



सत्यमेव जयते

GOVERNMENT OF INDIA
Ministry of Panchayati Raj

REPORT OF THE COMMITTEE FOR STRENGTHENING SERVICE DELIVERY AT THE GRASSROOTS

2026



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और मत्स्यपालन, पशुपालन एवं डेयरी मंत्री
भारत सरकार
Minister of Panchayati Raj and
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Government of India

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MESSAGE

As India advances with confidence toward the historic milestone of Viksit Bharat @ 2047, our nation stands at the threshold of a profound transformation, one where grassroots governance becomes the bedrock of national progress. The Hon'ble Prime Minister has articulated a clear vision of a future where governance is efficient, transparent, technology driven, and deeply citizen centric. Realising this vision requires that every village in India becomes a centre of opportunity, inclusion, and empowered local decision-making.

2. Panchayati Raj Institutions have been the foundation of democratic decentralization in rural India. Over time, they have evolved from administrative bodies to dynamic institutions capable of shaping the everyday lives of millions. Today, their role is even more critical. The aspirations of a young, digital, and empowered citizenry demand services that are timely, accountable, and accessible at the doorstep. Strengthening service delivery at the Gram Panchayat level is therefore not merely an administrative reform—it is a national imperative.

3. The coming decades will witness a shift in how rural India engages with governance. The Panchayat of the future will be a digitally enabled, transparent, responsive institution, capable of delivering essential services efficiently while fostering local development and social inclusion. This requires reimagining service delivery architecture, expanding the scope of citizen services, formalising grievance redressal pathways, and institutionalising standards that ensure quality and accountability.

4. This Report of the Committee on Strengthening Service Delivery at the Grassroots provides a thoughtful blueprint for this new era of Panchayati Raj. Its recommendations align with our national commitment to build institutions that embody "Minimum Government, Maximum Governance" and uphold the dignity, rights, and ease of living of every rural citizen.

5. I am confident that the adoption and implementation of this report will energise our Panchayats, empower our communities, and accelerate India's journey towards becoming a developed, inclusive, and self-reliant nation by 2047.

(Rajiv Ranjan Singh)

प्रो. एस.पी. सिंह बघेल
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Prof. S.P. SINGH BAGHEL
Minister of State for
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MESSAGE

India's developmental path over the next two decades will be shaped by the strength of its villages and the capabilities of its grassroots institutions. As we move towards India @ 2047, it is essential that our Panchayats evolve into high-performing, citizen-centric governance units, fully aligned with the aspirations of a new and confident rural India.

The Panchayati Raj system is not only the country's most extensive governance framework; it is also the first point of contact for most public services delivered at the Gram Panchayat level, directly touching the lives of citizens. The efficiency, transparency, and responsiveness of these services are therefore fundamental to building trust in public institutions and driving inclusive development.

The need of the hour is a Panchayat ecosystem that is digitally empowered, administratively robust, and socially accountable. Strengthening service delivery mechanisms through expanded service portfolios, clear service standards, digital platforms, and accessible grievance redressal systems would enable Panchayats to meet the evolving expectations of rural communities. This will also reinforce the principle that citizens have a right to timely and quality public services.

This Committee's report offers a forward-looking roadmap that redefines the governance capabilities of Gram Panchayats. Its recommendations support the broader national vision of ensuring last-mile delivery, transparency, and empowerment across all tiers of rural governance.

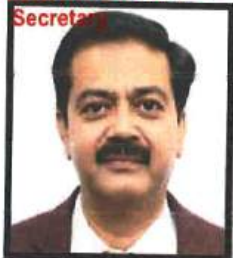
Implementing these reforms will not only enhance the performance of Panchayati Raj Institutions but also contribute meaningfully to the transformation of rural India—creating empowered citizens, vibrant local economies, and resilient communities that will shape the character of Viksit Bharat @ 2047.

(Prof. S. P. Singh Baghel)

विवेक भारद्वाज, भा.प्र.से.
सचिव

Vivek Bharadwaj, IAS

Secretary



सत्यमेव जयते



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Message

The journey towards Viksit Bharat @ 2047 calls for a governance architecture that is responsive, technology enabled, and capable of delivering public services with speed, transparency, and accountability. Panchayati Raj Institutions, as the closest tier of government to the people, must be equipped to meet these expectations. Their effectiveness in delivering essential services directly influences the daily lives of millions and shapes citizen trust in the Government.

As the custodian of the Panchayati Raj system, the Ministry recognises that the future of grassroots governance lies in strengthening institutional capacity, digital readiness, and service delivery standards across all Gram Panchayats. The volume and complexity of services demanded by rural citizens continue to grow, and so must our systems, processes, and technological enablers. Ensuring that Panchayats evolve into robust service delivery units is not only an organisational requirement, but also a national development priority.

This Report of the Committee on Strengthening Service Delivery at the Grassroots provides a timely and comprehensive roadmap. It outlines a structured approach to expand the basket of services available at the Panchayat level, standardise delivery processes, embed transparency and citizen charters, and promote the adoption of digital tools that enhance governance efficiency. Importantly, it underscores the need for Panchayats to serve as both providers and facilitators, ensuring that no citizen is excluded from accessing essential services.

The Ministry's focus in the coming years will be on translating these recommendations into measurable outcomes through coordinated implementation across States and Union Territories. As we look ahead, the Ministry remains committed to enabling a future where every Gram Panchayat functions as a vibrant, capable, and citizen-centric institution empowered to deliver quality services, drive local development, and ensure that the benefits of digital governance reach every village and every household.

This report marks an important step in that direction. Its implementation will accelerate our collective efforts to strengthen grassroots democracy and build a governance ecosystem worthy of a developed India by 2047.

I take this opportunity to convey my heartfelt appreciation to the Members of the Committee led by the Chairperson, Smt. Uma Mahadevan and also the MoPR Team headed by the Additional Secretary, Shri Alok Prem Nagar for having diligently put together this report which will mark a milestone in citizens' service delivery in the rural areas.


(Vivek Bharadwaj)

PREFACE

The Panchayati Raj system has long been the cornerstone of democratic decentralization in India, empowering citizens to actively participate in governance and development. In Karnataka, we have seen how effective and timely service delivery at the grassroots level not only addresses immediate needs but also drives long-term social transformation by reducing inequalities and fostering trust in public institutions.

The State has undertaken several digital initiatives to enhance accessibility and efficiency, including the establishment of Bapuji Seva Kendras for service delivery, the adoption of digital payment systems, the launch of WhatsApp-based citizen services, and PANCHATANTRA-Karnataka's comprehensive online portal for service delivery.

Yet, significant disparities persist across States and Union Territories in the range and scale of services delivered at the Gram Panchayat level. To address this, the Ministry of Panchayati Raj has anchored the institutionalization of grassroots service delivery through the Mysuru Declaration. This Declaration committed to rolling out a set of core minimum services at the Panchayat level, including issuance of birth, death, residence, and marriage certificates; construction permits; MGNREGA-related services; and TPDS-related services.

However, there is a pressing need to expand this ambit further by deepening and widening the scope of services provided through Gram Panchayats. Embedding robust accountability measures alongside this expansion will ensure citizens receive benefits in a predictable, transparent, and timely manner. This citizen-centric approach is vital to improving quality of life and reinforcing participatory governance.

Experiences across the country demonstrate that innovative practices such as digital service delivery models, single-window grievance redressal mechanisms can significantly enhance citizen satisfaction. Karnataka, like several other States, has benefitted from adapting these innovations to its local context, and this spirit of shared learning will remain a key driver in strengthening Panchayat-level governance nationwide.

In this context, the Committee for Strengthening Service Delivery at the Grassroots has been constituted to assess the current status, mechanisms, and effectiveness of service delivery across States, and to enable the identification of an enhanced set of core common services and to enable recognition of best performing panchayats. Together, we can ensure that Gram Panchayats truly emerge as hubs of responsive governance and engines of inclusive rural development.

Smt. Uma Mahadevan
Additional Chief Secretary, Panchayati Raj Department
Government of Karnataka

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Foreword


The Ministry of Panchayati Raj (MoPR) has consistently underscored the pivotal role of Gram Panchayats in advancing inclusive development, empowering citizens, and strengthening governance at the grassroots level. Over time, Gram Panchayats have evolved as the first point of contact between citizens and the State, ensuring access to essential services and programmes that directly shape daily lives.

