



Assam Citizen Centric Service Delivery Project (ACCSDP)

Conducting Project Baseline Survey, Monitoring & Evaluation and Annual Follow-up Studies and Design a Monitoring System for Project Performance to Support Project MIS

Impact Evaluation and Assignment Completion Report

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1. Introduction

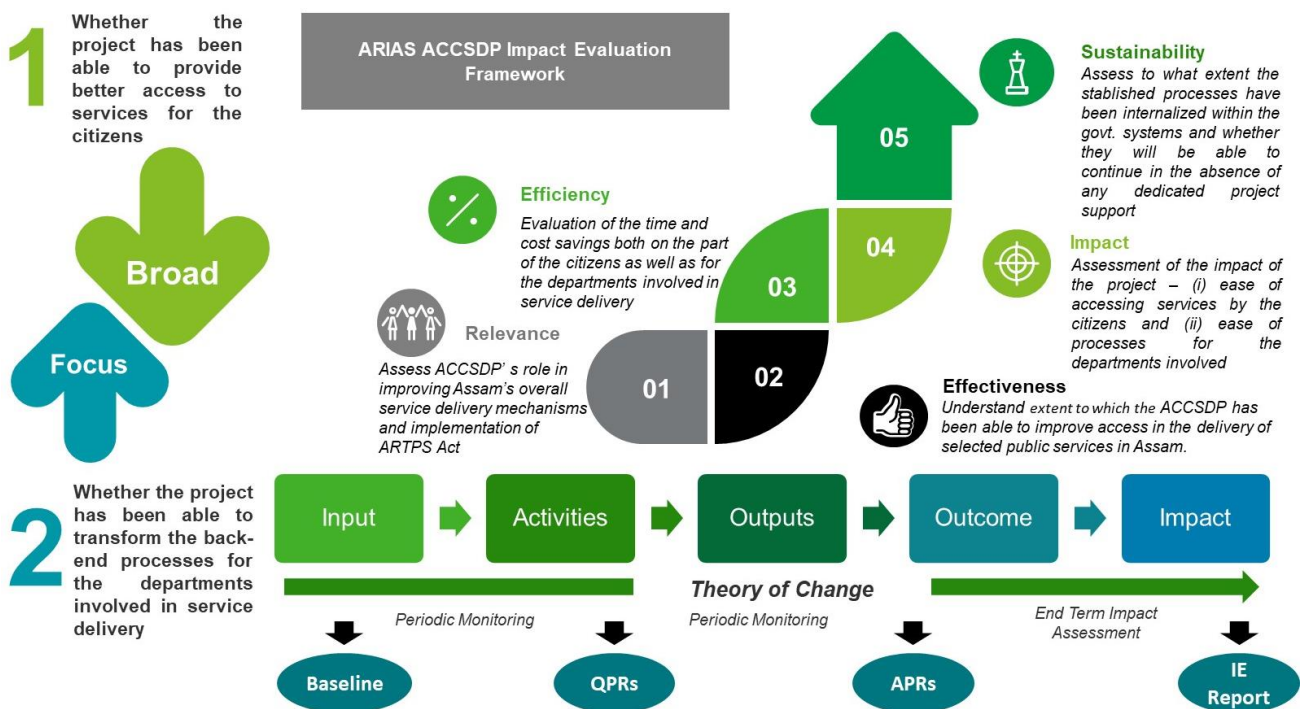
Government of Assam (GoA) had enacted the Assam Right to Public Services (ARTPS) Act and Rules in 2012, which came into force from 19 April 2013. In line with the goals of the ARTPS Act, the Assam Citizen-Centric Service Delivery Project (ACCSDP) was structured with the development objective *to improve access in the delivery of selected public services in Assam.*

Assam Citizen Centric Service Delivery Project (ACCSDP) interventions has supported in furthering the State’s objective to deliver the citizen centric services in an efficient, transparent, and accountable manner through time-bound service delivery. The project has been operational since November 2017. It has successfully completed over five years since its inception. The RTPS portal has been operationalized and several public facilitation centers have been set up across the state.

The Endline Impact Evaluation of the intervention has been done to document the impact of the project, whether it has been successful in order to achieve the targeted goals, the critical factors that has influenced the project outcomes and the way forward. The framework for evaluation is elaborated and illustrated in the following section.

1.1 Overall Framework

The end-term impact evaluation focuses on answering two primary questions, (i) Whether the project has been able to provide better access to services for the citizens and (ii) Whether the project has been able to transform the back-end processes for the departments involved in service delivery



As illustrated in the previous figure, the framework for impact evaluation for ACCSDP is a combination of the OECD Impact Evaluation Criteria and the Theory of Change Approach.

The criteria defined by OECD¹ impact evaluation guidelines have been instrumental in assessing to what extent the project has been able to achieve its desired impact and how well the trajectory has been set to make the project-driven initiatives self-sustainable in future. For measuring the Impact in this case, along with an assessment of the efficiency and effectiveness of the project, a comparative assessment with the project baseline (prepared at the baseline study phase) has portrayed a clear picture of the achievement of the stated objectives of the project.

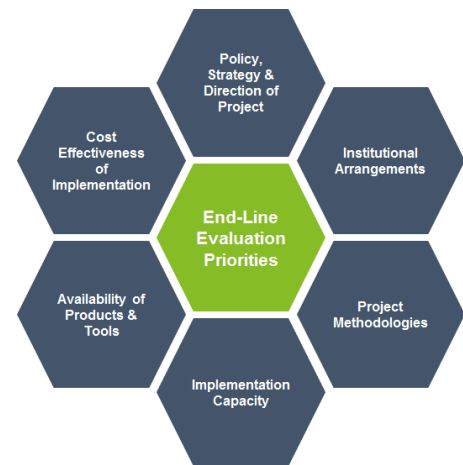
In addition, following the Theory of Change approach has helped in understanding the trajectory followed by the project through its well-defined activities in order to reach the desired year-on-year outputs, outcomes and finally their culmination into envisaged impact of the project.

1.2 Contours of Evaluation

Analysis of multiple interventions being undertaken by ACCSDP has been conducted to review the implementation progress against the PDO, assess performance against the target benchmarks/ results as set forth in the results framework.

Further, the evaluation has focused on highlighting the qualitative & quantitative aspects associated with key outcomes and results attributed for each of the interventions. We have highlighted our evaluation priorities in the figure alongside.

In alignment with the OECD framework the broad aspects of evaluation as mentioned in the diagram have been assessed and final recommendations have been framed accordingly.



¹ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

2. Methodology

2.1 Sampling Plan

The monitoring framework of conducting the Endline Field Survey of the Assam Citizen Centric Service Delivery Project (ACCSDP) constituted two components - Citizen Survey and Field Office Survey. The sampling plans for both have been discussed below.

Citizen Survey

As a part of the citizen survey, a total of 5713 respondents were covered from across all 35 districts of the state. The sample was selected in a manner such that the sample size across each district was deduced in proportion to the population of the district. The survey was conducted on respondents who were users of RTPS services as well as respondents who did not access any RTPS service. Additionally, the sample ensured adequate representation of social categories (General, SC, ST, OBC), both genders (male and female), various age groups and urban and rural population. Moreover, special emphasis was given while designing the sample size and the target sample was selected representing office locations as well as households.

Selection of sample for survey: The selection of the sample was a two-stage activity. The first comprised selection of the town / village within the district and the second comprised selection of the household within the selected town / village. Selection of town / village was done along the following parameters.

The sample size has been arrived at 95% confidence level and confidence interval of 10 which provides a sample size of 96 per district. Total sample size for all 35 districts = 5713 as per this sampling strategy. The team conducted around 5713 interviews spread over 35 districts as follows:

- The districts have been divided based on number of applications received (per MIS) as follows:
 - Low number of applications (<1 lakh applications)
 - Medium number of applications (1-2 lakh applications),
 - High number of applications (2+ lakh applications)
 - As per this category there are 12 low application category districts, 8 medium application category districts, 15 high application category districts.

A total sample size of 60 has been considered for low application districts, sample size of 90 has been considered for medium application districts and sample size of 145 has been considered high application districts.

Across each of these categories the numbers have been proportionately distributed based on applications coming in.

Around 30 non-user citizens have been included per district.

Rest of the sample size across each category has been proportionately divided based on the percentage of application using various channels (PFC, CSC, Self, Govt. office).

Summary Table:

Table 1: Sample Size for Endline Survey

| Heading | Low (<1 application) | Med (1-2 applications) | High (2+ L applications) | Total |
|---------------------------------|----------------------|------------------------|--------------------------|-------|
| Number of districts | 12 | 8 | 15 | 35 |
| Average population of districts | 460,136 | 881,260 | 1,242,257 | - |

| Heading | Low (<1 application) | Med (1-2 applications) | High (2+ L applications) | Total |
|--------------------------------------|----------------------|------------------------|--------------------------|-------------|
| Average no. of applications/district | 51,753 | 159,422 | 276,497 | - |
| Total sample size considered | 60 | 90 | 145 | - |
| Manual Visit to Govt Office | 21 | 52 | 33 | 106 |
| Sample Size Self | 360 | 431 | 1594 | 2,385 |
| Sample Size PFC & CSC | 784 | 380 | 921 | 2,085 |
| Sample size Non Users | 393 | 254 | 490 | 1,137 |
| Total sample size | 1558 | 1117 | 3038 | 5713 |

Field Office Survey

A field office survey was conducted across a sample of field offices, comprising DC Office, Sub-division Office, Sub-registrar Office, Circle Office, Block Office, District Transport Office, Guwahati Municipal Corporation Office, Public Facilitation Centre (PFC), Common Service Centre (CSC), Public Health Centres etc. The sample ensured representation of the following office locations:

- Visit to 400 existing / proposed PFC locations and the offices to which they are / proposed to be attached
- Representation of CSCs from across the state
- Representation of Office of Deputy Registrar of Co-operatives, District Veterinary Centre, Public Health Centres and SEBA/ AHSEC/ Madrasa Board

The list of offices covered as finalized in discussion with ARIAS Society is given in the table below.

| Sl. | Office Type | Number of Offices |
|-----|--|-------------------|
| 1 | Circle Office | 136 |
| 2 | District Veterinary Department | 33 |
| 3 | District Transport Department | 31 |
| 4 | District Agriculture Department | 30 |
| 5 | E-Governance | 28 |
| 6 | District Labour Department | 28 |
| 7 | Co-Operative Society | 28 |
| 8 | District Employment Office | 27 |
| 9 | Sub-Registrar Office | 26 |
| 10 | Sub-Divisional Office | 11 |
| 11 | District Revenue Department | 7 |
| 12 | Block Development Office | 2 |
| 13 | District Manager | 2 |
| 14 | Guwahati Municipal Development Authority | 1 |
| 15 | Sub-registrar Office | 1 |
| 16 | Health Department | 1 |
| 17 | Parivahan Commissioner of transport | 1 |
| 18 | CSC | 1 |
| 19 | IWT-PFC | 1 |
| 20 | Industry And Commerce Department | 1 |
| 21 | SEBA/ AHSEC | 2 |
| 22 | Civil Supply | 1 |

| Sl. | Office Type | Number of Offices |
|-----|--------------|-------------------|
| 23 | E-Governance | 1 |
| | Total | 400 |

For the purpose of the survey, responses were collected from the administrative head of the field office or with any other suitable officer along with the PFC / CSC operators (where applicable). Prior to administering the questionnaire at the Office locations, official communication was shared with the office heads to solicit participation in the survey.

2.2 Survey Questionnaire

Having clearly identified the performance indicators in the monitoring framework, we developed the field survey questionnaires – 1) Questionnaire for Citizen Survey and 2) Questionnaire for Field Office Survey. The development of the questionnaire was a participative process with active inputs from ARIAS Society and World Bank. The Questionnaire for Citizen Survey in English is given in Annexure II. The Questionnaire for Field Office Survey is given in Annexure III.

2.3 Rollout

Post finalization of the questionnaire tools, the questionnaire was developed on an Android platform with suitable range and syntax checks as well as skip conditions. The android platform enables easy entry of data and transmission of the same from the field location onto an electronic database. Figure 1 below gives highlights of the questionnaire on the Android platform.

Figure 1: Image of Questionnaire on the Android Platform

Training workshops have been conducted for the field enumerators & supervisors on the survey instruments including use of the Android device for administering the survey. Survey team was deployed across districts to collect the responses.

3. Key Findings: Endline Survey

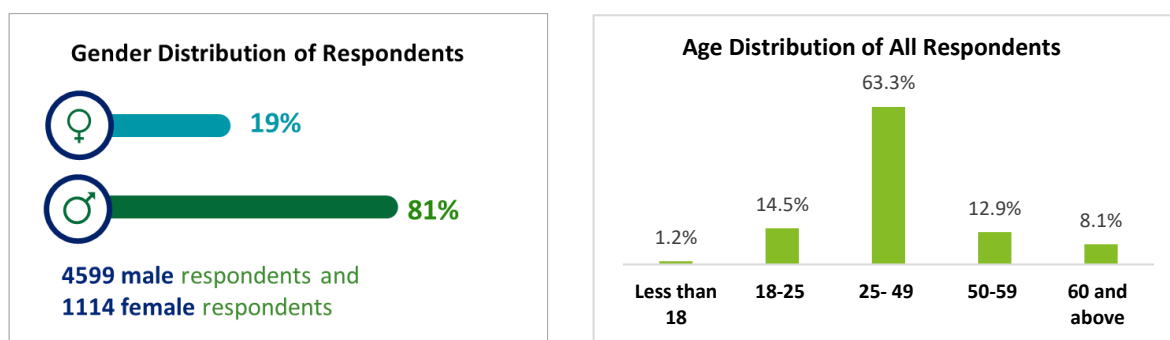
3.1 Citizen Survey

This section of the report brings out the insights gathered from assessing the Citizen Endline Survey conducted across all 35 districts of Assam. The sample survey covered 5713 respondents to elicit feedback on awareness about Assam Right to Public Service Act and on various parameters related to awareness of citizen on public services, quality of service delivery, service costs, timelines, citizen friendliness and grievance redressal. The key findings from the survey have been discussed in further detail in the subsequent sections.

3.1.1 Target Groups & Geographical Coverage

The survey ensured inclusiveness from all social groups, gender, rural-urban population, education categories and occupation categories among the respondents from users of RTPS services as well as among non-users of RTPS services.

Figure 2: Gender and Age Distribution of Respondents



As it can be observed from the graph on gender distribution above around 81% of the respondents are male and 19% of the respondents are female. The analysis on the age distribution shows that majority of the respondents are in the age group of 25 to 49 years.

The educational background of the respondents of both the groups, users of RTPS services and non-users of RTPS services has been analyzed and shown in the graph below.

It can be observed from the graph on education background that majority of the respondents (96%) had some years of schooling. Around 70% of the respondents of both the groups, users of RTPS services and non-users of RTPS services completed secondary education. Less 3% of the respondents of both the groups of respondents are completely illiterate.

The target respondents largely represent the rural areas of Assam. Analysis of the respondent groups of both users of RTPS services and non-users of RTPS services is shown in the graphs below.

Figure 3: Education Background of Respondents

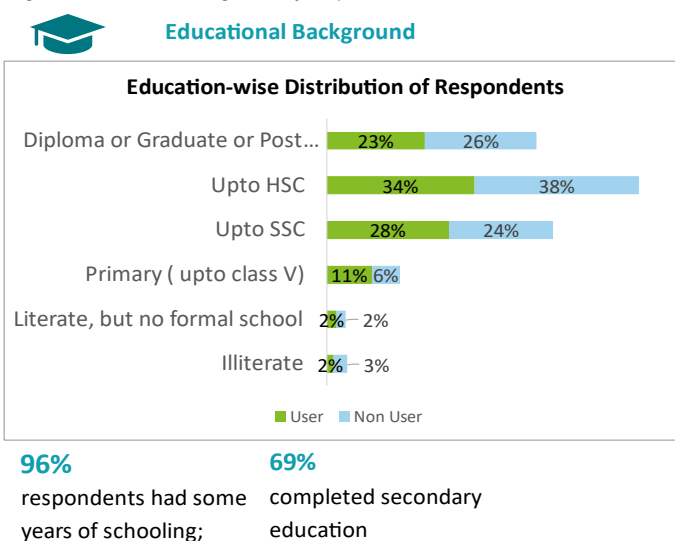
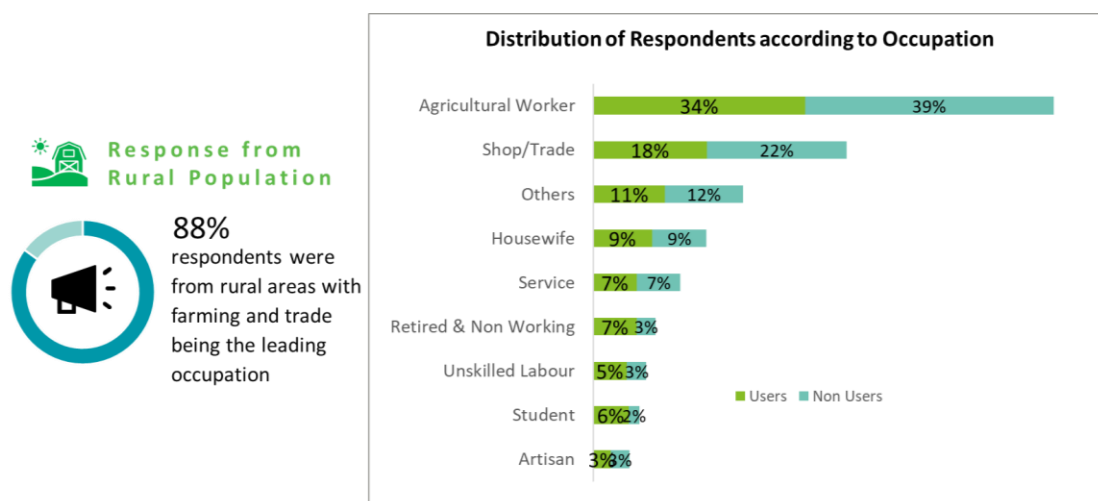


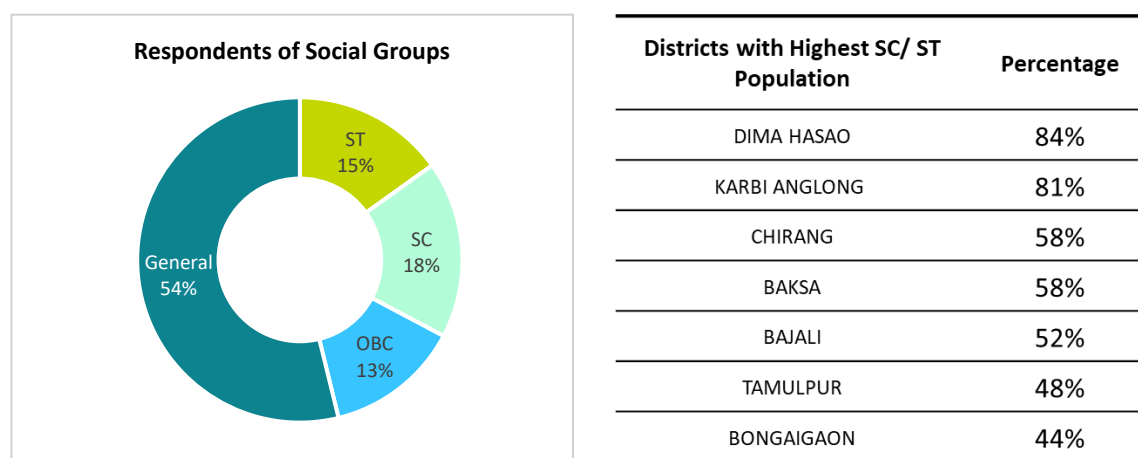
Figure 4: Representation of Citizen Responses from Rural Areas and across various Occupations



Around 88% citizen responses surveyed represents the rural areas of Assam. Occupation-wise analysis shows that more than 50% of the respondents from rural areas are agricultural workers, farmers or occupied in trade/shop.

