



IMPROVING QUALITY OF SERVICE

The Maharashtra State Government conducted a survey to gauge the performance of the Service Center Agencies (SCA) running Common Service Centers (CSCs) and applied the learnings to improve the quality of CSCs in the state

With a view to ensure that government, private and social sector services are available to all its citizens near their residences, the Maharashtra state government has established around 8000 Citizen Service Centers (CSCs) across the state. These centers are called Maha eSeva Kendras which provide both Government to Citizens (G2C) and Business to Citizens (B2C) services. These centers are operated by residents of villages called as Village Level Entrepreneurs (VLEs) and managed by Service Center Agencies (SCAs).

The project was started under the aegis of the National e-Governance Plan (NeGP), funded by Government of India as one of its Mission Mode Projects for delivery of government, private & social sector services (G2C/B2C services) to the citizen at a location near his/her residence. The Maha eSeva Kendra scheme envisages establishment of a network of 11,822 IT enabled centers across the State. Of the planned CSCs, 8,180 CSCs have been rolled out across Maharashtra.

MEASURING QUALITY OF SERVICE

To gauge the performance of SCAs across the state, the state government carried out a Third Party Audit (TPA) – the biggest and most comprehensive exercise ever conducted in the country. The main objective of the survey was to check the quality of service being provided to the citizens by the VLEs and identify the areas where it can be improved.

As a part of this initiative, members of the State eGovernance Mission Team



(SeMT) visited more than 300 CSCs across the state – in what could be described as the largest survey of CSCs conducted in the country. In order to streamline the survey, a mobile app was developed and was used by the consultants to capture and upload the data.

The survey captured responses to 85 questions covering three key areas namely, Village Level Entrepreneur, CSC Infrastructure & Citizen Services. A 5 step evaluation process was undertaken to assess the performance of the CSCs. In addition, visits were made to the SCA headquarters to check for the conformance to the clauses as defined in the Master Services Agreement (MSA) and Request for Proposal (RFP). The SCAs were evaluated across 45 parameters covered across Technical, Operational & Financial areas.

A mobile app was developed by Government of Maharashtra and installed on tablet devices that were handed over to 35 teams across the state. The tablet device was used to capture data and upload it to the server. The mobile app

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enabled the SeMT team to capture data in real time and complete the survey of the 300 plus centers in a very short span of time.

The key objective of the project was to check the performance of the SCAs across

the technical, operational and financial aspects of the CSC. It also looked at checking the quality of service being provided to the citizens by the VLEs.

PERFORMANCE ASSESSMENT CRITERIA

Technical assessment included finding answers to questions such as: whether connectivity has been established at CSCs and how has the last mile connectivity been achieved? Other questions included: Is data center and Disaster Recovery (DR) site present. How are server backups taken?; Is a portal for enabling access to non-government services (B2C) operational? Is the SCA ISO certified?; Are training manuals and user guides made available to the CSC operators?

Operational performance assessments included questions such as: What has been the contribution of the SCA in G2C and B2C transactions? Whether UID centers and Business Correspondents (BCs) active? Are SLAs for performance evaluation of CSCs being tracked? Is a performance report submitted to SETU Maharashtra? Is a wallet recharge mechanism being used by the VLEs to recharge wallets? Are complaints of citizens being tracked properly? Other questions included: Is a centralized MIS





report available to track transaction volumes, disputed transaction etc.? Have all statutory clearances been obtained for providing services (G2C, B2C, B2B) at the CSCs? Has adequate training been provided by the SCAs to the VLEs before they start operating the CSC centers? What is the schedule of refresher courses to be provided to the VLEs?

FINDINGS:

The results obtained from the surveys have thrown light on the quality of service being provided to the citizens and also the challenges being faced by the VLEs while delivering the services. The key findings of the survey were as follows:

There are on an average 38 walk-ins per day in a CSC; Amravati and Aurangabad have the highest (around 60 walk-ins). Six printouts are required for a G2C case to be processed; highest in Nagpur division with an average of eight. On an average it took seven days (end to end) to issue a G2C certificate; Amravati, Nashik & Nagpur division highest with close to nine days.

The survey also indicated that 72% centers being operated by individuals on whose name CSC is registered. VLEs have encountered performance issues in Mahaonline portal and support from Government administrators was a key concern.

On the other hand, 44% VLEs



prominently display service list with fees which brings in transparency and 50% CSCs have overall good ambience with close to 31% of CSCs having an area between 150-200 sq. ft. 45% of citizens availing services at these CSCs have monthly income of less than Rs. 3000 and 38% of citizens availing services have education level up to "10+2". 64% of the citizens availed CSC services at least once in 6 months.