Recognizing this critical role, the Ministry is committed to enhancing the efficiency, transparency, and accountability of public service delivery through Panchayati Raj Institutions (PRIs). The Report of the Committee for Strengthening Service Delivery at the Grassroots focuses on expanding the ambit of Core Common Services by both broadening the range and deepening the quality of services delivered at the Gram Panchayat level. It further recommends the adoption of a structured assessment and awards framework to recognize and incentivize exemplary performance by Gram Panchayats, thereby fostering healthy competition, encouraging innovation, and driving continuous improvements in grassroots governance.

As part of this initiative, the Ministry has also instituted the Awards for Deepening Service Delivery at the Grassroots. These awards will benchmark and acknowledge best-performing Panchayats on parameters such as efficiency of service delivery, citizen-centric innovations, adoption of technology, and responsiveness to local needs. This framework is designed to function both as an assessment tool and as an incentive mechanism, motivating Panchayats across the country to consistently improve service delivery outcomes.

The Report reflects the collective efforts of the Ministry of Panchayati Raj and State Panchayati Raj Departments. It is envisioned that the adoption of this framework will strengthen democratic decentralization and accelerate socio-economic development in rural India.

The Ministry of Panchayati Raj extends its sincere gratitude to all stakeholders including State Governments and members of the Committee for their valuable insights and continued collaboration. We remain firmly committed to ensuring that this initiative translates into tangible improvements in the everyday lives of citizens at the grassroots.


Alok Prem Nagar,
Joint Secretary,
Ministry of Panchayati Raj
Government of India



1. Executive Summary

The Ministry of Panchayati Raj (MoPR) continues to strengthen Gram Panchayats (GPs) as the frontline institutions of democracy and service delivery, ensuring that rural citizens have timely and reliable access to essential public services and government entitlements. Taking forward the national reforms such as the Citizen Charter (1997), the Right to Public Services Acts (2011), and the Mysuru Declaration (2021), the Ministry recognises the need for a more comprehensive, uniform, and citizen-centric baseline of services at the GP level. Over 6,600 services are currently delivered by States/UTs at Gram Panchayat level, demonstrating both expansion and diversity in local service delivery systems.

To further consolidate and strengthen this ecosystem, a Committee was constituted with representation from MoPR and State governments to (i) review the current Core Common Services, (ii) recommend an expanded and standardised set of services, and (iii) refine the assessment framework for the National Awards for e-Governance (Grassroots Service Delivery Category). The Committee undertook extensive consultations, analysed State-wise service portfolios, and examined existing digital systems, timelines, costs, staff capacity, and grievance mechanisms.

The Committee observed substantial progress in decentralised service delivery but noted significant variations across States/UTs in service coverage, digital tracking, and grievance redressal. The committee received over 70 services proposals from the State governments for inclusion under the national baseline, highlighting strong demand for an expanded and uniform set of Core Common Services.

Key Recommendations of the Committee

- ◆ **Expand Core Common Services from 7 to 50** to reflect the full range of essential citizen needs. The expanded list includes certificates (birth, death, residence, caste, income, disability, etc.), MGNREGA services, ration card services, mutation, water supply connections, pensions, property tax, worker registration, and select public infrastructure maintenance requests.
- ◆ Introduce a two-tier structure:
 - **Core Common Services (mandatory)** – essential services every GP should provide in a time-bound, standardised manner.



- **Aspirational Services (progressive)** – services that Panchayats may adopt as capacity strengthens e.g., trade licence issuance, SHG/cooperative registration, PM Vishwakarma ID, agriculture-related licences, anganwadi enrolments.
- ◆ **Mandate notified timelines, service fees, SLAs, and institutionalised grievance redressal mechanisms** for all Core Common Services.
- ◆ **Integrate digital tools-** To further enhance transparency and ease of access, States/ UT must integrate technology-enabled platforms such as digital tracking systems, automated SMS or online status updates, and mobile applications into the service delivery process.
- ◆ **Strengthen the NAeG Awards framework** by aligning assessment parameters with the enhanced Core Common Services and including metrics on timeliness, technology usage, transparency, grievance redressal, and additional services offered.

Together, these recommendations lay the foundation for a **uniform, technology-enabled, citizen-centric service delivery architecture** at the grassroots, ensuring improved ease of living, proactive local governance, and stronger accountability across Gram Panchayats.



2. Background and Rationale

2.1. Overview of Panchayati Raj System in India

The Panchayati Raj system, established through the 73rd Constitutional Amendment Act of 1992 and serve as the first point of government contact for over 60% of the Indian population, forming the third tier of governance in rural areas at the village (Gram Panchayat), intermediate (Panchayat Samiti), and district (Zila Parishad) levels. It represents one of the most significant steps toward democratic decentralization in India, enabling citizens to directly participate in governance and decision-making. This structure has brought governance closer to the people, giving them greater control over local planning, implementation of schemes, and monitoring of public service delivery.

At the grassroots level, Gram Panchayats serve as the primary interface between rural citizens and the state, responsible for delivering essential services such as sanitation, water supply, record-keeping, and welfare schemes. Panchayat Samitis coordinate programs across villages, while Zila Parishads oversee planning and resource allocation at the district level. Through the Gram Sabha, consisting of all adult members of a village, citizens can directly voice their priorities, approve development plans, and hold Panchayats accountable. The system also promotes social inclusion by reserving seats for women, Scheduled Castes, Scheduled Tribes, and Other Backward Classes, thereby empowering marginalized groups.

Over the years, MoPR has launched several schemes and initiatives to strengthen grassroots governance and promote transparency, accountability, and development. Key programs include Gram Panchayat Development Plan (GPDP) for inclusive village planning, and eGramSwaraj for transparent planning and accounting. AuditOnline supports audits of Panchayati Raj Institutions, while Local Government Directory maintains the hierarchy of local bodies. ServicePlus delivers e-services to citizens, and Rashtriya Gram Swaraj Abhiyan (RGSA) builds PRI capacities. Training Management Portal (TMP) aids in managing training needs, and Panchayat Awards recognize excellence. SVAMITVA maps village properties using modern technology, Spatial Planning promotes master planning. These initiatives collectively aim to empower local governance and drive sustainable rural development.



2.2 Importance of Service Delivery at Grassroot

Service delivery forms the foundation of effective administration, as it is through public services that the State engages most directly with citizens. At the grassroots level, responsive administrative services not only meet day-to-day needs but also improve quality of life, build trust in institutions, and strengthen democratic governance.

India's journey with the Citizen Charter was initiated in 1997, wherein an 'Action Plan for Effective and Responsive Government' at the Centre and State levels was adopted in the conference of Chief Ministers of various States and Union Territories held on 24 May 1997 in New Delhi. The Citizen Charter has played a pivotal role in transforming service delivery in India. Introduced to improve transparency and accountability, the Citizen Charter outlines the services provided by the government, the time frame for delivery, and the grievance redressal mechanisms available. This initiative has significantly improved ease of living, particularly in rural areas, by making public services more accessible and reliable.

In 2011, the Right to Public Services legislation was introduced by the Government of India. The right to public services legislation comprises statutory laws which not only guarantee time-bound delivery of services for various public services rendered by the Government to its citizens but also provide a mechanism for punishing the errant public servants who are deficient in providing the service stipulated under the statute. Right to Service legislation is meant to reduce corruption among government officials and to increase transparency and public accountability. In addition, what was under the Citizens' Charters an administrative guarantee has been translated into a legal right, justifiable under the various Right to Public Services (RTPS) Acts.