The representation of the citizen survey including the user group of RTPS services as well as non-users of RTPS survey have been analyzed to understand inclusion of various social groups in our analysis. Fair representation of SC, ST and OBC is considered in the sample. The overall distribution of SC, ST, OBC and General population in the survey is provided in the graph below.

Figure 5: Representation of Citizen Survey from Social Groups



The representation of marginalized social groups such as SC and ST are present in every district of Assam. Among them the above-mentioned districts including Dima Hasao, Karbi Anglong, Chirang, Baksa, Bajali, Tamulpur and Bongaigaon has a representation from SC and ST population in more than 40% of the total districts sample.

The citizen survey has collected responses from all 35 Districts of Assam. The top 10 districts constituting 40% of the total sample has been provided below.

Table 2: Table showing top 10 Districts with highest citizen responses

| Sl. | District Name | Users Sample | Non-Users Sample | Total Sample |
|-----|---------------|--------------|------------------|--------------|
| 1 | CACHAR | 213 | 32 | 245 |

| Sl. | District Name | Users Sample | Non-Users Sample | Total Sample |
|-----|---------------------|--------------|------------------|--------------|
| 2 | KAMRUP | 204 | 40 | 244 |
| 3 | KAMRUP METROPOLITAN | 208 | 32 | 240 |
| 4 | NALBARI | 208 | 32 | 240 |
| 5 | DHUBRI | 202 | 34 | 236 |
| 6 | SONITPUR | 203 | 31 | 234 |
| 7 | NAGAON | 199 | 31 | 230 |
| 8 | DARRANG | 198 | 31 | 229 |
| 9 | BARPETA | 185 | 30 | 215 |
| 10 | KOKRAJHAR | 157 | 30 | 187 |

3.1.2 Awareness about ARTPS Act

Area Progress Summary

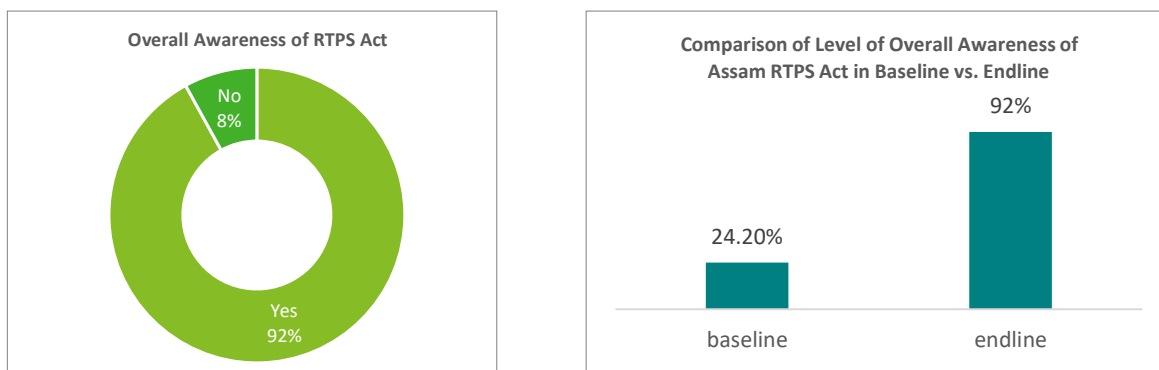
| Awareness about ARTPS Act | |
|---------------------------|--|
| Objective | To build awareness of the ARTPS Act among citizens of Assam across all districts and autonomous council areas. |
| Progress | There is a general understanding of the RTPS Act and the service delivery ecosystem at a high level. However, a granular understanding of the service delivery paradigm with deep knowledge of specific aspects of the act has eluded the populace. |
| Results | <p>On-Track (with conditions):</p> <ul style="list-style-type: none"> • Citizen survey has revealed that overall awareness of the act has been high • There is a significant jump over baseline awareness • Awareness has been driven through multiple sources – ARIAS has leveraged multiple communication media for a synergistic effect • The awareness amongst women in the state is similar to the overall awareness level |

Public awareness is critically important to disseminate information and lead to successful implementation of the Right to Public Services (RTPS) Act.

The citizen survey revealed that overall awareness of the Right to Public Services (RTPS) Act is high among respondents. However, specific and complete knowledge on various aspects of the RTPS services and its provisions is still low.

The figure below shows the level of **overall ARTPS Act awareness among all respondents** which is **92% of the total respondents** of the survey.

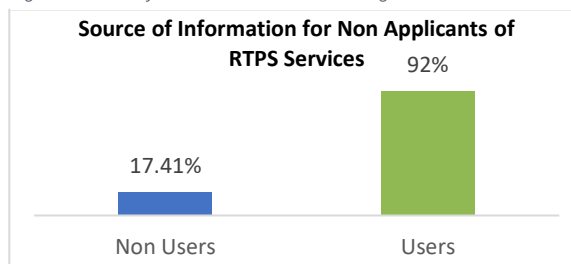
Figure 6: Illustrative to indicate overall awareness of RTPS Act among respondents and the comparative analysis in Baseline vs Endline



However, the penetration of knowledge through different mediums can be more effective as understood from the analysis on non-users of RTPS services.

Out of a total sample of 1137 non-users of ARTPS services, only 17% are found to be aware about ARTPS. This is significant, since this highlights a gap in reaching the last mile. Awareness among the urban non-users (21% of urban non-users are aware about ARTPS) are higher as compared to rural non-users (only 16% of rural nonusers are aware about ARTPS).

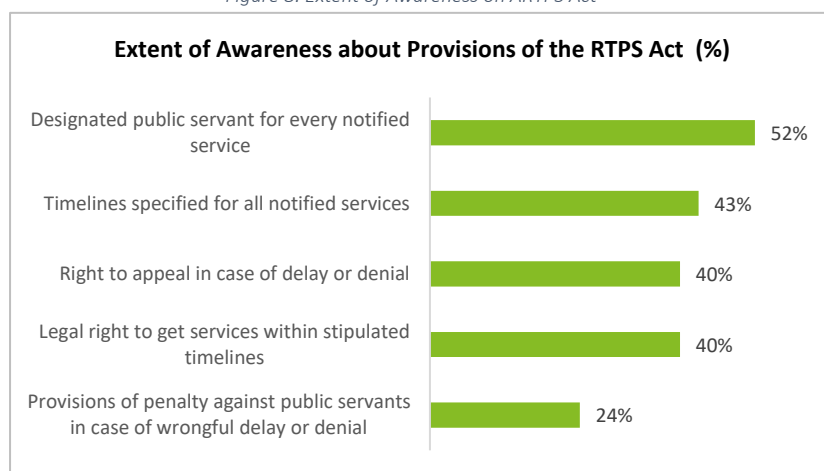
Figure 7: Level of Awareness on RTPS among Non-Users



Inference: Post implementation of ARTPS Act, the level of overall awareness of the Act has **increased significantly from 24% to 92%**, indicating the **effectiveness of the awareness campaigns** and interventions taken up under the program. However, there can be improvement in increasing reach of information to improve user base of the portal.

The graph provided below identifies the areas of limited knowledge on the specific RTPS Services among its target respondents.

Figure 8: Extent of Awareness on ARTPS Act

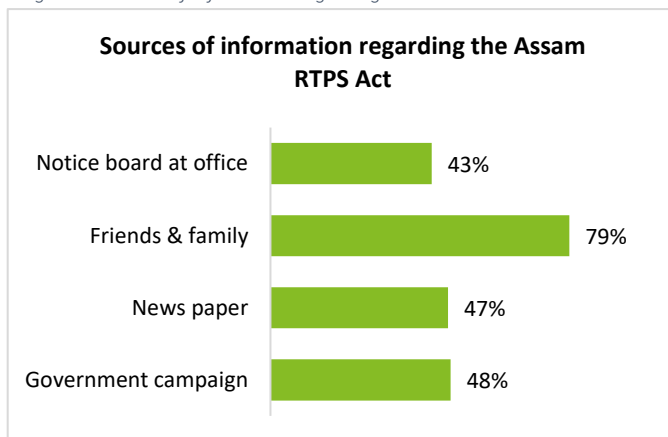


The analysis showed that awareness around **specific inclusions and provisions of the ARTPS Act is lacking** among the target population.

A. Awareness about RTPS Act from Different Sources

Analysis of the citizen survey have revealed that citizens applying for RTPS services have relied on different sources of information to acquire information about the Assam RTPS Act. The graph provided alongside reveals the popularity of different sources of information for citizens seeking RTPS services.

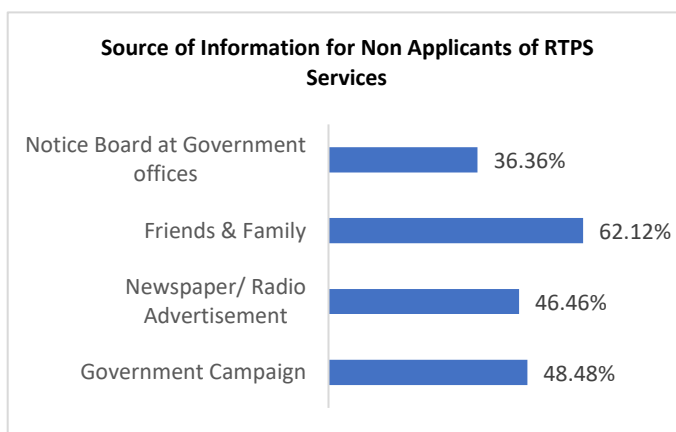
Figure 9: Sources of Information regarding the Assam RTPS Act



It can be inferred from the analysis that the most popular source of information about the RTPS Act is the **Friends and Family** with around **79% of respondents** relying on it for information.

Among non-users of the RTPS services, various mediums of awareness around the Act and covered services were analyzed. It was understood from the analysis that 62% of the non-users aware about ARTPS highlighted they came to know about certain provisions from their friends & family who may have availed services under the Act. While nearly 50% of them responded that they came to know about ARTPS from Government Campaigns, only 36% have noticed about the Act from the Notice Boards at Government Offices.

Figure 10: Sources of Information Sought by Non Users



Word of mouth remains to be the dominant mode to raise awareness about the Act and it is imperative that in order to improve service coverage, **quality of service delivery from public touch points will play a crucial role to attract more users to the service.**

B. Citizen Satisfaction on Understanding of RTPS Act

Majority of the respondents (**92%**) expressed satisfaction with their understanding of the Assam RTPS Act. Around **82%** of the citizens are satisfied with their understanding of the RTPS Act. A detailed analysis of the citizen satisfaction has been enclosed in the graphs below:

Figure 11: Comparative Analysis of Citizen's Understanding of RTPS Act

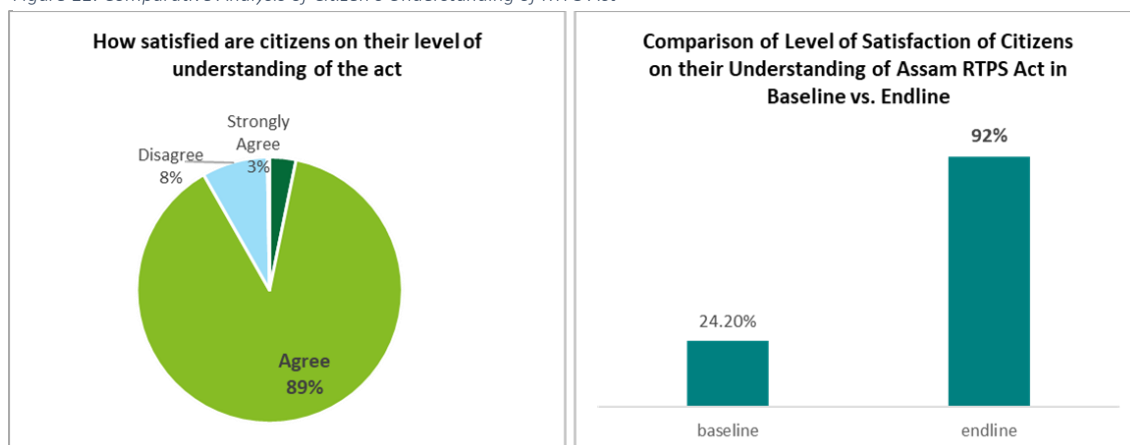


Figure 12: Comparative Analysis of Increase in Awareness of RTPS Campaigns

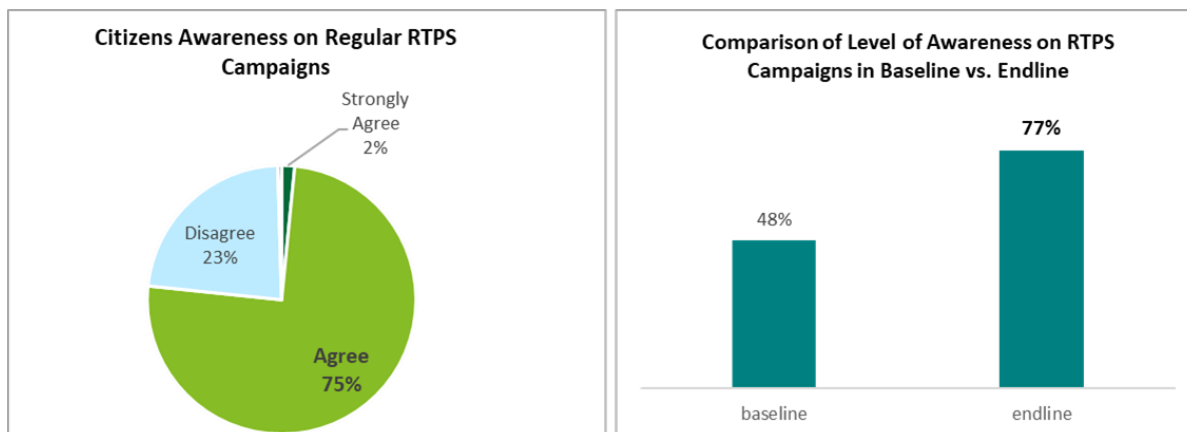
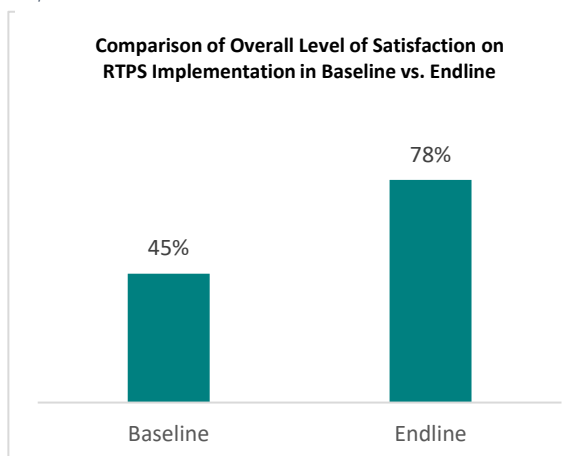


Figure 13: Comparison of Level of Satisfaction in RTPS Implementation in Endline vs Baseline



Inference: It can be concluded from the analysis that **RTPS Implementation has been largely successful in satisfying applicants in its service delivery**, noting it has increased significantly from **45% to 78%** from baseline to endline.

