers Haryana labour Welfare Board	Labour Department	1,314
48	Micro Nutrient Fertiliser	Agriculture Department	1,173
49	Mukhya Mantri Samajik Samrasta Antarjatiya Yojna	Welfare of SCs And BCs	990
50	Training stipend to fish farmers	Fisheries Department	932
51	BOCW: Financial Assistance for marriage of children of construction workers	Labour Department	856
52	Promotion of Science Education (POSE) Scholarship	Science and Technology Department	852
53	Scheme of Solar Water Pumping System (SWPS)	Renewable Energy Department	832
54	Application for Term Loan Scheme - Credit Line 1 for Minority Community	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	635
55	Application for Small Business in Service/Trading Sector for Persons with Disabilities	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	601
56	Laghu Vyavasay Yojana	Haryana Scheduled Castes Finance and Development Corporation	533
57	HLWB: Financial Assistance to spouse/dependents in case of death of a worker Haryana Labour Welfare Board	Labour Department	433
58	HLWB: Financial Assistance for funeral and other activities in case of death of a worker Haryana Labour Welfare Board	Labour Department	376
59	HLWB: Financial Assistance to workers with a visually, physically or mentally disabled child Haryana Labour Welfare Board	Labour Department	265
60	Subsidy on inputs (pelleted feed)	Fisheries Department	251
61	Assistance on lease amount of pond.	Fisheries Department	246
62	Construction of new ponds/tanks (including construction of sluice gates, civil works for water supply and aeration appliances, feed storing shed etc.)	Fisheries Department	181
63	POLYNET	Horticulture Department	162

64	Subsidy on purchase of fishing nets	Fisheries Department	129
65	BOCW: Medical Assistance	Labour Department	103
66	For freshwater fish culture (unit cost includes cost of fish seed, feed, manure, disease prevention measures, transportation charges etc.)	Fisheries Department	99
67	Financial Assistance to Ex Servicemen of and above the age of 60	Sainik And Ardh Sainik Welfare Department	89
68	BOCW: Pension Scheme	Labour Department	81
69	Application for Saksham Scheme for Backward Classes	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	71
70	Excavation of Pond for rearing of Fingerling	Fisheries Department	71
71	Financial assistance for the creation of infrastructure of saline areas.	Fisheries Department	65
72	Inputs cost (seed, feed, Manure, fertilizers, preventing measures for disease, transportation charges, etc.)	Agriculture Department	61
73	Financial assistance for the inputs required for saline areas.	Fisheries Department	57
74	Application for Financial Assistive Devices for Persons with Disabilities	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	55
75	Application Form for HSCST Fellowship	Science and Technology Department	50
76	Construction of new ponds/ tanks	Fisheries Department	48
77	Input cost	Fisheries Department	47
78	BOCW: LTC Scheme (free travelling facility)	Labour Department	40
79	Application for Small Industries Unit for Persons with Disabilities	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	39
80	Application for New Swarnima Scheme for Women for Backward Classes	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	38
81	Development of Waterlogged areas	Fisheries Department	33
82	Application for Term Loan Scheme - Credit Line 2 for Minority Community	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	31
83	Application for Agricultural Activities for Persons with Disabilities	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	30
84	Financial assistance on the auction amount of Notified waters	Fisheries Department	29
85	Application for Subsidy for Disabled	Haryana Backward Classes	26