Taking cognisance that improved efficiency of public services, has a notable influence on the quality of digital lives, minimizing bureaucracy, corruption and increasing transparency in the public offices, the Citizen Charter campaign under the aegis of Meri Panchayat, Mera Adhikaar- Jan Sevaayein Hamare Dwaar was carried out from 01st July- 30th September 2021 with an intent to making the role of Panchayats in Service Delivery meaningful and fulfilling. The campaign culminated in the signing of the Mysuru Declaration on 22nd November 2021 by 20 States that resolved to roll out the Core common minimum service viz. Issuance of Birth Certificate; Death Certificate; Residence

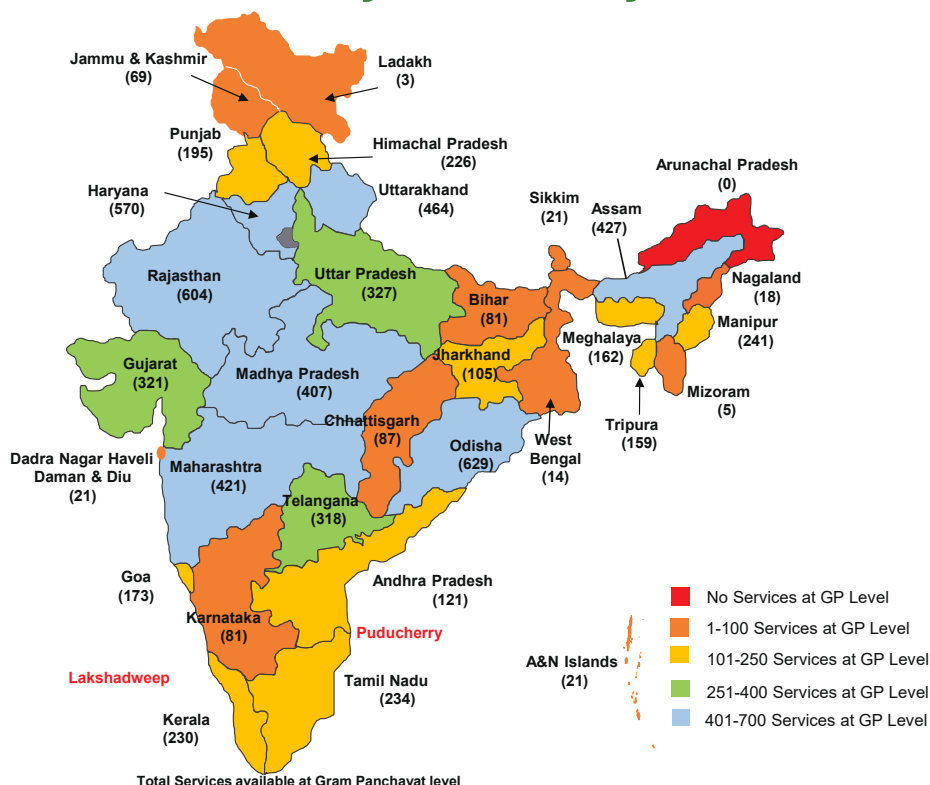


Certificate; Marriage Certificate; Issuance of Construction permit; MGNREGA-related services; T P D S - r e l a t e d services by the Panchayats across the country from April 1, 2022.

The service delivery has grown tremendously, both in terms of quantity and quality across States/ UT. A comprehensive review of the current delivery of services

across States and Union Territories was undertaken to assess the status of service provision at the Gram Panchayat (GP) level. As part of this exercise, it was found that a total of 6622 services are being provided by various States/ UTs. Moreover, there are best practices that have been observed where States have leveraged the digital tools for effective service delivery.

Service Delivery at Panchayat level



2.3. Best Practices on Service Delivery by the Panchayats

Karnataka: Panchamitra Initiative

- Karnataka's Rural Development and Panchayat Raj (RDPR) Department introduced 'Panchamitra,' a pioneering initiative comprising a dedicated portal and a WhatsApp chat service.
- Panchamitra aims to provide access to 89 essential government services to rural communities. This includes 17 services directly related to Gram Panchayats and 72 services from other government departments, acting as a single window for diverse needs.
- The state has developed detailed Standard Operating Procedures (SOPs) for critical services like the issuance of Birth and Death certificates, clearly outlining personnel responsibilities, roles of informants, stipulated turnaround time, and applicable fees. This standardization improves reliability and transparency in service delivery.

Karnataka's approach using a multi-channel platform (Portal and WhatsApp) to integrate services from various departments exemplifies a citizen-centric model for rural service delivery.



Andhra Pradesh: Village Secretariats

- Andhra Pradesh has established 'Village Secretariats' for roughly every population of 2,000 across the state.
- Each Village Secretariat is staffed by a Panchayat Secretary who serves as the Secretary/Convenor of the Secretariat.
- Crucially, each Village Secretariat houses village officials from different government departments (e.g., health, education, revenue) under one roof.
- The Panchayat Secretary of the Village Secretariat also functions as the Drawing and Disbursing Officer (DDO), responsible for disbursing the pay and allowances of all staff posted at the Village Secretariat. This co-location of officials and integrated administrative function aims to provide citizens with easier access to a range of government services at the local level.

The Village Secretariat model in Andhra Pradesh focuses on creating a physical access point for multiple services, bringing Government closer to the people at the grassroots.

Uttar Pradesh: Common Service Centres in Panchayat Bhawans

- Uttar Pradesh has taken steps to co-locate Common Service Centres (CSCs) within the Panchayat Bhawans (Panchayat buildings).
- A designated Village Level Entrepreneur (VLE) is entrusted with the responsibility of keeping the Gram Sachivalaya (Panchayat Secretariat) functional.
- The Gram Sachivalaya, with the CSC inside and managed by the VLE, is established as a gateway for service delivery to citizens.
- A list of 216 specific services has been identified as key roles for the VLE to facilitate access to through the CSC, providing a wide range of online services directly from the Panchayat premises.

Uttar Pradesh's model leverages the existing network of Panchayat Bhawans and the national CSC program to create dedicated points for digital service access in rural areas, bringing connectivity and service delivery capabilities directly to the villages.

Kerala: ILGMS and Akshaya Centres

- Kerala has been a pioneering state in leveraging Information and Communication Technology (ICT) for governance through initiatives like the Kerala Integrated Local Governance Management System (ILGMS).
- ILGMS is designed to empower the rural community and remove hurdles in service delivery by developing a responsive local governance framework.
- The system addresses challenges like uncertainty and lack of clarity by building features such as online real-time file status tracking, adhering to First In First Out (FIFO) principles for application processing, and enabling easy access from anywhere.
- ILGMS provides a platform with simplified and transparent procedures, ensuring the concept of 'ease of doing business' is applied to citizen interactions with local government. It aims to ensure equal opportunity and access to the system, including for the most deprived sections of society.
- Complementing ILGMS are the widespread Akshaya Centres, which have significantly improved public service delivery by making government services accessible to the 'common man' in their own locality. These centres act as front-end service points where citizens can access online government services with assistance.

Kerala's combination of a robust integrated back-end system (ILGMS) with accessible front-end centres (Akshaya) provides a comprehensive model for digital service delivery and empowerment at the local level.



Furthermore, in a landmark move to strengthen grassroots governance, the Ministry of Panchayati Raj, in collaboration with the Department of Administrative Reforms and Public Grievances, has introduced a dedicated category under the National Awards for e-Governance (NAeG) 2025 to recognize outstanding digital initiatives by Panchayati Raj Institutions (PRIs). A first-of-its-kind recognition for PRIs, under the category of “Grassroots Level Initiatives for Deepening Service Delivery at Gram Panchayats or Equivalent Traditional Local Bodies” has been introduced to honour exemplary digital initiatives by Panchayats. This category aims to acknowledge the role of Gram Panchayats in enhancing ease of living and improving the quality of life through effective, transparent and citizen-centric service delivery.



3. Objectives of the Committee

The broad objectives of the committee for strengthening service delivery at the grassroots include:

- a. Review the current delivery of core common services: The committee will assess the status of core services being delivered by Panchayats and identify gaps, inefficiencies and areas of improvement.
- b. Enhance the ambit of core services: The committee will also work on expanding the range of services that should be included as core common services.
- c. Awards for deepening of service delivery at the grassroot level under the National Awards for e-Governance (NAeG) by D/o Administrative Reforms and Public Grievances vis-à-vis assessment of Gram Panchayats: Finalize the parameters viz. services to be assessed, delivery timelines, technology integration, etc for assessing the effectiveness of service delivery at the Gram Panchayats for the awards in 2026.



4. Constitution of the Committee

The Committee was constituted under the chairpersonship of the Additional Chief Secretary (ACS), Panchayati Raj, Government of Karnataka. The Committee included officials from the Ministry of Panchayati Raj (MoPR), State representatives from Himachal Pradesh, Maharashtra, Karnataka, Uttar Pradesh, and Tripura.

S.N.	Name	Designation
1.	Smt. Uma Mahadevan	Additional Chief Secretary, RDPR, Govt. of Karnataka (Chairperson)
2.	Sh. Alok Prem Nagar	Joint Secretary, MoPR (Member Convener)
3.	Sh. Eknath Dawle	Principal Secretary, RDPR, Govt. of Maharashtra
4.	Sh. Anil Kumar	Addl. Chief Secretary, Panchayati Raj Dept., Govt. of Uttar Pradesh
5.	Sh. Abhishek Singh	Secretary, RDPR, Govt. of Tripura
6.	Sh. Raghav Sharma	Director, DoPR, Govt. of Himachal Pradesh



5. Methodology Adopted

5.1. Consultative Process

As part of the report, extensive stakeholder consultations were carried out with all member States to ensure an inclusive and representative approach. Two rounds of Committee meetings were convened on 1st July 2025 and 8th August 2025, providing a structured platform for States to share their inputs and deliberate on key issues. Minutes of the Meeting of the committee placed at **Annexure-I**

During these consultations, discussions focused primarily on:

- i. The total number of services currently being provided at the State level through Gram Panchayats.
- ii. The scope and inclusion of additional services under the ambit of Core Common Services, beyond the existing seven defined under the Mysuru Declaration.
- iii. State-specific perspectives on enhancing the list of Core Common Services to better align with citizen needs and evolving governance requirements.
- iv. Inputs on revising and strengthening the evaluation framework for awards, particularly the DARPG Awards for Gram Panchayats, with an emphasis on recognizing innovation, efficiency, and citizen-centric service delivery.