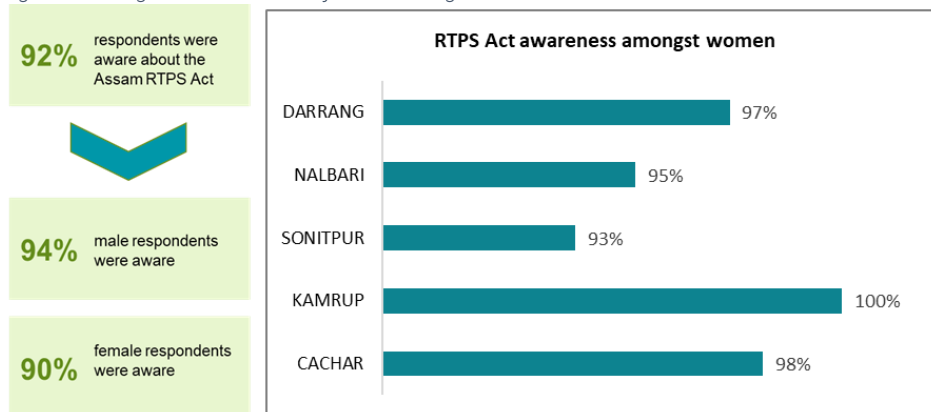
It may be further noted that while most citizens are satisfied with the overall awareness of the ARTPS Act, there is also a **strong need felt for regular awareness campaigns for detailed information dissemination**.

Analysis found that **majority** of the respondents (**77%**) are **aware of the regular awareness campaigns** which has also increased sufficiently post RTPS Implementation. This indicates the **awareness component has been effective in achieving its objectives**.

C. Awareness among Women

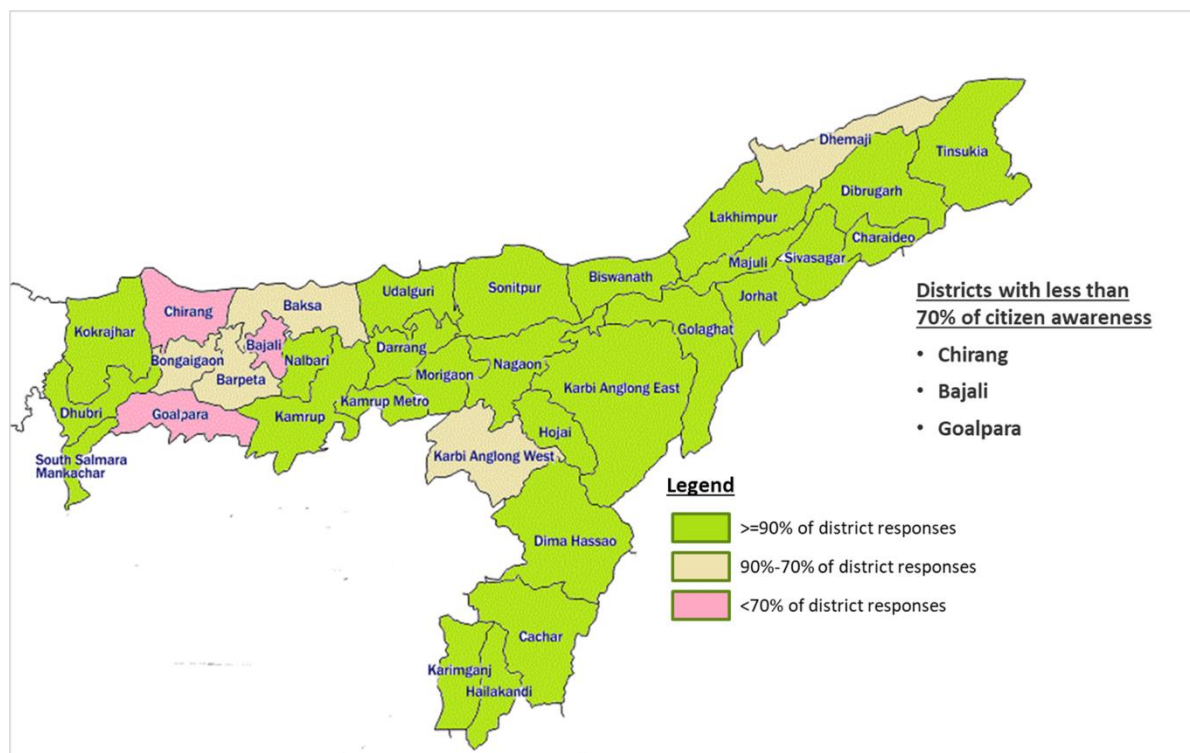
Among all women citizen respondents surveyed, 90% were aware about the presence of the ARTPS Act, signifying that the awareness amongst women in the state is similar to the overall awareness level. It can be inferred from the figure below that Kamrup, Darrang, Nalbari, Sonitpur and Cachar are the top five districts with highest level of awareness among women.

Figure 14: Insight on Awareness of RTPS among women citizens



D. District-wise Awareness

A district level analysis on overall awareness of the RTPS services have been done showing **majority of districts** have an **overall awareness** level of more than **90%**.



As it can be assessed from the analysis done above, the districts with **low level of awareness are in clusters**. Districts with the lowest level of awareness (less than 70% of citizens) i.e., Chirang, Bajali and Goalpara are nearby districts and the adjoining districts such as Barpeta, Baksa and Bongaingaon are on the lower level of awareness of RTPS Act. Other two hilly districts, Karbi Anglong and Dhemaji are also on the lower level of awareness of RTPS Act. It may be inferred that the **reach of the awareness campaigns is required to be uniformly planned across districts with special focus on these clusters**.

3.1.3 Access to Service Delivery

Area Progress Summary

| Access to Service Delivery | |
|----------------------------|---|
| Objective | To ensure citizens have seamless access to service delivery through the portal or by applying at PFCs |
| Progress | Majority of applications have been through self category which includes direct application through portal by citizens as well as applications through privately run shops and middlemen. A network of PFCs have been established to cater to citizens' service delivery needs. |
| Results | On-Track (with conditions): <ul style="list-style-type: none"> • Majority of respondents are satisfied with the ease of application post online RTPS implementation • 97% of the respondents are at least moderately satisfied with the RTPS call centre support |

Access to Service Delivery

- Timely delivery of services has significantly improved in comparison to baseline results

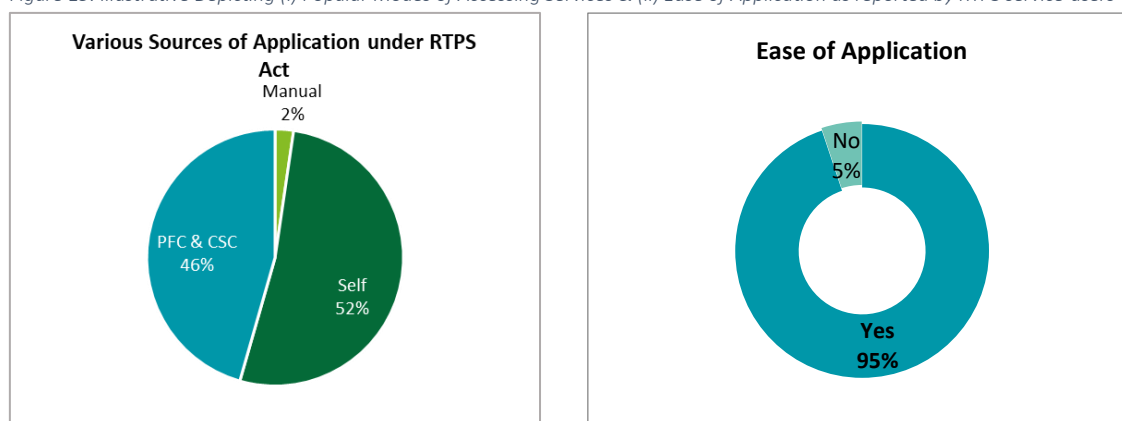
This section focuses on the findings of the citizens’ access to service delivery. Different parameters have been analyzed for assessing citizen’s access to services including ease to fill, modes of application, call center service experience a one of which identifying the different modes of access for citizen services and the relevant proportions.

As part of the survey activity, the Monitoring and Evaluation Agency had studied the MIS data to understand the various sources of applications. It was found that 06% of applications were from CSCs, 05% were from PFCs, less than 1% were from concerned offices and an overwhelming figure (89%) were self-applications which includes applications made by citizens themselves on the ARTPS portal via personal devices or applications handled by middlemen or applications submitted in private establishments. These figures were an input to the sampling plan.

While conducting the survey, a higher proportion of respondents were taken from PFCs/CSCs (40%+) due to the importance of PFCs as frontline service delivery centers and their importance as a critical pillar of ACCSDP as well as a key project intervention.

The graphs below illustrate the afore-mentioned parameters.

Figure 15: Illustrative Depicting (i) Popular Modes of Accessing Services & (ii) Ease of Application as reported by RTPS service users



The analysis of the popular modes of application of services indicate RTPS portal has been the most preferred mode, followed by applications made in PFCs and CSCs. Applications through manual modes or visit to government offices directly is the least preferred mode of application post the implementation of the online RTPS services.

The analysis of ease of application as reported by respondents show that majority of respondents are satisfied with the ease of application post online RTPS implementation.

Analysis on the call center service experience depicts that overall, **97% of the respondents** are at least **moderately satisfied** with the RTPS call center support.

With majority of the applicants satisfied with responses in call center, **it may be inferred that RTPS Call Center has been fairly successful in supporting service application processing and delivery.**

The most popular services applied and availed by citizens have been analyzed from the survey data. The top 10 services with the highest application have been featured in the table below:

Figure 16: Call Center Support Feedback

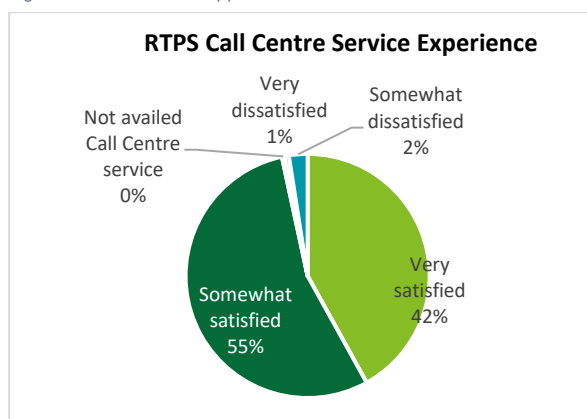


Table 3: Top 10 Popular RTPS Services as reported by Citizens

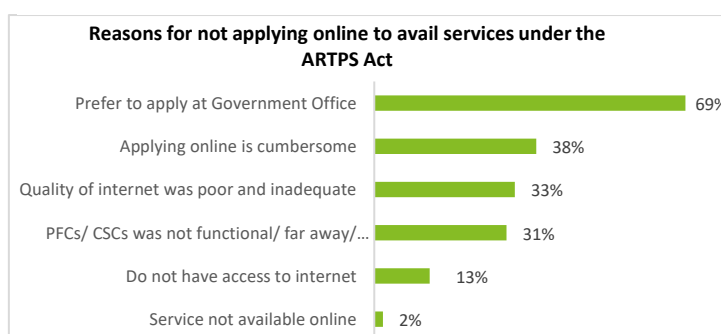
| Rank | Top 10 RTPS Service | Frequency of Application as first 3 Services |
|------|---|--|
| 1 | Registration of name in Employment Exchange | 587 |
| 2 | Learner's License (Non- transport) | 462 |
| 3 | Aadhaar Card | 315 |
| 4 | Driving License – Non Transport | 308 |
| 5 | Certified copy of Jamabandi or Record of Rights | 200 |
| 6 | Driving License (Transport) | 185 |
| 7 | Learner's License for Transport vehicle | 148 |
| 8 | Income Certificate | 147 |
| 9 | Issuance of SC certificate | 122 |
| 10 | Correction of Family Ration Card | 121 |

A. Physical Visit to Office Location

It has been observed from the analysis that 53% of the sample respondents have preferred the offline mode for application and visited the government offices, PFCs/CSCs and privately run shops for availing the services.

The adjoining figure illustrates the reasons for not preferring an online mode of application as explained by the users. 69% of the respondents have expressed that they prefer to apply at government offices.

Figure 17: Reasons for not opting for online RTPS Services



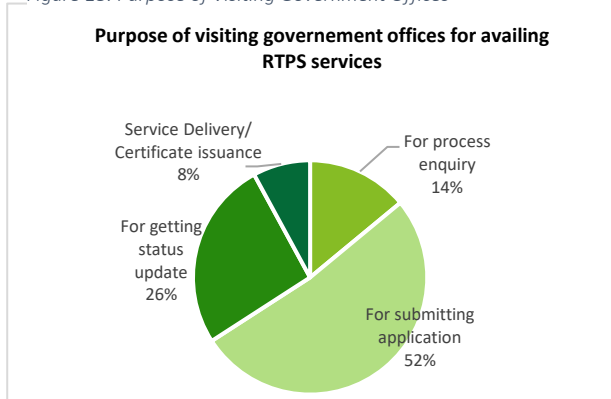
A significant section of the users has also indicated that the process of applying online is cumbersome and the internet facilities are poor and inadequate.

We have further assessed the need of the users to visit government offices. The reasons have been depicted in the diagram alongside.

As it can be inferred from the analysis, **majority of the applicants (52%)** visit government offices mainly for **application submission**.

However, a **significant proportion of applicants (26%)** are still visiting government offices only to find out the **status update** of the application. The service update intimation may be simplified through online mechanisms such as SMS/ email services directly to citizens.

Figure 18: Purpose of Visiting Government Offices



Inference: The data analysis in this section has uncovered reasons for physical visits made to government offices for services by citizens. While **many citizens still relied on submitting applications directly at government offices, many paid visits only for status updates**, which could have been addressed through online modes. Citizens are aware of RTPS Call Center services and have accessed them. Yet the gap in information on nearby centers for application submission indicates a probable improvement in call center support as well as need for well-functioning PFC and CSCs is in need.

3.1.4 Quality of Service Delivery

Area Progress Summary

| Quality of service delivery | |
|-----------------------------|--|
| Objective | Ensuring high quality services to citizens with reduced need for physical visits, ready availability of relevant information and seamless tracking |
| Progress | While the ARTPS Portal is operational, citizens have a propensity to persist in wanting to apply at Government locations. |
| Results | <p>On-Track (with conditions):</p> <ul style="list-style-type: none"> • Citizens have a marked preference to apply at government locations • Government offices are visited by citizens for status tracking • Multiple additional services have been demanded by citizens • Application acknowledgement has greatly improved in comparison to the baseline status |

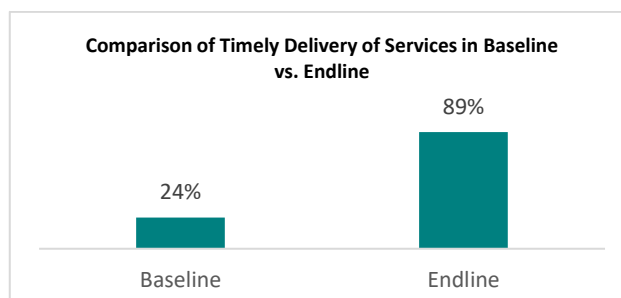
This section focuses on the parameters for assessing quality of service delivery. Based on the responses by the users, the different parameters considered for assessing quality of parameters include (a) Timely Delivery of Services (b) Availability of Application Forms (c) Acknowledgement for Application

A. Timely Delivery of Services

The comparison analysis between baseline and endline shows that there has been huge increase in service delivery within stipulated timeline post RTPS implementation.

Timely delivery of services **increasing from 24% to presently 89%** among citizens across the state implies that the **program has been able to achieve its objective and is a relevant intervention** for its target beneficiaries.

Figure 19: Comparison between timely delivery of service in Baseline and Endline



B. Availability of Application Forms and Information about Required Documents

In order to further examine the quality-of-service delivery, the availability of application forms and information about required documents has been analyzed. The survey has been conducted on a four-point scale and 69% of the users have indicated that that information pertaining to processes for availing services under ARTPS is clearly laid out and easily available. A deeper analysis has been conducted to identify the additional services to be added in the portal. The table below lists down the additional services in demand.

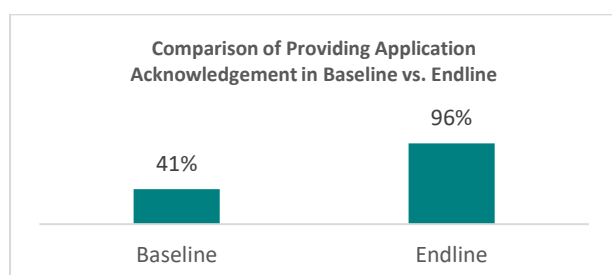
Table 4: Additional services Demanded by Citizens for the RTPS portal

| # | Demand for Additional Services to be added in the Portal |
|----|--|
| 1 | Land Holding Certificate |
| 2 | Birth and Death Certificate |
| 3 | NOC for Building Construction |
| 4 | Inter District Movement Certificate |
| 5 | Distribution of Allied and Services and Equipment's |
| 6 | Balance Sheet & Audit Certificate |
| 7 | Generation of Un-employment Certificate |
| 8 | Annual Patta Collection |
| 9 | Economically Weaker Section Certificate |
| 10 | Cash Credit Certificate |
| 11 | Dependent Certificate |
| 12 | Bakijai Collection |
| 13 | Vendor License renewal |
| 14 | Chitha Certified Copy |

C. Acknowledgement for Application

For better assessment of quality-of-service delivery, the parameter stating acknowledgement for application and office charges for documents is considered. It has been analyzed from the user responses that **96% of the respondents have received acknowledgement** for their applications.