However in some cases citizens have to travel as much 3-6 kms to reach a CSC center; the highest being in Amravati, close to 6 kms. A citizen has required anywhere between one to three trips to avail a service and the average charges paid by citizens to avail a service is Rs. 47. Pune division recorded the highest average of Rs. 65.

Furthermore, citizens on an average spend Rs. 20 on travel to avail CSC services; with those in Amravati and Pune spending the most.

78% citizens did find the working hours of CSCs to be convenient. 81% described the CSC staff to be courteous in majority of the cases and respond to queries in a timely manner. 80% of the citizens were satisfied by the overall quality of service provided by CSCs

Another key finding was that word of mouth information through "Neighbours/Relatives" was the main source of awareness about CSC services and promotion through newspapers and television was low. Overall 31% of the VLEs are "Very Satisfied" with the CSC business & majority would like their

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family members to continue with operation of CSCs.

CORRECTIVE ACTIONS

Based on the findings of the SCA Performance Assessment & CSC survey, the following decisions have been taken by the Rajya Setu Samiti:

1. Contracts for CMS and Spanco have been extended for the next two years from September 1, 2013, based on the performance scores. Contract for Basix is valid for the next three years
2. Contract with Reliance has not been renewed and Mahaonline has been mandated to spearhead the initiatives
3. New contract would have additional clauses to ensure better operations for the success of the project:
 - a. IT infrastructure requirement
 - b. Size and citizen facilities at the centers
4. Gap filling at the commercially non-viable regions and blind pockets (technology and power issues) will be done at government expenses.
5. VLEs with less than 100 transactions (cumulative of Apr, May and June 2013) under Spanco and CMS will be given an opportunity to improve their performance during the period September 1,

2013 – December 31, 2013. A minimum of 100 transactions should be executed in this time period (minimum 50 G2C). If the target is not achieved they will automatically be removed from the VLE network with effect from January 1, 2014.

6. Based on Memorandum of Understanding (MoU) signed with CSC SPV, UID and B2C services will be provided by CSCs

The Government of Maharashtra has initiated eDistrict project implementation in the State of Maharashtra. eDistrict is a Mission Mode Project (MMP) under National e-Governance Plan (NeGP) under the aegis of DeiTY, Government of India and aims to provide support to “District Administration” to deliver Citizen Centric Services (G2C services) to the citizens in more transparent, objective and user friendly manner.

STANDARDIZATION OF SERVICES

67 services from 10 categories like Certificates and licenses, Right to Information, Public Distribution System, Pensions, Utilities, Land Revenue Dues and Recoveries, Electoral, Revenue Court etc. are covered under the eDistrict project. Of these, 35 services have been selected for



priority implementation during the first phase of the state wide roll out. The Business Process Re-engineering of these services have been completed.

Standardization and regulation of application forms and output formats, timelines and fees for processing of the services have been covered under the same. Some of the salient features of the standardised forms that are designed to be used in the CSCs are —

- ▶ Standardized input forms across all services, comprising of – applicant details, service specific details, self declaration and a list of documents to be attached
- ▶ Applicant details so collected to aid in creation and maintaining citizen profile at CSCs to increase citizen convenience

- ▶ Digitally signed output certificates and licenses
- ▶ Output forms to have 2D barcode for authentication and verification of document offline
- ▶ Feature for authentication of issued documents through SMS and through MahaOnline portal

The Directorate of Information Technology is working closely with other departments whose services are delivered through eDistrict project for preparing and issuing necessary administrative approvals in the form of Government resolutions and Government orders for the adoption of the standardization being implemented as part of the project. A GR for the waiver of affidavits for services delivered through eDistrict has already been issued.

ii. Affidavit GR

Today, an affidavit forms an integral part of the citizen's application to avail G2C services. An affidavit is a sworn statement voluntarily made by an applicant under an oath or affirmation administered by a person authorized to do so by law. It is a declaration from the applicant along with his photograph and signature that the information provided is true as per his knowledge. Moreover, the applicant is liable for punishment as per sections of Indian Penal code, if the information provided is found to be false. The affidavits are signed by the authorized signatories as a proof of validity and are affixed with a court fee stamp of INR5 or INR10 or INR20 etc.

However, getting an affidavit is in itself

an incommensurable process. It requires extra effort, time and money from an applicant. No doubt, affidavits unnecessarily create lag in the system and increases the processing time of the service delivery.

Government of Maharashtra in its continuous effort in bringing a citizen friendly experience for applying the various G2C services to the citizens, has taken the landmark decision to waive off the submission of the Affidavits required along with the application forms for most of the services offered through the CSCs. The below have been decided:

Application form itself as an Affidavit: It is decided that the affidavits shall be done away and instead applicant shall be asked to file self declaration along with the application form.

CSC DISTRIBUTION