The deliberations facilitated constructive dialogue, enabling States to put forward their viewpoints and recommendations while also building consensus on the need for expanding the service delivery basket and refining the awards framework.

5.2. Data Collection from Member State and Analysis

A systematic data collection exercise was undertaken with all member States to capture a comprehensive picture of service delivery at the Gram Panchayat (GP) level. The objective of this exercise was to assess the current status of services, infrastructure, and human resource capacity, while also identifying potential areas for strengthening Core Common Services.

As part of this exercise, detailed information was collected from States on the following parameters:

- i. **Service-related details:** Complete list of services offered at the GP level, service delivery timelines, cost of service provision, number of services delivered annually,



and adherence to Service Level Agreements (SLAs).

- ii. **Citizen-centric mechanisms:** Presence of grievance redressal systems, citizen charter/guarantee provisions, and feedback mechanisms.
- iii. **Human resource capacity:** Availability and number of staff at the GP level engaged in service delivery, rules and procedures for staff selection, and the institutional capacity for managing services.
- iv. **Infrastructure availability:** Digital and physical infrastructure including computers, Point-of-Sale (PoS) machines, biometric devices, mobile applications for attendance, and other enablers of efficient service delivery.

Further, inputs were sought from States on the identification of additional services that could be considered for inclusion under the ambit of Core Common Services. The member states suggest more than 70+ services to be included as part of core common. A state-wise analysis of the suggested core common services is placed at

Annexure-II.

5.3. Proposed Enhancements to Core Common Services

While the existing framework under the Mysuru Declaration mandated 7 Core Common Services, consultations with States/UTs and domain experts highlighted the necessity of broadening the service portfolio to ensure inclusivity, responsiveness, and improved citizen satisfaction. Accordingly, a consolidated list of 51 services was proposed by the Member States, comprising both the existing 7 services and additional citizen-centric services. The Committee carefully reviewed these suggestions and emphasized the inclusion of critical services such as:

- ◆ **Domicile Certificate** - to streamline citizen identity and residence validation.
- ◆ **Trade License** - to support entrepreneurship and local business compliance.
- ◆ **Mutation of Land Records** - to enhance transparency and efficiency in property-related services.
- ◆ **Water Supply Connections** - to ensure basic infrastructure and improve quality of life.
- ◆ **Social Security & Pension Schemes** - to address the needs of vulnerable groups such as elderly, widows, and differently abled citizens.

The expansion is intended to align GP-level service delivery with citizen priorities, strengthen the ease of access to essential services, and build a uniform baseline of governance standards across States/UTs.



6. Recommendations

6.1. Enhancement of Core Common Services

A. The ambit of core common services needs to be expanded beyond the existing services identified under the Mysuru Declaration to include a wider range of critical citizen-centric services. The current core common services are as below:

- i. Birth Certificate
- ii. Death Certificate
- iii. Residence Certificate
- iv. Marriage Certificate
- v. Construction Permit
- vi. Issue of MGNREGA job card
- vii. Request for work under MGNREGA
- viii. Addition/Deletion of Name on Ration Card
- ix. Preparation of New Ration Card
- x. Request to include under the beneficiary list for allocation of food grains under TPDS

The proposed list encompasses two distinct categories of services to ensure a structured and scalable approach to Panchayat-level service delivery.

- ◆ Core Common Services refer to a set of mandatory and essential citizen services that every Gram Panchayat or equivalent should deliver in a standardized, time-bound, and technology-enabled manner. These services form the foundational layer of local governance, ensuring that every citizen—irrespective of geography—has equitable access to critical documents, entitlements, and civic permissions.
- ◆ Aspirational Services, represent a progressive set of citizen centric services that Panchayats can adopt over time based on their institutional capacity, digital readiness, and community needs. These services would go beyond the statutory minimum to enhance quality of life and strengthen participatory governance. Aspirational services are designed to further deepen service delivery at Panchayat level, paving the way toward fully digitized, citizen-centric local governance.



S.N.	Suggested Service		Core Common/ Aspirational
1.	Birth Certification	Birth Certificate Issuance	Core Common
2.		Still Birth Certificate Issuance	Core Common
3.		Birth Certificate Correction	Core Common
4.	Death Certification	Death Certificate Issuance	Core Common
5.		Death Certificate Correction	Core Common
6.	Residence Certificate	Residence Certificate	Core Common
7.	Marriage Certificate	Issuance of Marriage Certificate	Core Common
8.	Construction Permit	Building Construction License	Core Common
9.	Ration Card	Application for New Ration Card	Core Common
10.		Amendment of Ration Card	Core Common
11.	MGNREGA	Issue of MGNREGA Job card	Core Common
12.		Providing Employment to Unskilled Labours (MGNREGA)	Core Common
13.	Mutation	Application for Mutation	Core Common
14.		Land Conversion Certificate	Core Common
15.	Water Supply Connection	New Water supply connection	Core Common
16.		Disconnection Of Water Supply	Core Common
17.		Maintenance Of Drinking Water	Core Common
18.		Drinking Water Quality Testing Request	Core Common
19.	Labor & Employment	e-Shram Card	Core Common
20.	Property Tax	Property Tax	Core Common



S.N.	Suggested Service		Core Common/ Aspirational
21.	Worker Registration	Worker Registration	Core Common
22.	Certificates	Caste Certificate (SC/ ST, OBC, Minority)	Core Common
23.		Senior Citizen Certificate	Core Common
24.		Income Certificate	Core Common
25.		Issuance of Economically Weaker Section (EWS) Certificate/ BPL Certificate	Core Common
26.		Character Certificate	Core Common
27.		Small & Marginal Farmer Certificate	Aspirational
28.		Disability Certificate/ UDID card	Core Common
29.		Domicile Certificate	Core Common
30.		Agriculture Income Certificate	Aspirational
31.		Jeevan Pramaan/ Life Certificate	Aspirational
32.	Pension	Widow Pension	Core Common
33.		Physically Handicapped Pension	Core Common
34.		Old Age Pension	Core Common
35.	Family Register	Attestation of Family Tree	Core Common
36.		Family Register	Core Common
37.	Basic Infrastructure & Civil Services	Maintenance of Streetlight	Core Common
38.		Drainage repair request	Core Common
39.		Minor Road / Footpath Repair Request	Core Common
40.		Solid Waste Management application	Core Common
41.		Waste Management Grievance	Core Common



S.N.	Suggested Service		Core Common/ Aspirational
42.	Agriculture	Fertilizer / Seed License request	Aspirational
43.		Pesticide License request	Aspirational
44.		Soil Health Card request	Aspirational
45.	PM Vishwakarma	Issuance of PM Vishwakarma ID Card	Aspirational
46.	SHG Registration	Registration of SHGs/ Cooperative Societies	Aspirational
47.	Licenses/ NOCs	Trade License	Aspirational
48.		NOC for setting up small industry in village	Aspirational
49.	Women & Child Development	Enrolment of Children at Anganwadis	Aspirational
50.	Minority Welfare	Minority Scholarship enrolment	Aspirational

*Services highlighted in green color are already part of core common services. State wise distribution of enhanced core common services is placed at **Annexure-III**

Further to promote greater efficiency and accountability, States/ UT to institutionalize the delivery of the enhanced core common services at the Gram Panchayat level and notify service delivery timelines, costs, and grievance redressal mechanisms.

To further enhance transparency and ease of access, States/ UT must integrate technology-enabled platforms such as digital tracking systems, automated SMS or online status updates, and mobile applications into the service delivery process.