Figure 20: Comparison between Issuance of Acknowledgement in Baseline vs. Endline

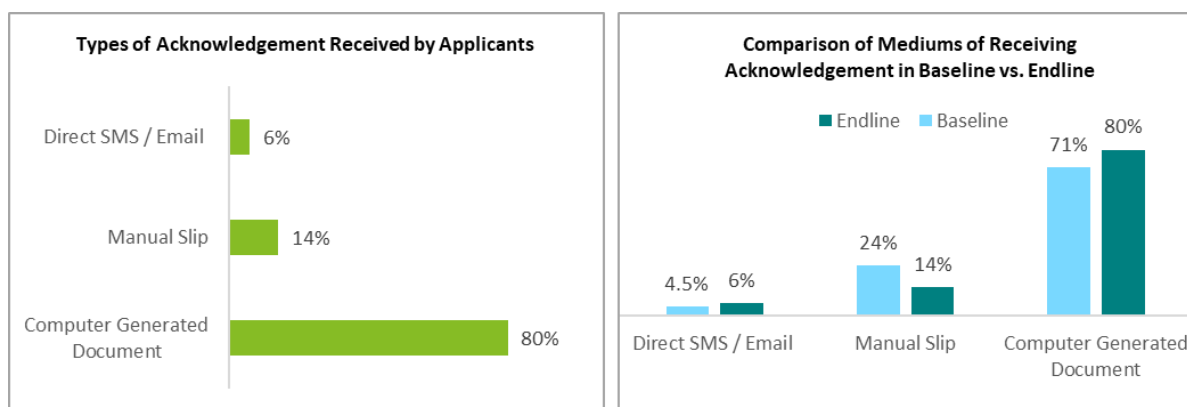


Comparative analysis reveals that issuance of acknowledge post application of any service has gone up to 96% of all applications made post RTPS Implementation from 41% made during endline.

Inference: The analysis indicates **quality of service delivery has improved, ensuring transparency and accountability to its target beneficiaries.**

Further analysis into the dataset revealed the various mediums in which the acknowledgements were received. Insights drawn from the analysis is shown as below:

Figure 21: Comparison between different mediums of Acknowledgement in use in Baseline vs Endline



Inference: The analysis in this section reveals that **RTPS online portal implementation has impacted in an increase in use of computerized acknowledgements** provided in lieu of services from **71%** in baseline to **80%** in endline. Although use of SMS/Email based acknowledgement is 6% in endline, it has still increased marginally from 4.5% in baseline. The use of manual (handwritten) acknowledgement has reduced significantly from 24% to 14% between baseline and endline, implying **efficient service delivery platform developed post RTPS implementation**.

3.1.5 Service Delivery Costs and Timelines

Area Progress Summary

| Service Delivery costs and timelines | |
|--------------------------------------|---|
| Objective | To ensure value for money services to citizens within stipulated timelines |
| Progress | Awareness around official cost of services is growing among citizens. Majority of respondents feel that applications are disposed as per appropriate timelines. |
| Results | <p>On-Track (with conditions):</p> <ul style="list-style-type: none"> Overall timeliness of service delivery can be inferred to be quite satisfactory With respect to baseline status, amount paid as service fees has reduced significantly in the bracket of Rs 150 or more Service Delivery that was delayed beyond 30 days has greatly reduced There is significant reliance on middlemen and the opportunity cost of the money spent on such services is high given the socio economic status of applicants |

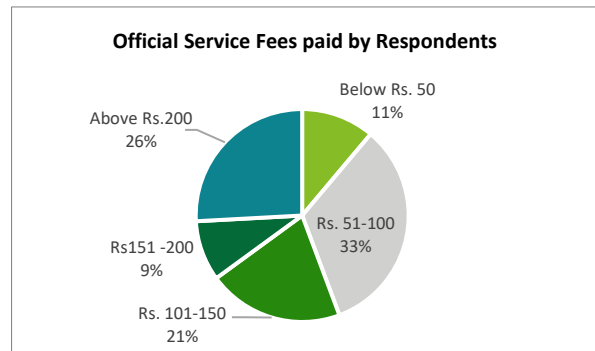
A. Service Delivery Cost

The service cost has been analyzed across the most popular service as applied for by the target beneficiaries of the program.

Around **45% of the respondents** have reported **paying** for the services applied and availed.

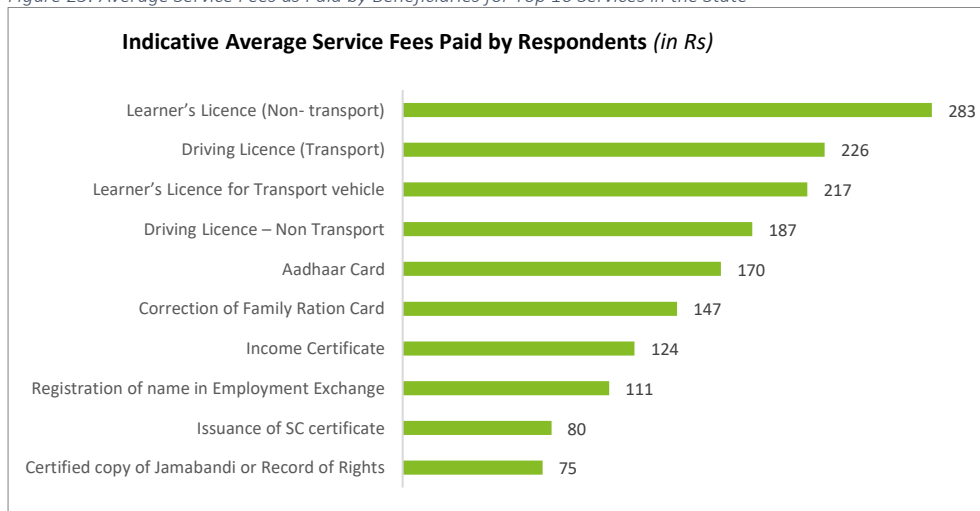
The different slabs of service fees that respondents have reported to have paid has been depicted in the graph shown alongside. It can be seen from the analysis that **56% of the respondents** reported **paying more than Rs 100**.

Figure 22: Official Service Fees Paid by Respondents



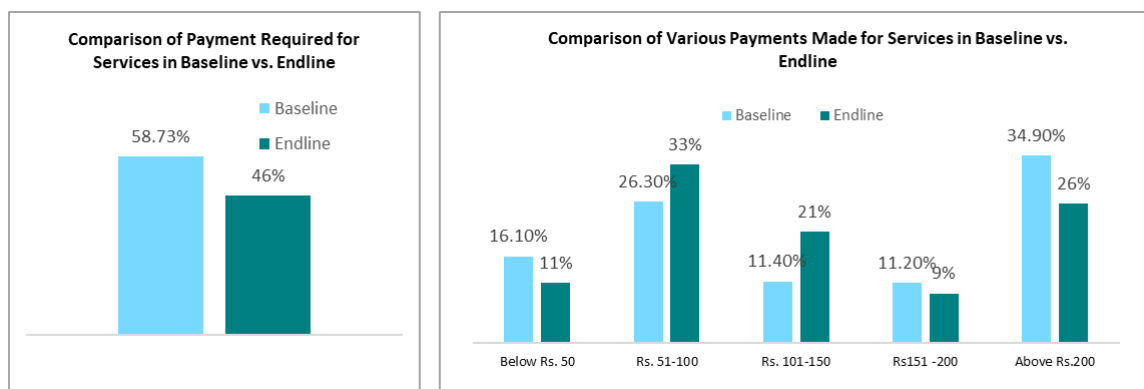
The top 10 services that have been most frequently applied for has been assessed in terms of the service fees paid by beneficiaries. The graph below depicts the indicative service fees as spent for respective services.

Figure 23: Average Service Fees as Paid by Beneficiaries for Top 10 Services in the State



The comparative analysis of the service fees as borne by the applicants before and after RTPS implementation also sheds light on the efficiency of the RTPS portal and its awareness campaigns.

Figure 24: Comparative Analysis of Need for Paying Service Fees in Baseline vs Endline

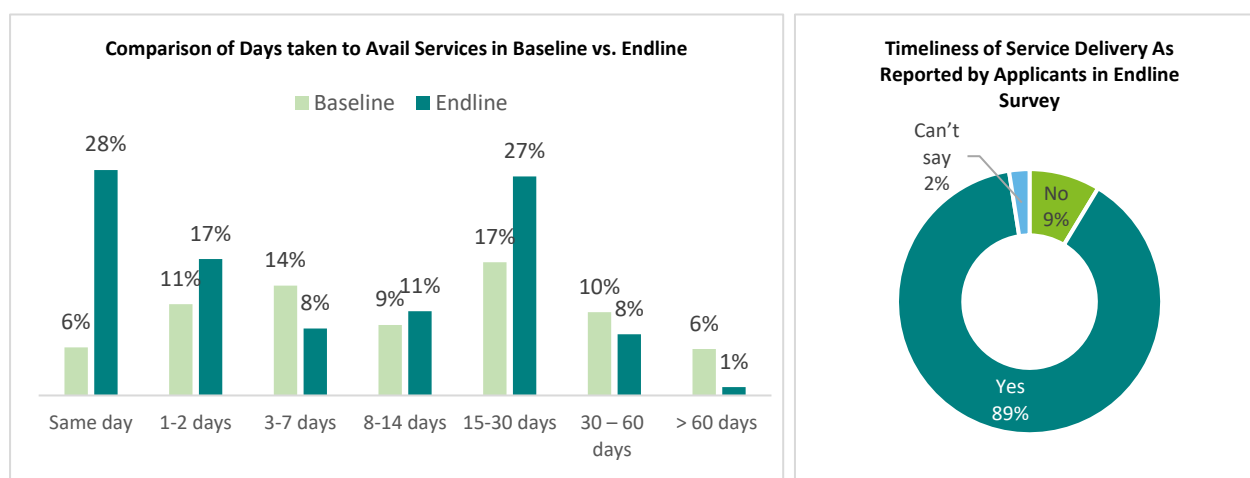


Inference: Post implementation of RTPS, the **need to pay service fees has decreased significantly** as analyzed from the comparative assessment. The detailed analysis also indicate that the **amount paid as service fees has reduced significantly in the bracket of Rs 150 or more**; In baseline, around 46% applicants of paid services bore Rs 150 or more, which have reduced to 35% post RTPS implementation.
This implies that the awareness around official cost of services is growing among citizens.

B. Services Delivery Timelines

The service timelines have been analyzed for the different applications as submitted by the state citizens. 89% of respondents received the services within stipulated time. The figures below illustrate the duration for service delivery and the frequent number of visits required for service delivery.

Figure 25: Illustrative showing (i) Turn Around Time for Service Delivery & (ii) Timeliness for Service Delivery



From the above analysis the following insights were revealed:

- **Nearly one third of the applications were processed and service was delivered same day** in endline where the proportion was only 6% in baseline
- **Around 45% of service delivery was done within 2 days** post RTPS Implementation. The same proportion used to be 17% in baseline.
- **Service Delivery that was delayed beyond 30 days has almost halved** post RTPS implementation.

With majority of respondents (89%) reporting service delivery was made within stipulated time, the **overall timeliness of service delivery can be inferred to be quite satisfactory.**

District-wise analysis has been made to identify the districts with high and low percentage of citizens reporting service delivery done within stipulated time.

The districts identified have been featured in the table provided alongside.

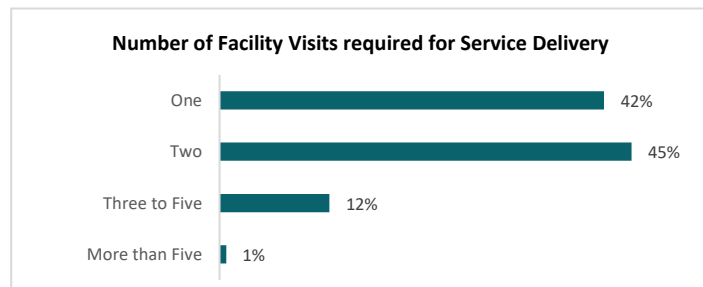
Table 5: Districts with High and Low Percentage of Citizens reporting On Time Service Delivery

| Districts | Percentage of Citizens Receiving Services in Stipulated Time |
|---|--|
| Districts with Low Percentage of Citizens Getting Services on Stipulated Time | |
| KARBI ANGLONG | 68% |
| KARIMGANJ | 69% |
| UDALGURI | 79% |
| HAILAKANDI | 79% |
| KAMRUP | 81% |
| DHUBRI | 81% |
| Districts with High Percentage of Citizens Getting Services on Stipulated Time | |
| BONGAIGAON | 97% |
| CHIRANG | 98% |
| TAMULPUR | 100% |
| BAJALI | 100% |
| WEST KARBI ANGLONG | 100% |

Further, majority of the RTPS applicants (**87%**) received services were delivered within one or two visits of the facility.

Figure 26: Number of Visits Required to Avail Services

Around 42% of the RTPS applicants reported a single visit was required to avail the service, while 45% of the citizens who were RTPS applicants reported 2 visits were required to completely avail the service.

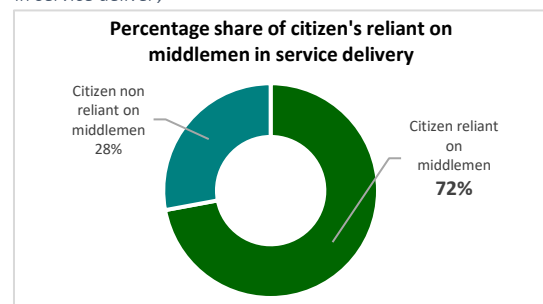


C. Detailed Analysis with respect to Citizen's Reliance on Middlemen

A detailed analysis was done to understand the timelines of service delivery with and without citizen's reliance on middlemen.

Figure 27: Percentage share of citizen's reliant on middlemen in service delivery

The shares of citizens who are reliant on middlemen and those who are not reliant on middlemen have been shown in the graph provided alongside.

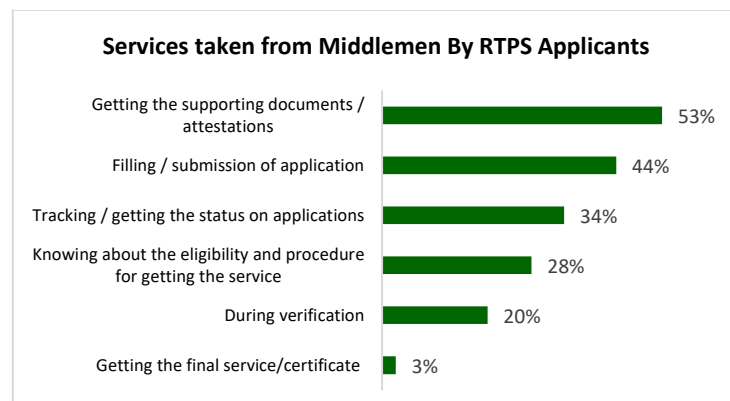


The comparative analysis between the two groups of citizens over the turn-around time taken for service delivery is included in the graphs enclosed below.

Further analysis into services taken from middlemen and the fees paid to the middlemen over and above the official service fees has been investigated in the survey and analyzed.

Figure 28: Services Availed from Middlemen

The graph provided alongside shows the various services that have been taken by the RTPS applicants at various stages of application, submission, and delivery. A significant proportion of the services availed from the middlemen is regarding knowledge on eligibility, and tracking of application, form filling and submission.



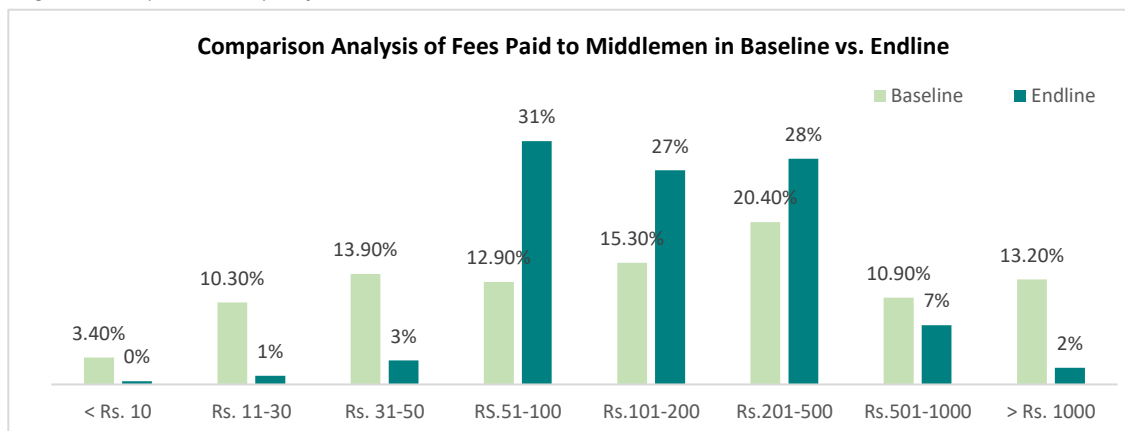
Support in attestation and document verification are also availed from middlemen.

It has been found that the **average fees offered to middlemen** over and above the official service fees is around **Rs 243 rupees**.

More than **85% of the respondents who have paid fees**, have reported to have paid a sum between **Rs 50-Rs 500** across all services to the middlemen.

A further detailed analysis of various fees brackets paid by respondents to the middlemen for their support has been enclosed in the graph below.

Figure 29: Comparative Analysis of Fees Paid to Middlemen in Baseline vs Endline



Inference: Post implementation of RTPS, the **turn-around time for service delivery has reduced considerably which proves the system has been impactful in on-time service delivery.** Same day deliveries have increased 4 times and delayed service deliveries beyond 30 days reduced by half.

However, endline survey reveals there is a high dependency of applicants on middlemen and the high cost borne for their services. While applicants had the practice of using services of middlemen before RTPS implementation, it has been observed that a reduced proportion of applicants are paying a cost higher than Rs. 500 over and above official service fees to middlemen.