	Young Professionals	and Economically Weaker Sections Kalyan Nigam	
86	HLWB: Financial Assistance to workers with disability due to accident or other reasons Haryana Labour Welfare Board	Labour Department	25
87	HLWB: Chief Minister Labour Social Security Scheme Haryana Labour Welfare Board	Labour Department	23
88	Application for providing of free travel vouchers for interviews to all eligible applicants	Employment Department	22
89	Application for Subsidy for Developing Business Premises for Persons with Disabilities	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	21
90	HLWB: Scheme for encouraging children participation in sports Haryana Labour Welfare Scheme	Labour Department	20
91	BOCW: Construction of House	Labour Department	19
92	Subsidy on installation of Deep Tube well	Fisheries Department	18
93	Application for Shilp Sampada Term Loan Scheme for Backward Classes	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	16
94	BOCW: Mukhya Mantri Samajik Suraksha Yojna	Labour Department	16
95	Application for Mahila Samiriddhi Yojna for Minority Community	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	15
96	BOCW: LTC Scheme (visiting home town)	Labour Department	13
97	Application for Micro Finance Scheme - Credit Line 1 for Minority Community	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	11
98	Additional Pension-Widows having child	Sainik And Ardh Sainik Welfare Department	11
99	Application for Micro Finance Scheme - Credit Line 2 for Minority Community	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	10
100	Mahila Adhikarita Yojana	Haryana Scheduled Castes Finance and Development Corporation	9
101	Application for Self-Employment PwD (Mental Retardation and Autism)	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	9
102	BOCW: Financial Assistance to workers with disability due to accident or other reasons (Disability Assistance)	Labour Department	9
103	Subsidy on installation of Aerator	Fisheries Department	9
104	Financial Assistance to Widow WW-II	Sainik And Ardh Sainik	9

		Welfare Department	
105	Application for Mahila Samiriddhi Yojna for Backward Classes	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	8
106	BOCW: Disability Pension	Labour Department	8
107	Subsidy on installation of Shallow Tube well	Fisheries Department	7
108	HLWB: Try Cycle Scheme Haryana Labour Welfare Board	Labour Department	7
109	BOCW: Family Pension	Labour Department	7
110	BOCW: Financial Assistance to workers with a visually, physically or mentally disabled child	Labour Department	6
111	HLWB: Hearing Aid Scheme Haryana Labour Welfare Board	Labour Department	6
112	Application for Purchase of Vehicle for Commercial Hiring Purpose for Persons with Disabilities	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	5
113	Micro Credit Finance (for Self Employment Income Generating Schemes)	Haryana Scheduled Castes Finance and Development Corporation	5
114	Financial Assistance to Para Tetra Plegic ESM	Sainik And Ardh Sainik Welfare Department	5
115	Financial Assistance to war widows of Defence Forces	Sainik And Ardh Sainik Welfare Department	5
116	Financial Assistance to blind ESM	Sainik And Ardh Sainik Welfare Department	4
117	Capital cost and Working Capital (Input) for the Establishment of Recirculatory Aquaculture System	Fisheries Department	3
118	HLWB: Scheme for encouraging children participation in cultural activities Haryana Labour Welfare Scheme	Labour Department	3
119	Dwarf Allowance	Social Justice And Empowerment	3
120	Financial Assistance to Disabled ESM	Sainik And Ardh Sainik Welfare Department	3
121	Financial Assistance of Orphan Children of ESM	Sainik And Ardh Sainik Welfare Department	3
122	Application for Education Loan Scheme for Backward Classes	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	2
123	Term Loan (for Self Employment Income Generating Schemes)	Haryana Scheduled Castes Finance and Development Corporation	2
124	Green Business Scheme (e-rickshaw, compressed air vehicle, Solor energy	Haryana Scheduled Castes Finance and Development	2

	gadgets and poly houses)	Corporation	
125	Application for Education Loan Scheme - Credit Line 2 for Minority Community	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	2
126	Eunuchs Allowance	Social Justice And Empowerment	2
127	BOCW: Treatment of chronic diseases like cancer, TB etc.	Labour Department	1
128	Mahila Samridhi Yojana (for Self Employment Income Generating Schemes only for women beneficiaries)	Haryana Scheduled Castes Finance and Development Corporation	1
129	Marriage Grant-War Widow ESM	Sainik And Ardh Sainik Welfare Department	1
130	Application for Education Loan Scheme - Credit Line 1 for Minority Community	Haryana Backward Classes and Economically Weaker Sections Kalyan Nigam	1
131	Construction of Circular Hatchery for Rearing of Fingerling	Fisheries Department	1