6.2. Strengthening the National Awards for e-Governance

Under the National Awards for e-Governance, the Ministry of Panchayati Raj and D/o Administrative Reforms and Public Grievances have institutionalized awards for the category “Grassroot Level Initiatives for Deepening/ Widening of Service Delivery with Focus on Initiatives by Gram Panchayats or Equivalent Traditional Local Bodies”. The award organized for the assessment year 2023-2024 saw huge participations of nearly 1.44 lakh Gram Panchayats which were assessed at Block, District, State and National level. Gram Panchayats from Maharashtra and Tripura won the Gold and Silver awards respectively while Gram Panchayats from Gujarat and Odisha won the Jury awards. Keeping in view the wide outreach, increased participation of Gram Panchayats, and the effectiveness of the Service Delivery Award in recognizing best-



performing Gram Panchayats, the Committee proposes to strengthen the assessment framework for the assessment year 2025–2026 by incorporating the enhanced core common services as a key component of the evaluation criteria.

The assessment framework is based on the core principles of:

- i. Delivery of enhanced core common services at the Gram Panchayat level.
- ii. Availability of digital tracking of applications and online delivery of certificates
- iii. Timely disposal of applications
- iv. Availability of grievance redressal mechanism
- v. Transparency and public disclosure of service delivery
- vi. Ease of access of services

The Committee recommends evaluation of Gram Panchayats on the services delivered, timeliness of service delivery, transparency and grievance redressal, use of technology, and ease of accessibility. Below table provides a summary of category of evaluation and significance.

Category of Evaluation	Significance
Service Delivery	Assesses whether services are provided directly by the Gram Panchayat, through other departments, or are unavailable, highlighting the reach and accessibility of essential services.
Timeliness of Service Delivery	Evaluates efficiency by measuring how quickly applications are processed and whether digital tracking and status updates are available for citizens.
Transparency & Grievance Redressal	Measures accountability through grievance redressal mechanisms, resolution timelines, and disclosure of service delivery information in Gram Sabha meetings.
Use of Technology	Captures the extent of digital enablement in service delivery, including online applications, multiple access channels, digital payments, and public dashboards.
Additional Services Beyond Core Common Services	Recognizes Panchayats that go beyond the mandated core services, reflecting proactive governance and broader citizen support.
Access & Office Hours	Examines the availability of Gram Panchayat offices to citizens, indicating ease of access and responsiveness of administration.
Display of Citizen Charter	Ensures transparency by verifying whether Panchayats display service details, timelines, and fees for citizens.

The detailed assessment framework is at [Annexure-IV](#).



7. Annexure

Annexure I: Notification regarding constitution of the committee

N-19011(16)/6/2024-e-Panchayat
Government of India
Ministry of Panchayati Raj
www.panchayat.gov.in

11th Floor, Jeevan Prakash Building,
25, Kasturba Gandhi Marg,
New Delhi - 110 001
Dated: 06th June 2025

OFFICE MEMORANDUM

Subject: Committee for strengthening service delivery at the grassroots

With the approval of Competent Authority to constitute the committee for strengthening service delivery at the grassroots, the following composition is constituted:

#	Name of Ministry/ Department	Designation
1.	Ms. Uma Mahadevan Dasgupta, Additional Chief Secretary, PR Department, Karnataka	Chairperson
2.	Joint Secretary (Governance), MoPR	Member convener
3.	Additional Chief Secretary/ Principal Secretary/ Secretary from the (i) Himachal Pradesh; (ii) Maharashtra; (iii) Tripura; (iv) Uttar Pradesh	Members

2. The Terms of Reference of the Committee shall be:

- Review the Current Delivery of Core Common Services:** The committee will assess the status of the core services being delivered by Panchayats and identify gaps, inefficiencies, or areas for improvement.
- Enhance the Ambit of Core Services:** The committee will also work on expanding the range of services that should be included as core common services.
- Awards for Deepening of Service Delivery at the Grassroot level under National Awards for e-Governance (NAeG) by D/o Administrative Reforms and Public Grievances vis-à-vis**
 - Assessment of Gram Panchayats:** Finalize the parameters viz. services to be assessed, delivery timelines, technology integration etc. for assessing the effectiveness of service delivery at the Gram Panchayats for the awards in 2026.

Tenure: The committee is expected to complete its review and provide recommendations within 3 months, with a target completion date of 31.08.2025.

3. The Committee would have authority to co-opt additional members from the Central/ State Government and call upon special invitee to the meetings of the Committee. It is requested to share a line of confirmation of the members of the committee to Sh. Mayank Kharbanda, Consultant MoPR on mayank.kharbanda@nic.in

Padma Kaushik V.

(Padma Kaushik V.)
Under Secretary to the Govt of India

To:

- Ms. Uma Mahadevan Dasgupta, Additional Chief Secretary, PR Department, Karnataka
- Additional Chief Secretary/ Principal Secretary/ Secretary, Panchayati Raj Department, Himachal Pradesh; Rajasthan; Maharashtra; Tamil Nadu; Tripura; Uttar Pradesh; West Bengal

Copy to:

- 1) PPS to Secretary, MoPR
- 2) Additional Secretary, MoPR
- 3) Joint Secretary (Governance), MoPR



Minutes of 1st Committee Meeting

Minutes of the Meeting held on 01st July 2025 at 3.00 PM under the Chair by Additional Chief Secretary, Panchayat Raj, Government of Karnataka regarding Strengthening of service delivery at grassroot level

A meeting of Technical Committee for Strengthening of Service Delivery at Grassroot Level was held on Tuesday 01st July 2025, at 3:00 PM Chaired by Ms. Uma Mahadevan, Additional Chief Secretary, Panchayat Raj, Government of Karnataka.

List of participants is **annexed**.

2. At the outset, the Chair welcomed all the participants and outlined the agenda for the meeting which included identification of services for delivery at the Gram Panchayat level, enhancement of existing core common services, and finalizing the framework for service delivery assessment as part of DARPG service delivery awards. The Chair appreciated the participation of all states and the convenor, emphasizing the need to build on the momentum of Panchayats as the “first mile” of service delivery. It was highlighted that under the 73rd Amendment, Panchayats have the potential to efficiently deliver a range of services, including marriage registration, social security pensions, and disability certification, which can bring efficiency and equity gains while reducing corruption and vulnerabilities for women and marginalized groups. The Chair also highlighted through example of Anganwadi workers recruitment, how online service delivery can bring greater transparency.

3. A brief presentation was made by the Sh A P Nagar, Joint Secretary, M/o Panchayati Raj (MoPR) which highlighted that in 2021, Chaired by the Hon'ble Minister, a Citizen Charter for Panchayats was developed, with a dashboard enabling Gram Panchayats to adopt and operationalize the Charter. As a result, 2.15 lakh GPs have approved the Citizen Charter, reflecting states' commitment to enabling accountable service delivery at the grassroots. The Mysuru Declaration of November 2021 identified seven core common services based on what most states were already providing. He noted that a Service Delivery Award has been institutionalized to incentivize best practices, with Tripura winning recognition, and over 1.4 lakh entities applying for these awards. The Joint Secretary emphasized that the current agenda is to review these core services to identify what citizens genuinely need, explore whether it is enough for GPs to act as service owners or facilitators and align with DARPG's efforts for service delivery improvements, with a view to enhancing efficiency and ensuring equitable access to services through Panchayats.

4. Following inputs were given by the States:

i. Tripura:

- All services related to birth and death registration, issuance of domicile certificates, building construction permits, trade and vendor licenses, and consent for land allotment are currently being delivered at the Gram Panchayat (GP) level.



- The State is in the process of transferring the operation, repair, and maintenance of water supply schemes to the Panchayat level.
- Common Service Centres (CSCs) have been established at the Panchayat level to facilitate service delivery.
- All Panchayats have been onboarded onto the e-Office platform, enabling end-to-end paperless service delivery and administrative functioning.
- While the range of services offered at the Panchayat level remains limited, all available services are fully digitized and accessible online.
- The State has implemented a Citizens' Charter and operates under the Public Service Guarantee Act to ensure timely and accountable delivery of public services.
- It was further suggested by the State to categorize services in 3 broad categories viz. GP as owner, GP as stakeholder, and as front office extension for other line department.

ii. Uttar Pradesh:

- A total of 340 services are currently being provided at the Gram Panchayat (GP) level.
- Citizens are charged ₹30 per service, out of which ₹10 is allocated to the respective Gram Panchayat's account.
- The Government has deployed a Panchayat Sahayak at each GP, whose responsibilities include facilitating service delivery. Each Panchayat Sahayak receives ₹5 per service rendered.
- To date, over 29 lakh (2.9 million) services have been delivered through Gram Panchayats across all 75 districts of Uttar Pradesh.
- The Government of Uttar Pradesh has issued directives to all Gram Panchayats to increase the number of services offered and reduce the timelines for service delivery to enhance efficiency and accessibility.

iii. Himachal Pradesh:

- All services at the Gram Panchayat (GP) level in Himachal Pradesh are being delivered digitally through the eDistrict Mode framework.
- Aadhaar enrolment and update centres are being integrated with Panchayats to enhance service delivery.
- All Central and State Government services are being made available to citizens through the Common Service Centres (CSCs).

iv. Maharashtra:

- The State of Maharashtra has established a strong network of Common Service Centres (CSCs) at the Gram Panchayat (GP) level, with approximately 20,000 CSCs operating under the name of "AapleSarkarSeva."
- In addition to government-run CSCs, parallel CSCs are being operated at the village level by private entrepreneurs, enhancing service accessibility.