The **issue of involvement of middlemen can be mitigated through increased support across the stages of service application, processing and delivery.**

3.1.6 Citizen Friendliness

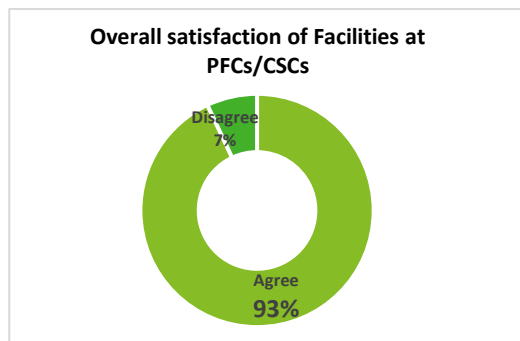
Area Progress Summary

| Citizen Friendliness | |
|----------------------|--|
| Objective | To ensure conducive environment to the citizens for availing services |
| Progress | Majority of respondents reported friendly behavior by PFC and CSC staff along with significant improvement in other amenable conditions such as proximity of PFC/CSCs, provision of suggestion box. |
| Results | <p>On-Track (with conditions):</p> <ul style="list-style-type: none"> Majority of the respondents reported overall satisfaction over facilities with a few district clusters having a moderate level of satisfaction. Post RTPS implementation, provision of suggestion boxes at PFCs and CSCs has improved significantly and across all districts. Majority of respondents have reported cordial behaviour with significant improvement post RTPS implementation. |

Citizen friendliness of offices and office staff has been assessed based on multiple parameters including, a) proximity of government offices, b) facilities for senior citizens and the physically disabled, c) office amenities like adequate seating area, electricity, drinking water, washrooms etc., d) availability of suggestion box or Beneficiary Feedback System, e) ease and simplicity of filling application forms, f) behavior of Office Staff.

Based on the responses received from citizens on a four-point scale, it was observed that **93% respondents were overall satisfied** with the citizen friendliness of the offices and office staff.

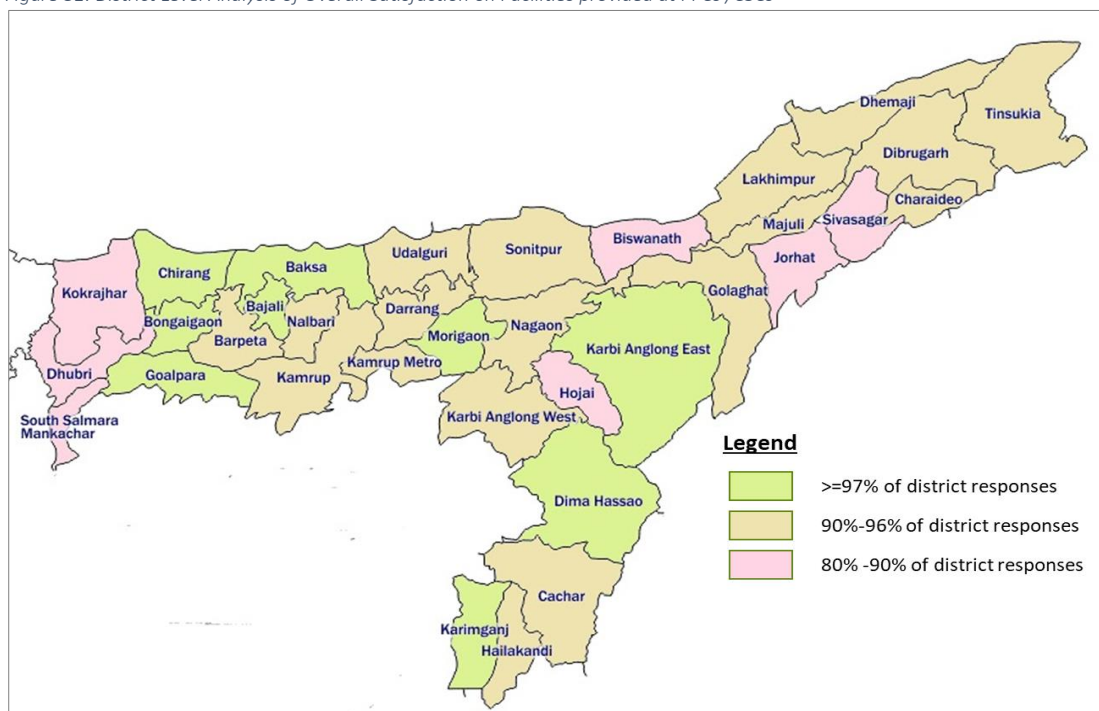
Figure 30: Feedback on satisfaction of Facilities at PFCs/CSCs



Key findings from the district-level analysis of citizen friendliness of office staff as reported by the applicants has been provided below. Across all districts, **more than 80% of the respondents** have agreed that overall facilities at PFC and CSC were amenable to public satisfaction.

The district-wise analysis depicts the distribution of overall level of satisfaction reported by respondents on amenable facilities at PFC and CSC as encountered during service application and service delivery.

Figure 31: District Level Analysis of Overall Satisfaction on Facilities provided at PFCs /CSCs



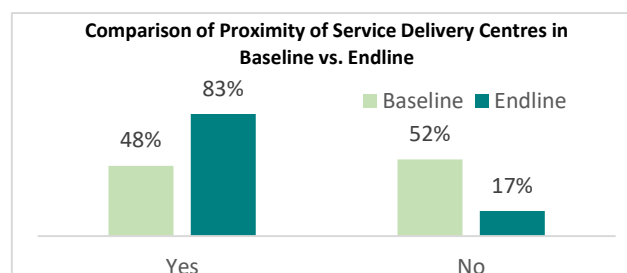
As it can be seen from the analysis above, **majority of the districts have high percentage** (more than 90%) of respondents who agreed to **overall satisfaction of public facilities** available at PFCs and CSCs.

A. Proximity of Government Offices and Facilities Available

Assessment of proximity of government offices to the citizens and the quality of facilities available at the offices highlights the following findings:

Majority of respondents (83%) indicated that the office locations were in the proximity of their residence which improved greatly post RTPS Implementation.

Figure 32: Comparative Analysis of Proximity of Service Delivery centers in Baseline vs Endline



This bolsters the fact that there has been considerable improvement in spread of service centers including PFCs and CSCs across the state.

District level analysis has been done to identify the districts of Assam with high and low percentage of citizens reporting PFC and CSC at close proximity of their residences.

Table 6: Top and Bottom Districts Reporting Facilities at close proximity of Residences of Respondents

| Districts | Percentage of Citizens Reporting PFC and CSC are close to Residence |
|--|---|
| Districts with Low Percentage of Citizens Reporting PFC and CSC are close to Residence | |
| KARBI ANGLONG | 44% |
| DIMA HASAO | 54% |
| UDALGURI | 65% |
| KOKRAJHAR | 67% |
| NAGAON | 68% |
| Districts with High Percentage of Citizens Reporting PFC and CSC are close to Residence | |
| GOALPARA | 95% |
| TAMILPUR | 98% |
| CHIRANG | 98% |
| KARIMGANJ | 99% |
| BAJALI | 100% |

Availability of PFC/CSC facilities close to residence has been analyzed district-wise.

While 10 districts have over 90% of respondents expressed favorably towards availability of PFC/CSC facilities close to residence, there are 5 districts where less than 70% of survey respondents who are happy with the proximity of PFC/CSCs to their residence. In the district of Karbi Anglong, only 44% of the residents surveyed are happy with the proximity of PFC/CSC facilities to their residences.

Majority of respondents (90%) indicated that the facilities available at the offices were satisfactory and had adequate basic amenities like seating area, electricity, drinking water, washrooms, etc.

Majority of respondents (87%) indicated that there were adequate facilities available for the senior citizens and the physically disabled applicants.

B. Availability of Suggestion Box and Behavior of Office Staff

A citizen friendly office solicits feedback from users and emphasizes on citizen friendly behavior from its staff. A suggestion box or a beneficiary feedback system enables the office to take citizen feedback on service delivery and associated parameters and thereafter improve on the same.

Majority of the respondents (92%) reported that there is a **suggestion box** at the premises of PFC and CSC. The presence of functional suggestion boxes has increased significantly across the PFCs, and CSCs as reported by citizens.

Figure 33: Comparative Analysis of Increase in Suggestion Box in PFC and CSC in Baseline vs Endline

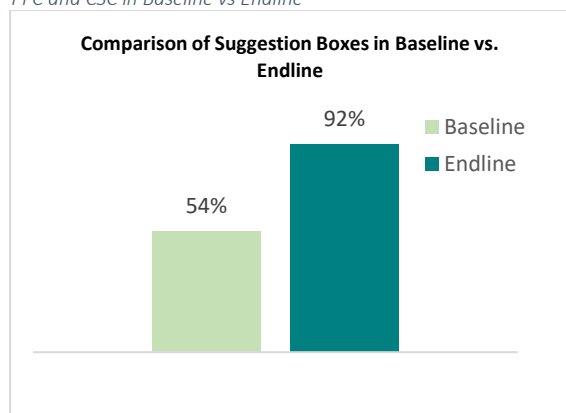


Table 7: Top 10 Districts Reporting Availability of Suggestion Box

| Sl. | District | Percentage Agreeing on Presence of Suggestion Box |
|-----|------------|---|
| 1 | CHIRANG | 100% |
| 2 | KARIMGANJ | 99% |
| 3 | BAJALI | 99% |
| 4 | BONGAIGAON | 98% |
| 5 | GOALPARA | 98% |
| 6 | NALBARI | 98% |
| 7 | MAJULI | 97% |
| 8 | CACHAR | 96% |
| 9 | DHEMAJI | 96% |
| 10 | HAILAKANDI | 96% |

The district level analysis shows that in all districts **more than 77%** respondents reported availability of **suggestion box**. The top 10 districts reporting availability of suggestion box is provided above.

Majority of the respondents (92%) reported that the PFC and CSC staff are citizen friendly.

Figure 34: Comparison of Citizen Friendliness of PFC/CSC Staff in Baseline vs Endline

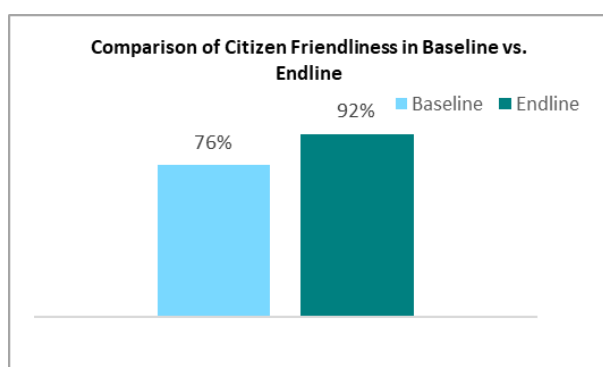


Table 8: Top 10 Districts reporting Citizen Friendly Staff

| Sl. | District | Percentage Agreeing on Citizen Friendliness of Staff |
|-----|-------------------------|--|
| 1 | KARIMGANJ | 100% |
| 2 | BAJALI | 100% |
| 3 | HAILAKANDI | 98% |
| 4 | GOALPARA | 98% |
| 5 | BONGAIGAON | 98% |
| 6 | MORIGAON | 98% |
| 7 | NALBARI | 98% |
| 8 | SOUTH SALMARA MANKACHAR | 97% |
| 9 | CHIRANG | 97% |
| 10 | BARPETA | 96% |

The district level analysis shows that in all districts **more than 75%** respondents reported that the PFC and CSC **staff are citizen friendly**. The top 10 districts reporting that the PFC and CSC staff are citizen friendly, is provided above.

Inference: There has been **significant improvement in parameters around establishment of suggestion box, improved behavior and friendliness among serving staff of PFCs and CSCs as well as increased presence of centers** post RTPS implementation. This proves that system for improved service reach and better experience among citizens has been prioritized under RTPS, as per its objectives.

There is evidence that PFC and CSCs are dispersed in some remote hilly districts. Districts with limited resources have been identified in this analysis which may be taken up further for intensive training among staff and improve resource efficiency to achieve the highest level of satisfaction among citizens.

3.1.7 Feedback and Grievance Redressal

Area Progress Summary

| Feedback and Grievance Redressal | |
|----------------------------------|---|
| Objective | To implement a robust ecosystem in delivering services to citizens providing the opportunity of resolving complaints and issues. |
| Progress | Majority of respondents who raised a complaint on denial, delay or rejection of services have reported resolution of the same. However, the grievance redressal rates have been found to be higher only on the western districts of Assam. |
| Results | <p>Partly On-Track (with conditions):</p> <ul style="list-style-type: none"> Majority of the respondents with issues in service delivery reported resolution after raising grievance or appeal. However, most of the eastern districts have a low grievance redressal rate while the western districts have fairly high redressal rate. Several system related feedbacks have also been highlighted by respondents. |

Feedback and grievance redressal mechanism needs to be strong to resolve denials and delays in citizen services. The robustness of the grievance redressal system proves the efficiency of the ARTPS system and its ability to cater to the citizens of Assam.

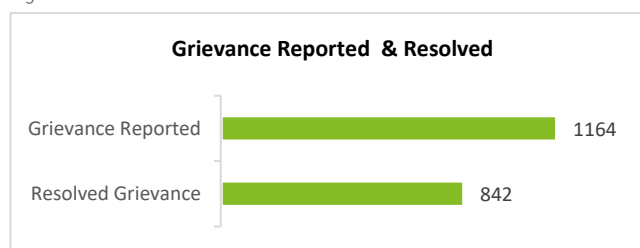
The prevalence of Grievance Redressal mechanism and its operation has been assessed based on parameters including a) grievances lodged and mode of lodging grievance, b) appeals made and penalty imposed.

Based on the responses received, the **overall grievance redressal rate is found to be 72%**.

Grievances lodged and different modes of lodging grievance

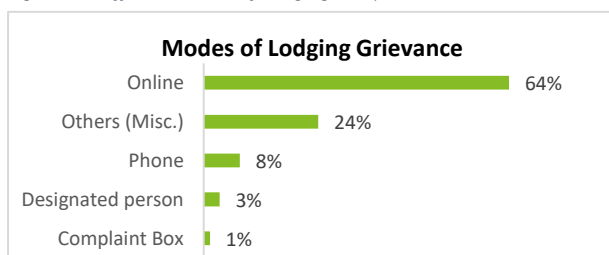
Around 25% of the respondents (1164) in this survey indicated that submitted applications for accessing services have been either denied, rejected, or delayed. All of these respondents lodged a grievance for denial, delay, or rejection of service. As it can be seen from the graph provided alongside, 72% of the grievances reported has been resolved.

Figure 35: Grievance Redressal in RTPS Portal



An analysis of the different modes of lodging grievances has been done and depicted in the graph below.

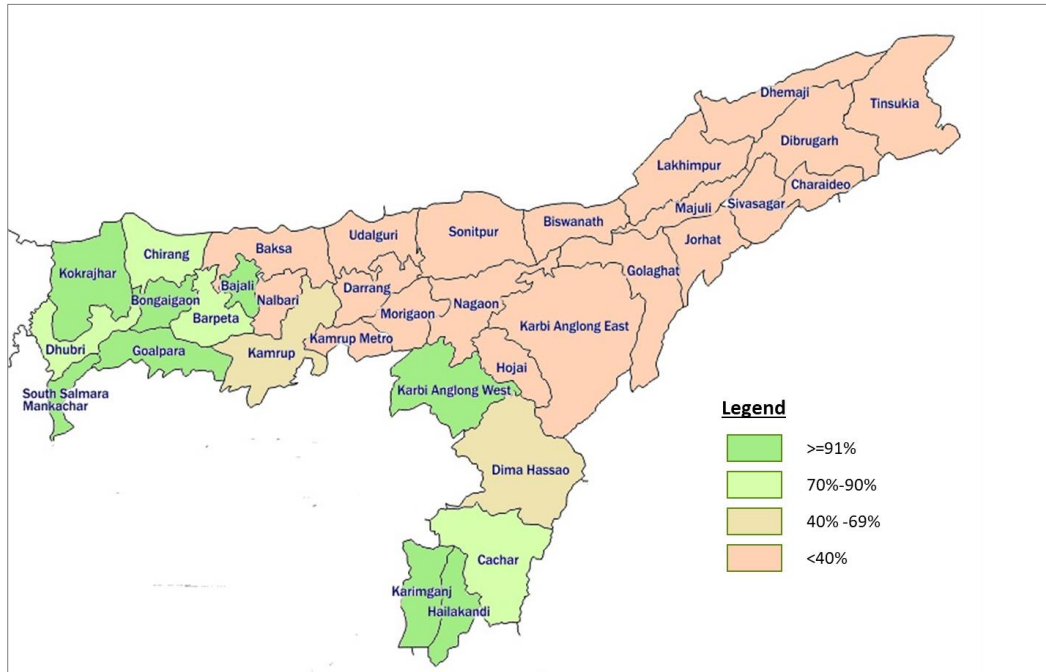
Figure 36: Different Modes of Lodging Complaints



The analysis reveals that among respondents who raised grievance, majority of them (**64%**) opted for **online mode** i.e., the RTPS portal for lodging grievances.

District-wise analysis of the grievance redressal rate has been analyzed to identify the districts with high rate of resolution against grievances raised by respondents as well as identify the districts with lowest rate of resolution against grievances raised.

Figure 37: District-wise Grievance Redressal Rates



Feedback gathered from the respondents were analyzed to understand the key issues and challenges faced by the citizens. The issues and challenges have been ranked on the basis of occurrence in the sample selected. The image below shows the findings on the same.

| Key Issues and Challenges faced by the Citizens displayed rank-wise | |
|---|---|
| 01 Counters not open; functional during normal hours | 04 Absence of guidelines/information on procedures and documents required |
| 02 Multiple trips; visit to the front-end counters | 05 Lack of effective ICT infrastructure |
| 03 Long waiting time in the queue | 06 Elaborate forms and requirement of multiple supporting documents |

3.1.8 In Depth Analysis of Top Services

The top 5 services that have been applied by the citizens is provided below with further analysis across aspects on experience of service delivery and fees incurred to avail the service.