Appendix 2: List of scheme and services accounting for 95% footfall

S. no.	Name of Scheme/Service	Department Name	Application count for services in 2019
Name of Services:			
1	Resident Certificate	Revenue Department	1,041,435
2	Issue of New Ration Card on receipt of D-I form i.e. Application Form for all Categories	Food And Supplies Department	777,833
3	Dealer Point New Registration	Transport Department	660,443
4	New Learner License	Transport Department	552,928
5	Income Certificate (for Education Purpose)	Revenue Department	419,909
6	Application for New Electricity Connection	Power Department(UHBN/DHBN)	388,440
7	Issue of New DL	Transport Department	378,145
8	Transfer Of Ownership	Transport Department	328,060
9	Ration card Member addition	Food And Supplies Department	318,561
10	Backward Class Certificate	Revenue Department	263,511
11	Application For Non Availability Certificate	Health Services Department	255,524
12	Schedule Caste Certificate	Revenue Department	250,192
13	Ration card Data Correction	Food And Supplies Department	247,958
14	Fitness Inspection and Certificate	Transport Department	240,680
15	Income and Asset Certificate for Economically Weaker Sections(EWS)	Revenue Department	237,881
16	Income Certificate (Other than Education Purpose)	Revenue Department	217,361
17	New Registration (Transport)	Transport Department	215,164
18	Hypothecation Termination	Transport Department	200,142
19	NOC Issue	Transport Department	157,040
20	Other Backward Class Certificate	Revenue Department	151,909
21	Deletion of Member in Ration Card	Food And Supplies Department	148,509
22	Dealer Point Temporary Registration	Transport Department	142,890
23	Billing Complaints	Power Department(UHBN/DHBN)	80,098
24	Duplicate Driving License	Transport Department	77,465

25	Duplicate RC	Transport Department	58,683
26	Hypothecation Addition	Transport Department	50,036
27	Application for Inclusion of Child Name in Birth Record	Health Services Department	49,915
28	Endorsement of class in DL	Transport Department	47,096
29	Alteration of vehicle	Transport Department	45,474
30	Household Head Modifications	Food And Supplies Department	42,099
31	Change of Address in Driving License	Transport Department	39,502
32	Application for transfer of Title & Conversion of Services	Power Department(UHBN/DHBN)	37,328
33	Shop Registration under Shops and Establishment Act	Labour Department	30,817
34	Application for Enhancement of Electricity Load	Power Department(UHBN/DHBN)	28,754
35	Surrender of Ration card Application Form with issuance of surrender certificate	Food And Supplies Department	27,953
36	Meter Complaints	Power Department(UHBN/DHBN)	26,944
37	Marriage Registration 2008 (Rural)	Revenue Department	26,346
38	Application For Birth Certificate Issuance	Health Services Department	24,494
39	Vimukt Caste	Revenue Department	22,270
40	Application for reduction of Electricity Load	Power Department(UHBN/DHBN)	18,166
41	Marriage Registration 2008 (Urban)	Urban Local Bodies	17,548
Name of Schemes:			
42	Old Age Samman Allowance	Social Justice And Empowerment	175,502
43	Dr. Ambedkar Medhavi Chattar Yojna	Welfare of SCs And BCs	60,274
44	BOCW: Purchase of Tools	Labour Department	54,645
45	BOCW: Bicycle Scheme	Labour Department	54,545
46	Scheme of Solar Inverter Charger (SIC)	Renewable Energy Department	46,309
47	Widow & Destitute Women Pension	Social Justice And Empowerment	45,295
48	Dr. Ambedkar Naweekaran Yojna	Welfare of SCs And BCs	42,166
49	Application for Registration for Unemployment Allowance	Employment Department	41,428
50	Mukhya Mantri Vivah Shagun Yojna	Welfare of SCs And BCs	39,827
51	BOCW: Mukhya Mantri Mahilla Nirman Shramik Samman yojna	Labour Department	34,842

52	HLWB: Bicycle Scheme-Haryana Labour Welfare Board	Labour Department	33,916
53	Issuance of New or Duplicate senior citizen identity card	Social Justice And Empowerment	25,304
54	HLWB: Financial Assistance for uniform, books and copies from class 1 to 8 for daughters of workers Haryana Labour Welfare Board	Labour Department	22,206
55	BOCW: Scholarship Scheme for workers children	Labour Department	19,347
56	Application for Establishment of Dairy Units	Animal Husbandry & Dairying	19,165