- Under the Right to Service Act, the Government is providing eight services online, most of which are based on self-declaration by citizens.
- Services from multiple government departments are now accessible at the GP level.
- Each Gram Panchayat has been officially designated as the service delivery unit for all services covered under the Right to Service Act in Maharashtra.
- A Special Commissioner has been appointed to oversee and ensure effective implementation of service delivery at the GP level.
- To date, approximately 3 lakh services have been delivered through Gram Panchayats under the Right to Service Act

v. Karnataka

- Karnataka has been a front runner in Service Delivery through Bapuji Seva Kendra and Panchatantra platform.
- State has also developed Panchamitra – a Whatsapp based chatbot, that enables seamless service delivery at grassroot level.
- Aadhaar enrolment and update centres are being integrated with Panchayats to enhance service delivery
- In Karnataka there is 1 PR member per every 400 population. This enables decentralized service delivery in Panchayats.

5. Upon detailed deliberation by the committee, following decision were taken:

- i. The Chair suggested to create a WhatsApp group with committee members for sharing the presentation and future communications.
- ii. The Chair suggested to circulate a template with all the member state representatives to collect the data pertaining to services, infrastructure and staffing including list of services offered, service delivery timelines, cost, no. of services delivered, SLAs for service delivery, grievance redressal mechanism, citizen guarantee provisions, no. of staff available at GP level for service delivery, rules for staff selection and institutional capacity, infrastructure available at Gram Panchayat level for service delivery viz. computers, PoS machines, mobile application for attendance etc. Furthermore, it was suggested that States may also share best practices related to service delivery.
- iii. It was decided to hold the next meeting of the committee after 10 days seeking the convenience of the chair.

Meeting ended with thanks to all.

(Uma Mahadevan)

Additional Chief Secretary (Panchayat Raj)
Rural Development and Panchayat Raj Department
Government of Karnataka



Annexure

List of Participants

S.N.	Name	Designation
1.	Ms. Uma Mahadevan	Additional Chief Secretary, RDPR, Govt. of Karnataka (In-Chair)
2.	Mr. Alok Prem Nagar	Joint Secretary, MoPR
3.	Mr. Raghav Sharma	Director, DoPR, Govt. of Himachal Pradesh
4.	Mr. Eknath Dawle	Principal Secretary, RDPR, Govt. of Maharashtra
5.	Mr. Anil Kumar	Addl. Chief Secretary, Panchayati Raj Dept., Govt. of Uttar Pradesh
6.	Mr. Mallinath Kashetty	DDG, YASHADA
7.	Mr. Abhishek Singh	Secretary, RDPR, Govt. of Tripura
8.	Mr. Mayank Kharbanda	Consultant, MoPR
9.	Mr. Abhas Vyas	Consultant, MoPR
10.	Mr. Ashutosh Kumar	Consultant, MoPR



Minutes of 2nd Committee Meeting

Technical Committee for Strengthening of Service Delivery at Grassroot Level: Minutes of the 2nd Meeting held on 08th August 2025 at 3.00 PM Chaired by Addl. Chief Secretary (Panchayati Raj), Rural Development and Panchayati Raj Dept., Govt. of Karnataka

The Second meeting of Technical Committee for Strengthening of Service Delivery at Grassroot Level was held on Friday 08th August 2025, at 3:00 PM chaired by Ms Uma Mahadevan, Additional Chief Secretary (Panchayati Raj), Rural Development and Panchayati Raj Department, Govt. of Karnataka. List of participants is at **Annexure-I**.

2. At the outset, Sh. A. P. Nagar, Joint Secretary, M/o Panchayati Raj (MoPR) welcomed all the participants and outlined the agenda for the meeting which included the discussion on the action points from the 1st meeting of the committee and the progress made so far, Suggested services by the member states, inputs on staffing & infra and the evaluation framework on Service delivery award. The Joint Secretary, Ministry of Panchayati Raj, emphasised the importance of timely receipt of information from the Member States, noting that the report is to be finalised by 31st August.

3. A brief presentation was made, highlighting the progress since the first Committee meeting. It was informed that a WhatsApp group had been created for quick sharing of presentations and updates, and a standardized template had been shared with all member States to gather inputs on services, infrastructure, and staffing. The template sought details such as: list of services offered, service delivery timelines, costs, number of services delivered, SLAs for service delivery, grievance redressal mechanisms, citizen guarantee provisions, staffing availability at Gram Panchayat level, staff selection rules, institutional capacity, and available infrastructure (e.g., computers, PoS machines, mobile attendance applications).

Karnataka, Uttar Pradesh, Maharashtra, and Tripura had submitted their responses, including proposals for additional services to be included as core offerings. Response from Himachal Pradesh was still awaited.

Further, a consolidated list of services suggested by member States - comprising both the existing core common services and additional proposed services - was presented to the Committee. The Committee was also briefed on a detailed evaluation framework being proposed for the Service Delivery Award, including the anticipated weightages. It was noted that, upon finalisation of the core common services, the weightages would be adjusted accordingly.

4. The Joint Secretary, MoPR, sought suggestions from all Member States regarding the inclusion of additional services under the Core Common Services.

**A. Uttar Pradesh**

- i. Panchayats are currently offering 338 services however responses received for 108 services.
- ii. Suggested inclusion of eight services which are already part of the existing core common list.
- iii. Additionally, the State proposed adding Water Supply Connection, Caste Certificate, Income Certificate, Pension, and Family Register to the core common services.

B. Himachal Pradesh

- i. It was highlighted that no data has been received yet on the total number of services provided.
- ii. The State suggested inclusion of Pension (Old Age Pension), e-Parivar Register, Ration, Water Supply Connection, and Income Certificate in the core common service list.
- iii. The State committed to provide complete response within 2 weeks.

C. Maharashtra

- i. The Panchayats are currently offering 440 services under the Right to Service Act; responses received for 19 services delivered by the Panchayati Raj Department.
- ii. The State suggested inclusion of Trade License, Mutation, Water, Property Tax, Income Certificate, and Family Register in the core common service list.

D. Tripura

- i. The Panchayats are currently offering 158 services; responses received for 153 services.
- ii. The State highlighted that State is finalising the list of core common services to be included in the list and would provide their suggestions within 7 days.

E. Karnataka

- i. The Panchayats are currently offering 85 services; responses received for 75 services.
- ii. It was also highlighted that this includes additional 46 services have been added as part of an MoU with the IT Department.
- iii. The State has suggested inclusion of 47 services in the core common list.

5. The Chair emphasised the importance of cross-learning among states, emphasised its potential to inform strategies for expanding the scope of core common services. The Chair further emphasized the role of decentralization in enhancing service delivery at the Panchayat



level. Therefore, the Chair proposed organizing 1-2 in-person meetings among the member states to facilitate deliberations and promote cross-learning.

6. It was noted that the State of Maharashtra offers the maximum number of services (440), with 19 services being provided by the Panchayati Raj Department - the highest among all member states. The Chair suggested obtaining comprehensive information on the workflows of services delivered by the Panchayati Raj Department.

7. Upon detailed deliberation by the committee, following decision were taken:

- i. Himachal Pradesh and Tripura to provide their responses on services and staffing & infrastructure within the next 2 weeks.
- ii. States to share the process flow and Standard Operating Procedures (SOPs) for all the services which are being provided by Panchayati Raj Department, as per the template defined in **Annexure-III**. The list of services being delivered by the Panchayats in the respective States is enclosed in **Annexure-II**.

#	State Name	No. of Services delivered by Panchayati Raj Dept.
1	Maharashtra	19
2	Himachal Pradesh	6
3	Karnataka	8
4	Uttar Pradesh	2
5	Tripura	No Services provided by PR Dept.

- iii. The committee may explore organizing 1-2 regional meetings to facilitate in-person discussions and cross-learning among states.
- iv. It was decided to hold the next meeting of the committee after 2 weeks seeking the convenience of the chair and member State.

Meeting ended with a vote of thanks to the Chair and all the participants.