Figure 38: In Depth Analysis of Top 5 RTPS Services

| Sl. | Service Names | Overall Good Service Experience | Average Official Service Fees Paid |
|-----|---|---------------------------------|------------------------------------|
| 1 | Registration of name in Employment Exchange | 93% | 110.54 |
| 2 | Learner's License (Non- transport) | 92% | 283.33 |
| 3 | Aadhaar Card | 89% | 170.37 |
| 4 | Driving License – (Non-Transport) | 95% | 187.23 |
| 5 | Certified copy of Jamabandi or Record of Rights | 97% | 74.86 |

In depth analysis on aspects pertaining to support taken from middlemen for the most popular RTPS services has been done. The table below shows the high reliance on middlemen for these popular services.

Figure 39: In Depth Analysis on Top 5 RTPS Services with respect to its dependency on Involvement of Middlemen

| Sl. | Service Names | Reliance on Middlemen | Average Fees Paid to Middlemen Over and Above Official Service Fees | Support Sought from Middlemen | | | | | |
|-----|---|-----------------------|---|---|---|-------------------------------------|---|---------------------|---------------------------------------|
| | | | | Knowing about the eligibility and procedure for getting the service | Getting the supporting documents / attestations | Filling / submission of application | Tracking / getting the status on applications | During verification | Getting the final service/certificate |
| 1 | Registration of name in Employment Exchange | 69% | 205.62 | 27% | 55% | 42% | 37% | 18% | 2% |
| 2 | Learner's license (Non-transport) | 69% | 272.32 | 22% | 56% | 47% | 37% | 20% | 1% |
| 3 | Aadhaar Card | 85% | 282.47 | 25% | 51% | 40% | 35% | 34% | 0% |
| 4 | Driving license – Non Transport | 69% | 319.47 | 29% | 58% | 44% | 39% | 23% | 4% |
| 5 | Certified copy of Jamabandi or Record of Rights | 77% | 159.35 | 24% | 55% | 45% | 34% | 11% | 2% |

Inference: It can be assessed from the analysis done in this section that the **average cost of hiring middlemen is even higher than the official service fees paid for the service itself.**

Of the support that was sought from the middlemen, the maximum proportion of services pertain to gaining knowledge on eligibility or how to fill the forms. Services such as attestation and collation of supporting documents is also being offered by the middlemen.

A. District-wise Analysis of Top ARTPS Services

In depth district-level analysis of the top 4 ARTPS services, namely Registration of name in Employment Exchange, Learner's License (Non- transport), Driving License (Non-Transport), and Certified copy of Jamabandi or Record of Rights have been done across the parameters of cost and timeline taken to avail the service. The 4 tables below show the finding of each of the 4 services.

Service: Registration of name in Employment Exchange

Table 9: District-level analysis of Service: Registration of name in Employment Exchange

| Service Name | Registration of name in Employment Exchange (591) | | | | | | | | | | | |
|-------------------------|---|----------------------|------------------------------|------------------------|----------------------------------|-----------------|----------|----------|-----------|------------|--------------|-------------------|
| | Cost | | | | | Timeline (in %) | | | | | | |
| Districts | # Aailed Service 591 | # Paid Official Fees | Avg Official Fees Paid (INR) | # Paying Middleman 591 | Average Middleman Fees Paid(INR) | Same day | 1-2 days | 3-7 days | 8-14 days | 15-30 days | 30 – 60 days | More than 60 days |
| KAMRUP | 29 | 1 | 25 | 24 | 235 | 28% | 14% | 10% | 7% | 38% | 3% | 0% |
| KAMRUP METROPOLITAN | 2 | 0 | NA | 2 | 413 | 0% | 50% | 0% | 0% | 50% | 0% | 0% |
| DARRANG | 34 | 10 | 120 | 24 | 188 | 44% | 12% | 6% | 3% | 26% | 9% | 0% |
| MORIGAON | 27 | 18 | 103 | 21 | 120 | 74% | 7% | 7% | 0% | 11% | 0% | 0% |
| NALBARI | 43 | 2 | 75 | 26 | 259 | 30% | 12% | 9% | 7% | 33% | 9% | 0% |
| BARPETA | 25 | 2 | 25 | 16 | 197 | 20% | 4% | 24% | 8% | 32% | 12% | 0% |
| CHIRANG | 4 | 4 | 100 | 4 | 94 | 25% | 25% | 25% | 0% | 0% | 25% | 0% |
| BONGAIGAON | 11 | 1 | 125 | 6 | 122 | 18% | 18% | 18% | 18% | 18% | 9% | 0% |
| BAKSA | 7 | 7 | 114 | 4 | 226 | 71% | 0% | 14% | 14% | 0% | 0% | 0% |
| TAMULPUR | 9 | 8 | 88 | 8 | 68 | 89% | 11% | 0% | 0% | 0% | 0% | 0% |
| BAJALI | 1 | 1 | 75 | 0 | NA | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| GOALPARA | 25 | 20 | 128 | 25 | 156 | 4% | 68% | 0% | 0% | 28% | 0% | 0% |
| SONITPUR | 26 | 12 | 75 | 19 | 103 | 58% | 8% | 0% | 12% | 23% | 0% | 0% |
| UDALGURI | 12 | 0 | NA | 9 | 206 | 17% | 17% | 8% | 25% | 33% | 0% | 0% |
| NAGAON | 25 | 1 | 125 | 14 | 267 | 32% | 16% | 12% | 8% | 24% | 8% | 0% |
| DHUBRI | 26 | 0 | NA | 20 | 204 | 27% | 12% | 19% | 12% | 19% | 8% | 4% |
| KOKRAJHAR | 19 | 0 | NA | 6 | 233 | 42% | 5% | 16% | 0% | 21% | 16% | 0% |
| SOUTH SALMARA MANKACHAR | 6 | 0 | NA | 2 | 250 | 0% | 33% | 0% | 33% | 17% | 17% | 0% |
| CACHAR | 32 | 0 | NA | 22 | 262 | 16% | 6% | 28% | 6% | 41% | 3% | 0% |
| DIMA HASAO | 8 | 2 | 163 | 4 | 181 | 0% | 50% | 25% | 13% | 13% | 0% | 0% |
| HAILAKANDI | 11 | 0 | NA | 5 | 255 | 27% | 0% | 0% | 18% | 55% | 0% | 0% |
| KARBI ANGLONG | 2 | 1 | 175 | 1 | 75 | 50% | 0% | 0% | 50% | 0% | 0% | 0% |
| KARIMGANJ | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| BISWANATH | 10 | 0 | NA | 8 | 197 | 20% | 20% | 30% | 10% | 10% | 10% | 0% |
| CHARAIDEO | 5 | 0 | NA | 4 | 200 | 40% | 0% | 20% | 0% | 40% | 0% | 0% |
| DHEMAJI | 16 | 0 | NA | 10 | 224 | 38% | 13% | 31% | 0% | 13% | 6% | 0% |
| DIBRUGARH | 19 | 1 | 25 | 13 | 198 | 32% | 11% | 21% | 5% | 26% | 5% | 0% |
| GOLAGHAT | 28 | 1 | 25 | 21 | 152 | 29% | 7% | 7% | 21% | 32% | 4% | 0% |
| HOJAI | 4 | 1 | 25 | 4 | 313 | 0% | 0% | 75% | 0% | 0% | 25% | 0% |
| JORHAT | 21 | 2 | 25 | 14 | 268 | 43% | 5% | 0% | 14% | 29% | 10% | 0% |
| LAKHIMPUR | 16 | 0 | NA | 11 | 289 | 25% | 13% | 13% | 19% | 25% | 6% | 0% |
| MAJULI | 8 | 1 | 25 | 5 | 240 | 25% | 25% | 0% | 13% | 38% | 0% | 0% |
| SIVASAGAR | 20 | 1 | 75 | 16 | 301 | 25% | 20% | 0% | 20% | 20% | 15% | 0% |
| TINSUKIA | 18 | 1 | 25 | 11 | 264 | 33% | 11% | 11% | 28% | 6% | 11% | 0% |
| WEST KARBI ANGLONG | 30 | 23 | 160 | 23 | 174 | 27% | 20% | 0% | 10% | 33% | 7% | 3% |

Service: Learner's License (Non- transport)

Table 10: District-level analysis of Service: Learner's License (Non- transport)

| Services | Learner's License (Non- transport)- 598 | | | | | | | | | | | |
|-------------------------|---|----------------------|------------------------------|------------------------|-----------------------------------|-----------------|----------|----------|-----------|------------|--------------|-------------------|
| | Cost | | | | | Timeline (in %) | | | | | | |
| | # Aailed Service 598 | # Paid Official Fees | Avg Official Fees Paid (INR) | # Paying Middleman 598 | Average Middleman Fees Paid (INR) | Same day | 1-2 days | 3-7 days | 8-14 days | 15-30 days | 30 – 60 days | More than 60 days |
| KAMRUP | 15 | 0 | NA | 13 | 165 | 27% | 20% | 7% | 0% | 47% | 0% | 0% |
| KAMRUP METROPOLITAN | 19 | 0 | NA | 9 | 358 | 11% | 37% | 21% | 11% | 16% | 5% | 0% |
| DARRANG | 16 | 0 | NA | 11 | 351 | 31% | 6% | 0% | 25% | 38% | 0% | 0% |
| MORIGAON | 10 | 0 | NA | 8 | 384 | 10% | 30% | 10% | 0% | 40% | 10% | 0% |
| NALBARI | 13 | 0 | NA | 10 | 240 | 23% | 0% | 8% | 15% | 38% | 15% | 0% |
| BARPETA | 15 | 1 | 300 | 12 | 353 | 20% | 13% | 13% | 13% | 27% | 13% | 0% |
| CHIRANG | 7 | 0 | NA | 6 | 279 | 14% | 0% | 14% | 43% | 29% | 0% | 0% |
| BONGAIGAON | 6 | 0 | NA | 6 | 350 | 0% | 0% | 50% | 17% | 17% | 17% | 0% |
| BAKSA | 11 | 0 | NA | 8 | 236 | 9% | 9% | 18% | 27% | 18% | 18% | 0% |
| TAMULPUR | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| BAJALI | 4 | 4 | 268.75 | 4 | 300 | 0% | 0% | 0% | 50% | 25% | 25% | 0% |
| GOALPARA | 6 | 1 | 175 | 5 | 270 | 17% | 33% | 0% | 17% | 33% | 0% | 0% |
| SONITPUR | 23 | 0 | NA | 19 | 218 | 26% | 4% | 13% | 22% | 26% | 9% | 0% |
| UDALGURI | 11 | 6 | 300 | 2 | 250 | 18% | 0% | 0% | 9% | 64% | 9% | 0% |
| NAGAON | 22 | 2 | 300 | 12 | 275 | 27% | 5% | 9% | 14% | 36% | 9% | 0% |
| DHUBRI | 22 | 0 | NA | 18 | 220 | 14% | 9% | 14% | 18% | 41% | 5% | 0% |
| KOKRAJHAR | 16 | 0 | NA | 11 | 265 | 38% | 6% | 6% | 6% | 38% | 6% | 0% |
| SOUTH SALMARA MANKACHAR | 11 | 0 | NA | 9 | 263 | 27% | 27% | 18% | 18% | 9% | 0% | 0% |
| CACHAR | 23 | 0 | NA | 17 | 409 | 39% | 0% | 26% | 17% | 9% | 4% | 4% |
| DIMA HASAO | 10 | 0 | NA | 7 | 271 | 30% | 0% | 20% | 10% | 30% | 10% | 0% |
| HAILAKANDI | 7 | 0 | NA | 6 | 304 | 29% | 0% | 14% | 14% | 29% | 14% | 0% |
| KARBI ANGLONG | 1 | 1 | 300 | 0 | NA | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| KARIMGANJ | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| BISWANATH | 14 | 0 | NA | 12 | 278 | 43% | 0% | 14% | 14% | 21% | 7% | 0% |
| CHARAIDEO | 6 | 0 | NA | 3 | 392 | 17% | 17% | 0% | 0% | 67% | 0% | 0% |
| DHEMAJI | 10 | 0 | NA | 6 | 146 | 30% | 0% | 30% | 20% | 10% | 10% | 0% |
| DIBRUGARH | 22 | 0 | NA | 17 | 206 | 32% | 5% | 9% | 9% | 27% | 18% | 0% |
| GOLAGHAT | 22 | 0 | NA | 16 | 261 | 36% | 5% | 5% | 14% | 32% | 9% | 0% |
| HOJAI | 18 | 0 | NA | 10 | 378 | 50% | 22% | 6% | 11% | 6% | 6% | 0% |
| JORHAT | 25 | 0 | NA | 16 | 222 | 20% | 8% | 8% | 16% | 44% | 4% | 0% |
| LAKHIMPUR | 20 | 0 | NA | 10 | 288 | 25% | 20% | 5% | 20% | 25% | 5% | 0% |
| MAJULI | 4 | 0 | NA | 4 | 254 | 75% | 0% | 0% | 0% | 25% | 0% | 0% |
| SIVASAGAR | 27 | 0 | NA | 14 | 263 | 26% | 19% | 4% | 15% | 26% | 11% | 0% |
| TINSUKIA | 18 | 0 | NA | 14 | 200 | 28% | 11% | 22% | 11% | 22% | 6% | 0% |
| WEST KARBI ANGLONG | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |

Service: Driver's License (Non- transport)

Table 11: District-level analysis of Service: Driver's License (Non- transport)

| Services | Driving License – Non Transport - 594 | | | | | | | | | | | |
|-------------------------|---------------------------------------|----------------------|------------------------------|------------------------|-----------------------------------|-----------------|----------|----------|-----------|------------|--------------|-------------------|
| | Cost | | | | | Timeline (in %) | | | | | | |
| Districts | # Aailed Service 594 | # Paid Official Fees | Avg Official Fees Paid (INR) | # Paying Middleman 594 | Average Middleman Fees Paid (INR) | Same day | 1-2 days | 3-7 days | 8-14 days | 15-30 days | 30 – 60 days | More than 60 days |
| KAMRUP | 9 | 2 | 125 | 4 | 231 | 33% | 0% | 11% | 11% | 22% | 11% | 11% |
| KAMRUP METROPOLITAN | 23 | 8 | 153 | 14 | 582 | 30% | 4% | 4% | 26% | 17% | 17% | 0% |
| DARRANG | 9 | 3 | 125 | 7 | 191 | 44% | 33% | 11% | 0% | 11% | 0% | 0% |
| MORIGAON | 10 | 7 | 96 | 8 | 75 | 70% | 0% | 0% | 0% | 30% | 0% | 0% |
| NALBARI | 5 | 0 | NA | 5 | 160 | 0% | 0% | 0% | 0% | 80% | 20% | 0% |
| BARPETA | 15 | 0 | NA | 13 | 345 | 27% | 0% | 13% | 13% | 33% | 7% | 7% |
| CHIRANG | 9 | 2 | 238 | 9 | 283 | 22% | 11% | 11% | 22% | 22% | 11% | 0% |
| BONGAIGAON | 2 | 0 | NA | 2 | 250 | 50% | 0% | 50% | 0% | 0% | 0% | 0% |
| BAKSA | 9 | 2 | 238 | 3 | 192 | 56% | 0% | 11% | 0% | 22% | 11% | 0% |
| TAMULPUR | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| BAJALI | 4 | 4 | 244 | 4 | 756 | 0% | 0% | 0% | 0% | 50% | 50% | 0% |
| GOALPARA | 2 | 1 | 300 | 2 | 725 | 50% | 0% | 0% | 0% | 50% | 0% | 0% |
| SONITPUR | 9 | 6 | 75 | 7 | 154 | 67% | 0% | 0% | 11% | 22% | 0% | 0% |
| UDALGURI | 10 | 5 | 300 | 5 | 204 | 30% | 10% | 0% | 0% | 50% | 10% | 0% |
| NAGAON | 5 | 1 | 300 | 3 | 217 | 20% | 20% | 20% | 20% | 20% | 0% | 0% |
| DHUBRI | 38 | 0 | NA | 25 | 558 | 34% | 45% | 8% | 5% | 5% | 3% | 0% |
| KOKRAJHAR | 16 | 0 | NA | 6 | 140 | 19% | 63% | 0% | 0% | 19% | 0% | 0% |
| SOUTH SALMARA MANKACHAR | 8 | 0 | NA | 6 | 380 | 88% | 0% | 13% | 0% | 0% | 0% | 0% |
| CACHAR | 21 | 0 | NA | 16 | 223 | 24% | 29% | 14% | 10% | 19% | 5% | 0% |
| DIMA HASAO | 6 | 1 | 300 | 4 | 431 | 17% | 50% | 17% | 17% | 0% | 0% | 0% |
| HAILAKANDI | 8 | 0 | NA | 6 | 417 | 25% | 50% | 13% | 13% | 0% | 0% | 0% |
| KARBI ANGLONG | 5 | 5 | 300 | 0 | NA | 0% | 0% | 0% | 0% | 40% | 40% | 20% |
| KARIMGANJ | 5 | 0 | NA | 5 | 350 | 40% | 60% | 0% | 0% | 0% | 0% | 0% |
| BISWANATH | 8 | 0 | NA | 6 | 200 | 50% | 25% | 0% | 0% | 25% | 0% | 0% |
| CHARAIDEO | 6 | 0 | NA | 5 | 310 | 17% | 0% | 33% | 33% | 17% | 0% | 0% |
| DHEMAJI | 5 | 0 | NA | 1 | 150 | 0% | 20% | 20% | 20% | 40% | 0% | 0% |
| DIBRUGARH | 8 | 0 | NA | 7 | 214 | 63% | 0% | 13% | 13% | 13% | 0% | 0% |
| GOLAGHAT | 5 | 0 | NA | 4 | 144 | 20% | 0% | 20% | 20% | 40% | 0% | 0% |
| HOJAI | 2 | 0 | NA | 2 | 113 | 0% | 50% | 0% | 50% | 0% | 0% | 0% |
| JORHAT | 8 | 0 | NA | 7 | 136 | 25% | 13% | 25% | 25% | 0% | 13% | 0% |
| LAKHIMPUR | 4 | 0 | NA | 3 | 192 | 25% | 0% | 25% | 25% | 0% | 0% | 25% |
| MAJULI | 2 | 0 | NA | 1 | 350 | 50% | 0% | 0% | 0% | 0% | 50% | 0% |
| SIVASAGAR | 5 | 0 | NA | 4 | 400 | 0% | 0% | 40% | 0% | 60% | 0% | 0% |
| TINSUKIA | 6 | 0 | NA | 3 | 167 | 50% | 17% | 0% | 0% | 33% | 0% | 0% |
| WEST KARBI ANGLONG | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |

Service: Certified copy of Jamabandi or Record of Rights

Table 12: District-level analysis of Service: Driver's License (Non- transport)

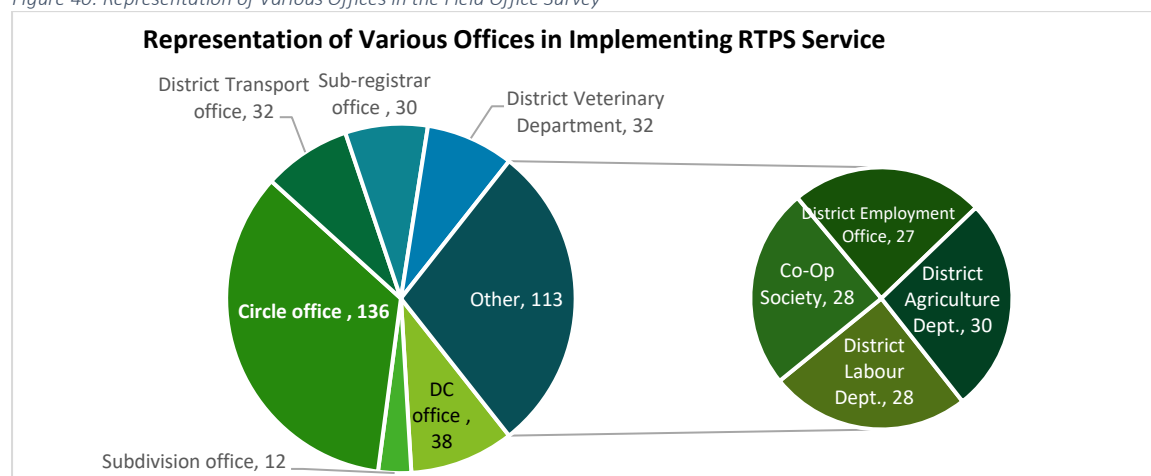
| Services | Certified copy of Jamabandi or Record of Rights-564 | | | | | | | | | | | |
|-------------------------|---|----------------------|------------------------------|-------------------------|-----------------------------------|----------|----------|----------|-----------|------------|--------------|-------------------|
| | Cost | | | | | Timeline | | | | | | |
| | # Aailed Service 564 | # Paid Official Fees | Avg Official Fees Paid (INR) | # Paying Middle man 564 | Average Middleman Fees Paid (INR) | Same day | 1-2 days | 3-7 days | 8-14 days | 15-30 days | 30 – 60 days | More than 60 days |
| KAMRUP | 12 | 5 | 75 | 7 | 104 | 42% | 0% | 8% | 8% | 8% | 8% | 25% |
| KAMRUP METROPOLITAN | 2 | 2 | 100 | 1 | 75 | 50% | 0% | 0% | 0% | 50% | 0% | 0% |
| DARRANG | 28 | 25 | 127 | 25 | 147 | 100% | 0% | 0% | 0% | 0% | 0% | 0% |
| MORIGAON | 21 | 21 | 96 | 18 | 83 | 100% | 0% | 0% | 0% | 0% | 0% | 0% |
| NALBARI | 10 | 9 | 125 | 10 | 92 | 20% | 80% | 0% | 0% | 0% | 0% | 0% |
| BARPETA | 10 | 9 | 106 | 9 | 197 | 20% | 10% | 0% | 10% | 50% | 10% | 0% |
| CHIRANG | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| BONGAIGAON | 1 | 1 | 25 | 0 | NA | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| BAKSA | 3 | 3 | 158 | 3 | 150 | 0% | 0% | 0% | 67% | 33% | 0% | 0% |
| TAMULPUR | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| BAJALI | 1 | 1 | 125 | 1 | 150 | 0% | 0% | 0% | 0% | 0% | 100% | 0% |
| GOALPARA | 3 | 3 | 150 | 3 | 325 | 0% | 0% | 0% | 0% | 67% | 33% | 0% |
| SONITPUR | 25 | 24 | 78 | 21 | 77 | 88% | 8% | 0% | 0% | 4% | 0% | 0% |
| UDALGURI | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| NAGAON | 3 | 3 | 25 | 1 | 75 | 33% | 0% | 0% | 0% | 67% | 0% | 0% |
| DHUBRI | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| KOKRAJHAR | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| SOUTH SALMARA MANKACHAR | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| CACHAR | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| DIMA HASAO | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| HAILAKANDI | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| KARBI ANGLONG | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| KARIMGANJ | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |
| BISWANATH | 2 | 2 | 25 | 2 | 450 | 50% | 0% | 0% | 0% | 50% | 0% | 0% |
| CHARAIDEO | 2 | 2 | 25 | 2 | 450 | 0% | 0% | 100% | 0% | 0% | 0% | 0% |
| DHEMAJI | 6 | 6 | 25 | 3 | 217 | 33% | 17% | 33% | 17% | 0% | 0% | 0% |
| DIBRUGARH | 10 | 10 | 30 | 9 | 108 | 20% | 20% | 0% | 30% | 20% | 10% | 0% |
| GOLAGHAT | 13 | 13 | 40 | 8 | 256 | 46% | 0% | 15% | 15% | 15% | 0% | 8% |
| HOJAI | 1 | 1 | 25 | 1 | 350 | 0% | 0% | 100% | 0% | 0% | 0% | 0% |
| JORHAT | 18 | 18 | 39 | 13 | 338 | 22% | 11% | 28% | 6% | 33% | 0% | 0% |
| LAKHIMPUR | 14 | 14 | 39 | 9 | 153 | 43% | 14% | 0% | 21% | 7% | 14% | 0% |
| MAJULI | 1 | 1 | 75 | 0 | NA | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| SIVASAGAR | 8 | 8 | 44 | 5 | 124 | 38% | 25% | 0% | 13% | 25% | 0% | 0% |
| TINSUKIA | 4 | 4 | 50 | 2 | 113 | 50% | 25% | 0% | 25% | 0% | 0% | 0% |
| WEST KARBI ANGLONG | 0 | 0 | NA | 0 | NA | NA | NA | NA | NA | NA | NA | NA |

3.2 Field Office Survey

3.2.1 Nature of Respondents

The Assam RTPS Services implementation experience information has been surveyed across various field offices across the state. The responses collated from the supply side of the ACCSDP program have been analyzed in depth across a wide number of parameters and focus areas related to efficiency and excellence in service delivery. The representation of various offices surveyed has been shown in the graph below.

Figure 40: Representation of Various Offices in the Field Office Survey



As it can be observed above, a significant number of respondents (136) represented the Circle offices, followed by DC Office, Sub-Registrars office, District Transport Office and District Veterinary Department. Fair number of representation is ensured in the sample from District Agricultural Department office, District Labour Department office, District Employment office as well as Co-operative Societies.

Manpower availability and current vacancy among permanent and contractual staff has been analyzed across various field offices providing RTPS services. The following table shows the field offices with high vacancy.

Table 13: Districts with Distribution of Vacancies in Manpower

| Sl. | Offices | Percentage of Vacancies |
|-----|----------------------------------|-------------------------|
| 1 | Circle Office | 29% |
| 2 | District Transport Department | 34% |
| 3 | Co-Operative Society | 39% |
| 4 | Sub-Registrar Office | 41% |
| 5 | District Labour Department | 37% |
| 6 | Sub-Divisional Office | 42% |
| 7 | IWT-PFC | 72% |
| 8 | Industry And Commerce Department | 52% |

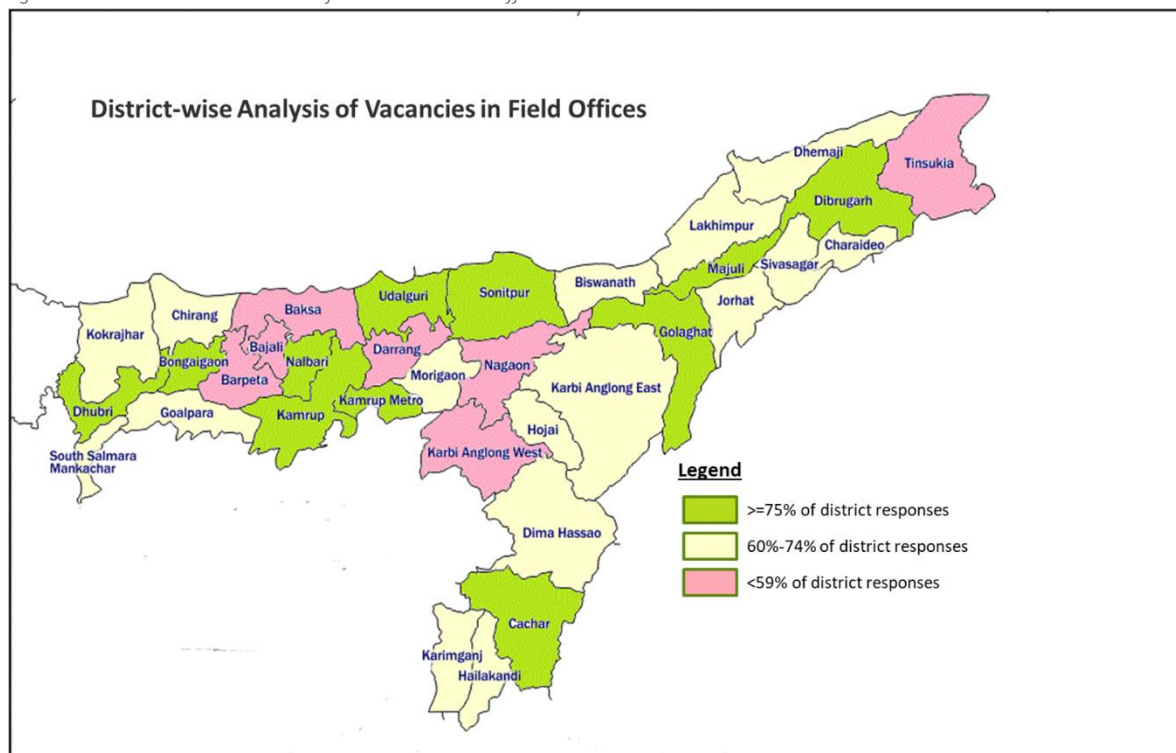
| Sl. | Offices | Percentage of Vacancies |
|-----|--|-------------------------|
| 9 | Guwahati Municipal Development Authority | 54% |
| 10 | AHSEC | 0% |
| 11 | SEBA | 41% |
| 12 | Parivahan Commisioner of Transport | 35% |
| 13 | Civil Supply | 53% |
| 14 | District Veterinary Department | 29% |
| 15 | E-Governance | 73% |
| 16 | Health Department | 22% |
| 17 | Block Development Office | 11% |

Out of the different types of offices, the major institutions such as Circle Offices, District Transport Department, Co-Operative Societies, Sub-Registrar Offices, District Labour Department, and Sub-Divisional Office have vacancies of around 30%-40%.

Some smaller institutions such as e-Governance office, Civil Supply, IWT-PFC have high level of vacancy.

District-wise analysis of manpower vacancy has been done to identify the districts with different levels of vacancy in the field offices.

Figure 41: Districts with Distribution of Vacancies in Field Offices



Field office survey has gathered responses representing all 35 districts of Assam. The presence of various government offices represented in the top 10 districts covering 38% of the total response has been shown in the figure provided alongside.

Table 14: Spread of Responses from Various Govt. Offices from Top 10 Districts

| Districts | DC office | Subdivision office | Block office | Circle office | District Transport office | Sub-registrar office | Others |
|-------------------|-----------|--------------------|--------------|---------------|---------------------------|----------------------|--------|
| Kamrup Rural | 9.5% | 0.0% | 4.8% | 52.4% | 4.8% | 14.3% | 19.0% |
| Kamrup Metropolit | 0.0% | 6.7% | 0.0% | 33.3% | 13.3% | 6.7% | 40.0% |
| Sonitpur | 6.3% | 0.0% | 0.0% | 31.3% | 6.3% | 6.3% | 43.8% |
| Cachar | 6.7% | 0.0% | 0.0% | 40.0% | 6.7% | 13.3% | 33.3% |
| Golaghat | 6.7% | 6.7% | 0.0% | 40.0% | 6.7% | 6.7% | 33.3% |
| Kokrajhar | 6.7% | 13.3% | 0.0% | 33.3% | 6.7% | 6.7% | 33.3% |
| Dhubri | 7.1% | 0.0% | 0.0% | 50.0% | 7.1% | 7.1% | 28.6% |
| Sivasagar | 14.3% | 7.1% | 0.0% | 28.6% | 7.1% | 7.1% | 35.7% |
| Udalgudi | 7.1% | 0.0% | 7.1% | 35.7% | 7.1% | 7.1% | 35.7% |
| Karbi Anglong | 15.4% | 7.7% | 0.0% | 30.8% | 7.7% | 0.0% | 38.5% |

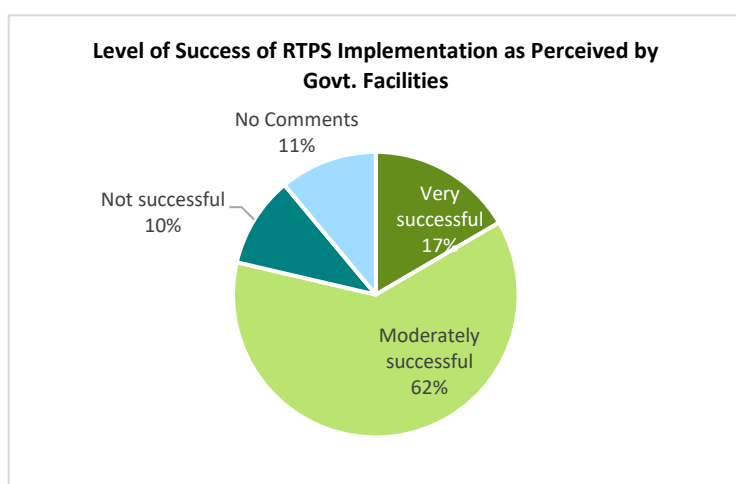
Insights gathered from this analysis throws light on the fact that although Circle Office constitutes majority of the responses gathered, there is fair representation from major government institutions such as Circle Office, DC Office, Sub-Registrars office, District Transport Office and District Veterinary Department.

Representation from Other offices include District Agriculture Dept., District Labour Dept. Co-operative Societies, and District Employment Office.

3.2.2 Critical Success Factors

The level of success of the RTPS Implementation across district level offices of Assam has been assessed. The assessment of the supply side actors which include the government facilities covered in the office level survey has been depicted in the graph below.

Figure 42: Level of Success of RTPS Implementation reported by Office Staff



It can be inferred from the graph that largely the respondents have reported the program to be successful among their target beneficiaries.

With 17% declaring the program as very successful, and 62% reporting it as moderately successful, it may be concluded that the program has been fairly successful in its implementation and acceptability among target beneficiaries.

Further analysis has been done to identify the popular services which have been perceived as most successful in its implementation and acceptability by beneficiaries.

The top 10 services are as follows:

Table 15: Most Successfully Implemented Services as reported by Govt. Facilities

| Sl. | Popular Services which are reported to Most Successful in Implementation and Its acceptability among Beneficiaries |
|-----|--|
| 1 | Certified copy of Jamabandi or Record of Rights |
| 2 | Office Mutation |

| Sl. | Popular Services which are reported to Most Successful in Implementation and Its acceptability among Beneficiaries |
|-----|--|
| 3 | Issuance of Non-Encumbrance Certificate |
| 4 | Land Holding Certificate |
| 5 | Issuance of Trace map from Circle Office |
| 6 | Issuance of Certified copy of Registered Document |
| 7 | Registration of documents in Sub-Registrar office under Registration Act, 1908 |
| 8 | Driving License – Non Transport |
| 9 | Post Mortem Report AH&V |
| 10 | Valuation Certificate of Animal/Bird for Insurance |

It may be noted that the assessment has been prepared from the top 5 popular services as implemented by the service delivery facilities surveyed.

The ARTPS program has been successful in addressing the following issues persistent in the system and in the following order:

1. Ensuring service delivery points are nearer
2. Addressing the problem of limited understanding of citizens
3. Making the services further affordable for citizens
4. Simplifying the earlier complex procedure

Some of the insights on the success of the program implementation is summarized below.

Insights on Successful Service Delivery

97% of the service providers (PFC/CSC) reported an overall increase in customer satisfaction

At least 65 out of 300 Services has been displaying information on “Stipulated Timeline for Delivery”.