(Uma Mahadevan)
Addl. Chief Secretary, (Panchayati Raj)
Rural Development and Panchayati Raj dept.,
Govt. of Karnataka



Annexure-I

List of Participants

S.N.	Name	Designation
1.	Smt. Uma Mahadevan	Additional Chief Secretary, RDPR, Govt. of Karnataka (In chair)
2.	Sh. Alok Prem Nagar	Joint Secretary, MoPR
3.	Sh. Rajesh Sharma	Secretary, DoPR, Govt. of Himachal Pradesh
4.	Sh. Sachin Ghadge	Addl. Director, PR, Govt. of Maharashtra
5.	Sh. SN Singh	Joint Director, Panchayati Raj Dept., Govt. of Uttar Pradesh
6.	Smt. Lalentlingi Touchhaw	Joint Director, PR, Govt. of Tripura
7.	Sh. Mayank Kharbanda	Consultant, MoPR
8.	Sh. Abhas Vyas	Consultant, MoPR
9.	Sh. Ashutosh Kumar	Consultant, MoPR



Annexure-II

State-wise list of Services being delivered by the Panchayats

1. Maharashtra

S.No	Name of Service
1	Birth Certificate
2	Death Certificate
3	Marriage Certificate
4	Below Poverty Line Certificate
5	No Dues Certificate
6	Assessment Certificate
7	Certificate of Niradhar
8	Residential Certificate
9	NOC for Electricity Connection
10	Toilet Certificate
11	Construction Permission Certificate
12	Birth Death Record Non-Availability Certificate
13	Certificate of Non-Availment of Benefits of any Scheme
14	No Objection Certificate for Business
15	Life Certificate
16	Character Certificate
17	Water Connection Permission Certificate
18	Unemployed Certificate
19	No Objection Certificate

2. Himachal Pradesh

S.no	Services
1	Birth Registration and Certificate
2	Death Registration and Certificate
3	Marriage Registration and Certificate
4	Copy Of Parivar Register
5	Online Tax Management Software Development (Shop Rent Registry, Payment Gateway, Garbage Collection, Bills and Receipts Generation, Master data Creation, SMS Alert)
6	Online Tax Management Software Development (Property tax management system, Payment Gateway, Garbage Collection, Bills and Receipts Generation, Master data Creation, SMS Alert)

3. Karnataka

S.no	Services
1	Maintenance of streetlight
2	Maintenance of village sanitation
3	Form 9/11a
4	Form 11b
5	Permission for establishment of industrial/ agriculture-based production unit



6	No objection certificate
7	Permission/regularization of new/existing telecommunication infrastructure tower
8	Permission/regularization of new/existing overground cable infrastructure/underground cable infrastructure

4. Uttar Pradesh

S.no	Services
1	Issuing No Objection Certificate for transfer of registration of soldier from one district to another
2	Application for copy of family register

5. Tripura

No Services provided by the Panchayati Raj Department as per the list of services shared by the state



Annexure-III

Service Delivery Workflow

Section A – General Service Information

State	
Name of the Service	
Service Availability	<input type="checkbox"/> Online <input type="checkbox"/> Offline <input type="checkbox"/> Both
Front-end Platform	<input type="checkbox"/> Online <input type="checkbox"/> Offline <input type="checkbox"/> Both
Back-end processing Platform (Document verification, Certificate Issuance, Approval etc.)	<input type="checkbox"/> Online <input type="checkbox"/> Offline <input type="checkbox"/> Both
Payment Mode	<input type="checkbox"/> Online <input type="checkbox"/> Offline <input type="checkbox"/> Both
Fees/Charges for the service	Rs.
Application Submission Point (Where and how the citizen first submits their application for the service)	<input type="checkbox"/> Physical Centre (offline) (for e.g. Bapu Seva Kendra, GP Office, CSC centre) <input type="checkbox"/> Online Portal (State-specific e-Gov portals (like e-District, e-Mitra, Meeseva, etc.)) <input type="checkbox"/> Both

Section B – Detailed Workflow <sample input>

#	Process Step	Mode (Online/ Offline/ Hybrid- both options available)	Portal for online application / Location for offline services	Responsible Person & Department who handles it	Payment Required (Yes/No)	Payment Mode (Online/Offline)	Documents Required	Average Time Taken for application processing (Days)	Remarks / Notes
1	Application Submission by Citizen	<Offline>	<Gram Panchayat Office counter/ CSC centre>	<GP Clerk>	<No>	-	<Birth proof from hospital, Parents' ID proof>	-	<Applicant submits filled form in person>
2	Acknowledgement of submitted Application to citizens	<Offline>	<GP Office>	<GP Clerk>	<No>	-	<As above>	<0>	<Acknowledgement slip given>
3	Notification to Concerned Officer / Department	<Offline>	<Physical file movement>	<Panchayat Secretary>	<No>	-	-	<1>	<Secretary informed for verification>
4	Verification by responsible officer	<Offline>	<GP Office>	<Verification Officer>	<No>	-	<As above>	<2>	<Cross-check hospital records>
5	Approving authority	<Offline>	<Gram Sabha meeting>	<Sarpanch & Members>	<No>	-	<Verified application>	<7>	<Approvals given in scheduled meeting>
6	Preparation of Certificate	<Offline>	<MS Word in GP Office>	<GP Clerk>	<No>	-	-	<1>	<Draft prepared for signature>
7	Issue of Certificate by concerned authority	<Offline>	<GP Office>	<Sarpanch / Panchayat Secretary>	<No>	-	-	<0>	<Signed certificate ready>
8	Final Delivery of Certificate/Licence to Applicant	<Offline>	<GP Office counter>	<GP Clerk>	<No>	-	-	<1>	Applicant collects in person

Section C – Escalation & Grievance Redressal

Level	Officer / Authority	Contact Details	Max. Days for Resolution
1st Level Escalation	<Panchayat Secretary>	<Ph: 9876543210, ps.gpname@xyz.in>	<3 days>
2nd Level Escalation (if any)	<Block Development Officer (BDO)>	<Ph: 9876501234, Email: bdo.blockname@xyz.in>	<5 days>
3rd Level Escalation (if any)	<Block Development Officer (BDO)>	<Ph: 9876501234, Email: bdo.blockname@xyz.in>	<5 days>



Annexure-II: State wise status of suggested services by members

#	Suggested Service	Andhra Pradesh	Assam	Bihar	Chhattisgarh	Goa	Gujarat	Haryana	Himachal Pradesh	Jharkhand	Karnataka	Kerala	Madhya Pradesh	Maharashtra	Manipur	Meghalaya	Mizoram	Odisha	Punjab	Rajasthan	Sikkim	Tamil Nadu	Telangana	Tripura	Uttar Pradesh	Uttarakhand	West Bengal	Total
1	Income Certificate																											85%
2	Income Certificate for Employment																											77%
3	Income And Asset Certificate (EWS)																											65%
4	Death Certificate Issuance																											58%
5	Caste And Income Certificate																											54%
6	Caste Certificate (SC/ST)																											54%
7	Birth Certificate Issuance																											50%
8	Death Certificate Correction																											50%
9	Residence Certificate																											50%
10	Still Birth Certificate Issuance																											46%
11	Birth Certificate Correction																											42%
12	Living Certificate																											42%
13	Widow Pension																											42%
14	No Objection Certificate																											38%
15	Death Registration																											35%



#	Suggested Service	Andhra Pradesh	Assam	Bihar	Chhattisgarh	Goa	Gujarat	Haryana	Himachal Pradesh	Jharkhand	Karnataka	Kerala	Madhya Pradesh	Maharashtra	Manipur	Meghalaya	Mizoram	Odisha	Punjab	Rajasthan	Sikkim	Tamil Nadu	Telangana	Tripura	Uttar Pradesh	Uttarakhand	West Bengal	Total
16	Birth Registration	0	1	0	1	0	0	0	1	0	1	0	0	0	1	1	0	0	0	1	0	0	0	0	0	0	0	31%
17	Caste Certificate (SC/ST-Migrant)	0	1	0	0	1	0	0	1	1	1	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0	31%
18	Minority Certificate	0	1	0	0	0	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	27%
19	New Water Supply Connection	0	0	0	0	0	0	1	0	0	1	0	1	1	0	0	0	0	1	0	0	1	0	0	0	0	0	23%
20	Caste Certificate (Cat-A)	0	0	0	0	1	0	0	1	0	1	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0	23%
21	Obc Certificate (Central)	1	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	23%
22	Indira Gandhi National Old Age Pension	0	0	1	1	0	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	23%
23	Building Construction License	0	0	0	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	19%
24	Road Cutting Permission	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	1	0	0	0	0	1	0	0	0	19%
25	Still Birth Registration	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	19%
26	Trade License	0	0	0	1	0	0	0	1	0	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	19%
27	Domicile Certificate	0	0	0	1	1	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	19%
28	Land Holding Certificate	0	1	0	0	0	0	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	19%
29	No Re-Marriage Certificate	0	0	0	1	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	19%
30	Small / Marginal Farmer Certificate	1	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	1	1	0	0	0	0	19%



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31	Solvency Certificate	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1	0	19%
32	Farmer Widow Pension	0	0	0	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	19%
33	Bonafide Certificate	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	15%
34	Land Less Certificate	0	0	0	0	0	0	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	15%
35	Non Tenancy Certificate	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	15%
36	Occupancy Certificate	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	12%
37	Disconnection Of Water Supply	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	12%
38	Issue Of Job Card to Unskilled Laboures Under Mgnregs	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	12%
39	Agriculturist Certificate	0	0	0	0	0	0	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	12%
40	Unemployment Certificate	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	12%
41	Widow Certificate	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	12%
42	Maintenance Of Drinking Water	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	8%
43	Maintenance Of Street Light	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	8%
44	Application For Land Conversion	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8%



#	Suggested Service	Andhra Pradesh	Assam	Bihar	Chhattisgarh	Goa	Gujarat	Haryana	Himachal Pradesh	Jharkhand	Karnataka	Kerala	Madhya Pradesh	Maharashtra	Manipur	Meghalaya	Mizoram	Odisha	Punjab	Rajasthan	Sikkim	Tamil Nadu	Telangana	Tripura	Uttar Pradesh	Uttarakhand	West Bengal	Total
45	Agricultural Family Member Certificate	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	8%
46	Crop Certificate	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	8%
47	Non Creamy Layer Certificate	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8%
48	Surviving Family Members Certificate	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8%
49	National Family Benefit Scheme	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8%
50	Physically Handicapped Pension	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	8%
51	Permission/Regularization Of New/Existing Telecommunication Infrastructure Tower	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
52	Addition Child Name	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
53	Form 9/11a (Land record)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
54	Permission For Establishment Of Industrial/ Agriculture-Based Production Unit	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
55	Permission/Regularization Of New/Existing Overground Cable Infrastructure/ Underground Cable Infrastructure	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%



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56	Maintenance Of Village Sanitation	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
57	Providing Employment To Unskilled Labours (Mgnregs)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
58	Rtc	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
59	11e Sketch	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
60	Hadbastu	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
61	Tatkal Podi	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
62	Attestation Of Family Tree	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
63	General Certificate (Arya Vysya)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
64	Hk Region Residence And Eligibility	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
65	Income Certificate For Compass For Employment	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
66	Manaswini	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
67	Mythiri	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
68	No Govt. Job Certificate	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
69	Population Certificate	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%



#	Suggested Service	Andhra Pradesh	Assam	Bihar	Chhattisgarh	Goa	Gujarat	Haryana	Himachal Pradesh	Jharkhand	Karnataka	Kerala	Madhya Pradesh	Maharashtra	Manipur	Meghalaya	Mizoram	Odisha	Punjab	Rajasthan	Sikkim	Tamil Nadu	Telangana	Tripura	Uttar Pradesh	Uttarakhand	West Bengal	Total
70	Acid Victim Pension	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
71	Agricultural Labour Certificate	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
72	Anthya Samskara Yojane	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
73	Endosalphan Victim Pension	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
74	Sandhya Suraksha Yojane	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%
75	Form 11b (Land record)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%



#	Suggested Service																			
15	Water Supply Connection	New Water Supply Connection			Andhra Pradesh															
16		Disconnection Of Water Supply			Assam															
17		Maintenance Of Drinking Water			Bihar															
18		Drinking Water Quality Testing Request			Chhattisgarh															
19	Labor & Employment	eShram Card			Goa															
20		Property Tax			Gujarat															
21	Worker Registration				Haryana															
22	Certificates	Caste Certificate (SC/ST, OBC, Minority)			Himachal Pradesh															
23		Senior Citizen certificate			Jharkhand															
24		Income Certificate			Karnataka															
25		Issuance of Economically Weaker Section (EWS) Certificate/ BPL Certificate			Kerala															
26		Character Certificate			Madhya Pradesh															
27		Small & Marginal Farmer Certificate			Maharashtra															
28		Disability Certificate/ UDID card			Manipur															
					Meghalaya															
					Mizoram															
					Odisha															
					Punjab															
					Rajasthan															
					Sikkim															
					Tamil Nadu															
					Telangana															
					Tripura															
					Uttar Pradesh															
					Uttarakhand															
					West Bengal															



#		Suggested Service	Andhra Pradesh	Assam	Bihar	Chhattisgarh	Goa	Gujarat	Haryana	Himachal Pradesh	Jharkhand	Karnataka	Kerala	Madhya Pradesh	Maharashtra	Manipur	Meghalaya	Mizoram	Odisha	Punjab	Rajasthan	Sikkim	Tamil Nadu	Telangana	Tripura	Uttar Pradesh	Uttarakhand	West Bengal
29		Domicile Certificate	0	0	0	1	1	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
30		Agriculture Income Certificate	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
31		Jeevan Pramaan/ Life Certificate	1	0	0	0	0	0	0	0	0	0	0	0	0	1			1	0	0	0	1	1			0	0
32		Widow Pension																									0	0
33		Physically Handicapped Pension																									1	0
34		Old Age Pension																									1	0
35		Attestation of Family Tree																									0	1
36		Family Register																									0	0
37		Maintenance Of Street Light																									0	0
38		Drainage repair request																									0	0
39		Minor Road / Footpath Repair Request																									0	0
40		Solid Waste Management application																									0	0
41		Waste Management Grievance																									0	0
42		Fertilizer / Seed License request																									0	0
43		Pesticide License request																									0	0
44		Soil Health Card request																									0	0



#		Suggested Service	Andhra Pradesh	Assam	Bihar	Chhattisgarh	Goa	Gujarat	Haryana	Himachal Pradesh	Jharkhand	Karnataka	Kerala	Madhya Pradesh	Maharashtra	Manipur	Meghalaya	Mizoram	Odisha	Punjab	Rajasthan	Sikkim	Tamil Nadu	Telangana	Tripura	Uttar Pradesh	Uttarakhand	West Bengal
45	PM Vishwakarma	Issuance of PM Vishwakarma ID Card	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1		0	0	0	1	0	0
46	SHG Registration	Registration of SHGs/ Cooperative Societies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
47	Licenses/ NOCs	Trade License	0	1	1	1	1	0	0	1	0	1	0	1	1	1	0	0	1	0	0	1	1	1	1	1	1	1
48		NOC for setting up small industry in village	0	0	0	0	0	0	0	0	1	0	1	0	1	0	0	0	1	1	0	1	1	1	1	1	1	1
49	Women & Child Development	Enrolment of Children at Anganwadis	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
50	Minority Welfare	Minority Scholarship enrolment	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0



Annexure IV: Assessment framework for awards for deepening service delivery at grassroots

S.N.	Category	Questionnaire	Weightage (%)
1.	Service Delivery	By the Gram Panchayat	8
		Through other department at Gram Panchayat level	
		Service not available at Gram Panchayat level	
2.	Timeliness of Service Delivery	% of applications disposed within prescribed timeline (Upto 100%, (Upto 75%, Upto 50%, Upto 25%, below 25%)	24
		Digital tracking of applications (Yes/No)	
		Automated SMS/online status updates to applicants (Yes/No)	
3.	Transparency & Grievance Redressal	Functional grievance redressal mechanism available through portal/register (Yes/No)	20
		% of grievances resolved within 15 days (Upto 100%, Upto 50%, <50%)	
		Public disclosure about service delivery in gram sabha (Yes/No)	
4.	Use of Technology	Online application facility for certificates/services (Yes/No)	28
		Mode through which services can be availed (Portal, Mobile App, SMS, WhatsApp)	
		Digital payment options for fees/taxes (Yes/No)	
		Service delivery dashboard for the panchayat available in public domain (Yes/No)	
5.	No. additional Services Beyond Core Common Services (21-30, 31-50, 51-75, 76-100, >100)		10
6.	Access & Office Hours (No. of Days GP office is open/week) (6-7 days, 4-5 days, <3 days)		4
7.	Display of citizen charter with Service, Timelines and Fees		6



**Ministry of Panchayati Raj
Government of India**