Modes of Service Application Acknowledgement

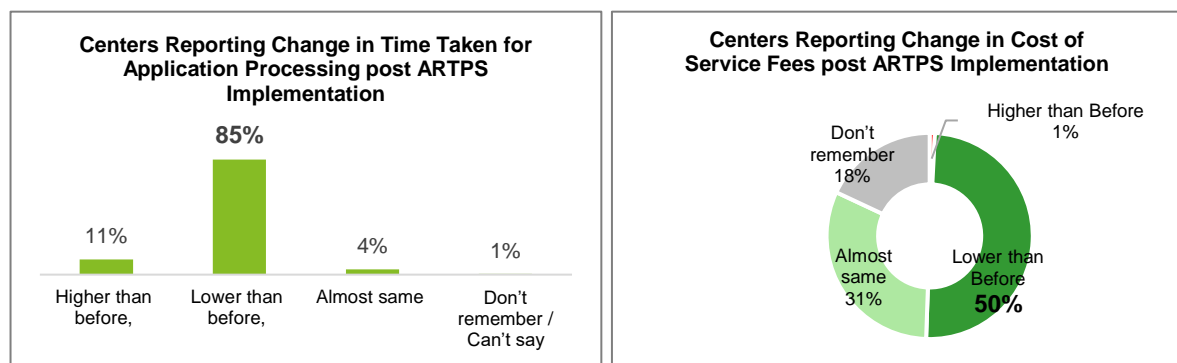
| | | |
|--|---|--|
| <p>100% of the service applications are provided with acknowledgement post service application</p> | <div style="background-color: #4CAF50; color: white; padding: 5px; display: inline-block; border-radius: 5px;">75%</div> Computerized Printout Acknowledgement | <div style="background-color: #00838F; color: white; padding: 5px; display: inline-block; border-radius: 5px;">25%</div> SMS/ Email Application Acknowledgement |
|--|---|--|

The service delivering facilities report rejections in delivering services to the citizen through **electronic mode only** to increase speed and accuracy of communication.

Post the RTPS Implementation, efficiency of application processing has improved in terms of its turn around time as well as reduction in cost of the service fees.

Most service delivery facilities including PFC/CSC centers (**85%**) reported that the time taken to process application **reduced** post ARTPS implementation.

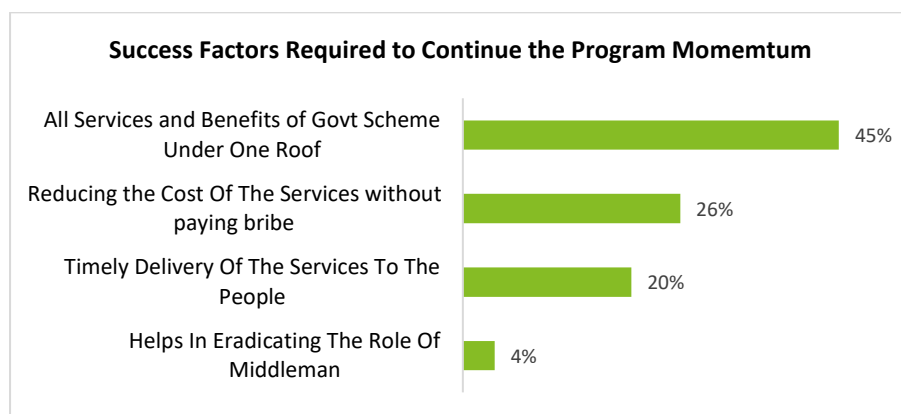
Figure 43: Increase in Application Processing Efficiency Post RTPS Implementation



More than 98% of centers (which agree the cost is lower than before) reported **Cost of Service Fees reduced by 20%** post ARTPS Implementation.

All government offices/facilities surveyed have reported that PFCs have been successful in enabling last mile delivery of services. Further analysis has been done to identify the key success factors that can ensure Government of Assam to continue this momentum beyond the end of project support.

Figure 44: Analysis of Success Factors Required to Continue Project Momentum



Achievements in Capacity Building of Staff

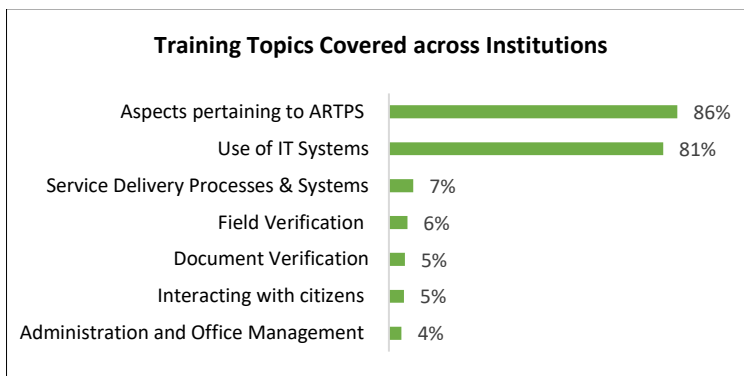
The implementation of RTPS Services in various field offices of Public Facilitation Centers (PFC) and Common Service Centers across districts in Assam included a critical component of capacity building of human resources on the electronic delivery of the of citizen centric services ensuring efficiency, transparency and reliability at affordable costs to the citizens.

Some of the critical insights regarding trainings conducted and training required for improvement of the project impact at the PFCs and CSC have been analyzed from the endline survey and enclosed below:

- ARTPS Centre survey revealed that **nearly 97%** of the institutions (PFC and CSC) surveyed has conducted **at least 1 training** in the past year. Only 2.5% of the institutions (PFC/CSC) were yet to conduct any trainings.
- In majority of the centers (77%), **more than 50%** of the staff have been **trained**.

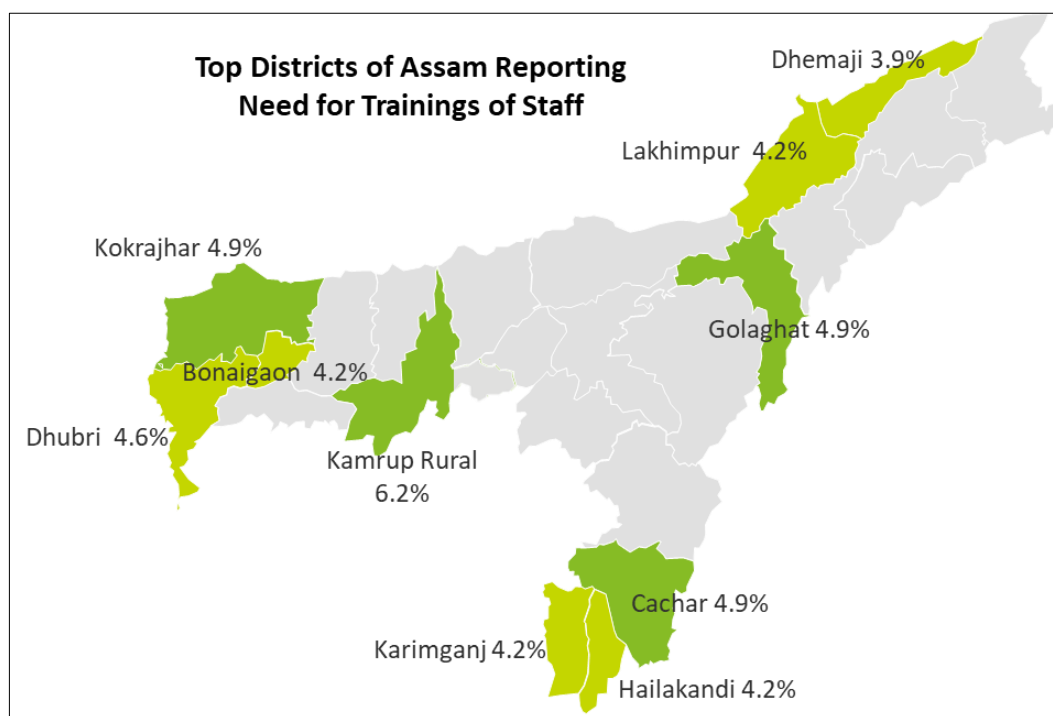
- As shown in the chart alongside, the main topics covered in the trainings have been Use of IT System and Aspects pertaining to ARTPS:
 - 86% of institutions covered training on **Aspects pertaining to ARTPS** and
 - 81% of the institutions covered training on **Use of IT System**. The adjoining graph also shows the percentage coverage of other training topics across institutions.
- Around **81%** of the institutions (PFC and CSC) covered trainings on **both the topics** of:
 - Use of IT System
 - Aspects pertaining to ARTPS

Figure 45: Key Training Topics Covered Across Offices/Institutions



Around 77% of the institutions reported the need for more personnel trainings to improve access to services

Figure 46: Map Showing Districts requiring Personnel Trainings for Service Improvement



Top 10 districts where institutions have reported “Need for more Personnel Trainings” to address the issue of access to services are featured in the adjoining image.

These top 10 districts account for nearly 50% of the responses.

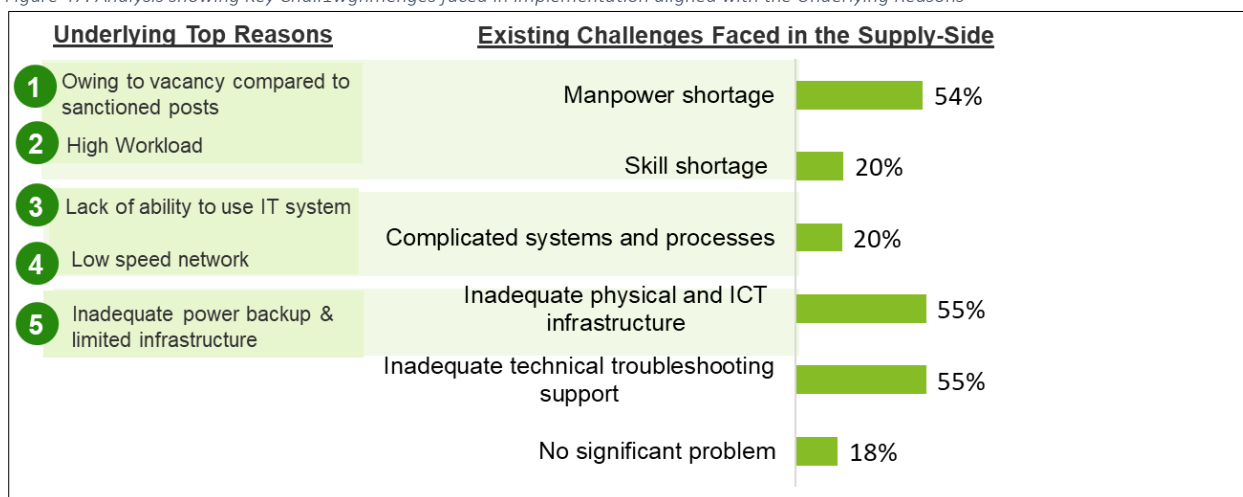
Around **34%** of the institutions perceive the **need for further strengthening capacities of staff** to continue the momentum of interventions under ACCSDP beyond targeted end of the project.

3.2.3 Key Challenges

Offices face multiple challenges in delivering services to citizens. 33% respondents indicated that the overall infrastructure facility at the offices and the capacity of the offices to deliver services is inadequate. Some of the key challenges faced has been given below.

- Around 55% of the respondents indicated that inadequate physical and ICT infrastructure and inadequate technical troubleshooting support were the key reasons for inefficiency in service delivery.
- Around 54% respondents indicated manpower shortage as another top reason for inefficiency in service delivery.
- The underlying reasons for the challenges have been analyzed to assess the top contributing factor behind the problems
 - For manpower shortage around 84% of the respondents mentioned high vacancy for sanctioned posts is the leading factor, followed by 54% of respondents reporting high workload being a contributing factor
 - For inadequate ICT infrastructure, irregular or low speed network connectivity is reported at the most common cause (98%) followed by nearly 58% of respondents reporting inadequate computer & peripherals as well as inadequate power back-ups.
 - Within inadequate physical and infrastructure, around 55% respondents indicated irregular/ low speed of internet and inadequate computers and peripherals primarily affect service delivery. Other major constraints included inadequate space and facilities for staff and inadequate power back up facilities
 - Within skill shortage, respondents indicated that lack of knowledge of IT systems and ability to conduct document verification were major areas of concerns

Figure 47: Analysis showing Key Challenges faced in Implementation aligned with the Underlying Reasons

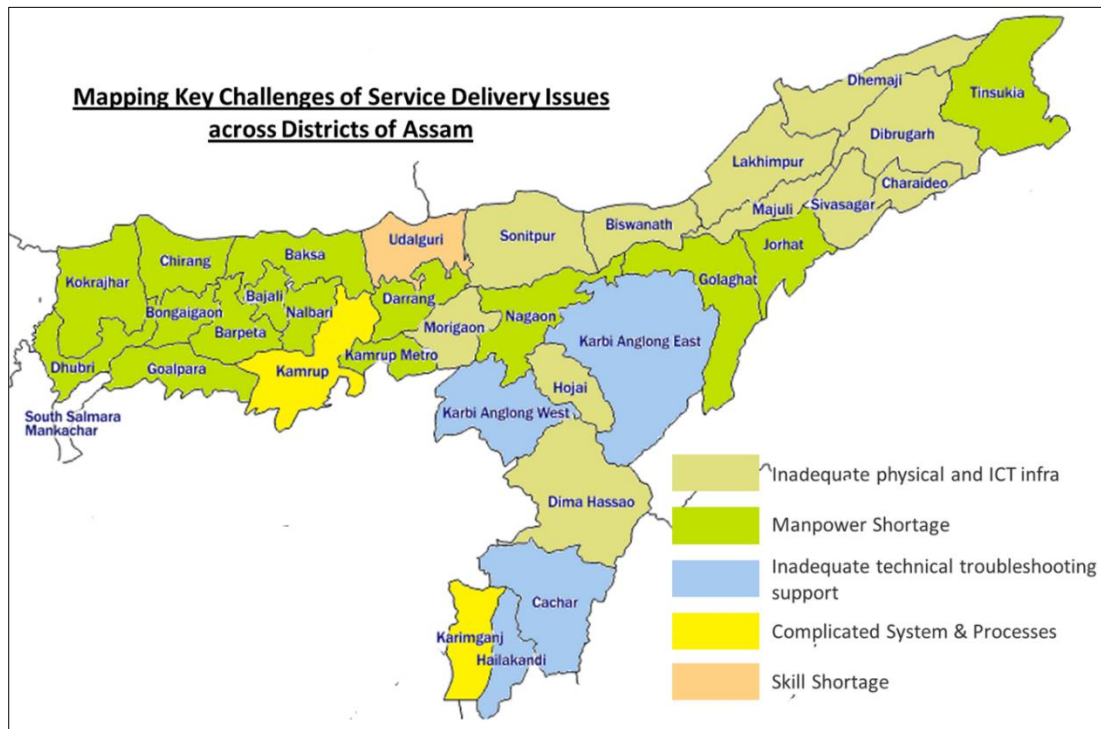


- Large proportion of offices (around 27% offices) reported conducting no training programmes in last one year, with a high proportion of offices belonging to Circle, Block and Sub-Registrar Offices. Only 18% offices reported having conducted more than 5 training programmes in the last one year
 - Of the offices undertaking training in the last one year, only 14% imported some training to all its officers and staff, indicating that capacity building of officers and staff has not been focused upon across field offices
 - Most of the training programmes focused on use of IT systems, administration and office management and on service delivery processes. Only 4% of all trainings focused on ARTPS and its components.

Overall, it was observed that while processes being followed and levels of approval and documentation required for availing services was simple, significant improvement can be made in areas pertaining to overall infrastructure facilities and capacity of the field offices through which services are being delivered.

A detailed district-wise assessment of key challenges faced during service delivery by the supply side actors or the government facilities captured and analyzed. The representation of the analysis has been provided below.

Figure 48: District-wise Mapping of Key Challenges faced in Service Delivery of RTPS in Assam



To summarize the insights on challenges, the following findings may be noted:

Insights on Key Challenges faced during Effective RTPS Rollout

85% of service providers have reported that *private establishments are posing a challenge* to the current functioning of PFCs/ CSCs for citizen service delivery

While the overall processes to be followed is considered to be easy and simple, *majority* of the centers pointed out issues around *speed of internet connectivity, inadequate computer peripherals and knowledge of online processing*

In grievance redressal mechanism, *all service delivering facilities* have reported using only **RTPS Toll free helpline number. No other modes including RTPS portal are in use.**

3.2.4 Insights on Sustainability

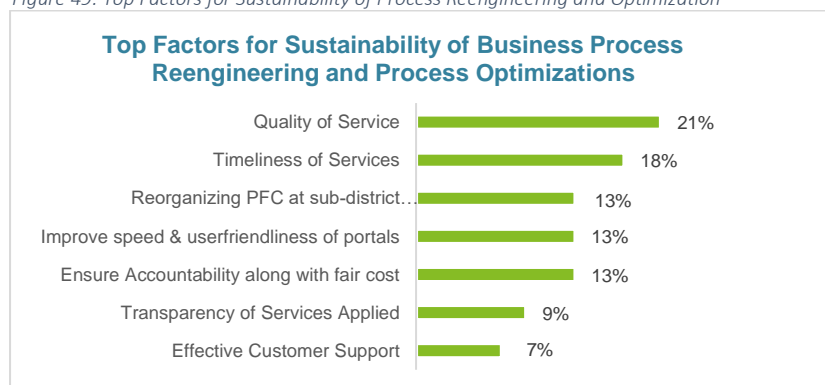
Area Progress Summary

| Insights on Sustainability | |
|----------------------------|---|
| Objective | To develop strategies for sustaining and progressing on optimizing the process further to deliver on-time services to citizen. |
| Progress | Areas for improving business process reengineering and process optimizations have been identified by service providers. Identified areas requiring improvement included improvement in infrastructure, and internet connectivity issues, need for rigorous staff training, grievance redressal mechanisms and back-end support system |

| Insights on Sustainability | |
|----------------------------|--|
| Results | <p>Off-Track (with conditions):</p> <ul style="list-style-type: none"> • Factors such as private establishments still acting as parallel channels of service delivery may hinder sustainability of the program. • Presence of middlemen increasing costs and affecting transparency of the system affects future of the program. • Inadequate physical capacities of service delivery centres (PFC/CSC) along with limited training capacities of staff is a major obstacle for progress and sustainability of the system. |

With considerable success achieved in the RTPS Implementation across all districts of Assam, the service delivering facilities have provided their feedback on strategies to sustain and improve on the process reengineering and process optimization. The analysis highlighting the top recommended areas critical for sustainability of business process reengineering and process optimization has been shown below:

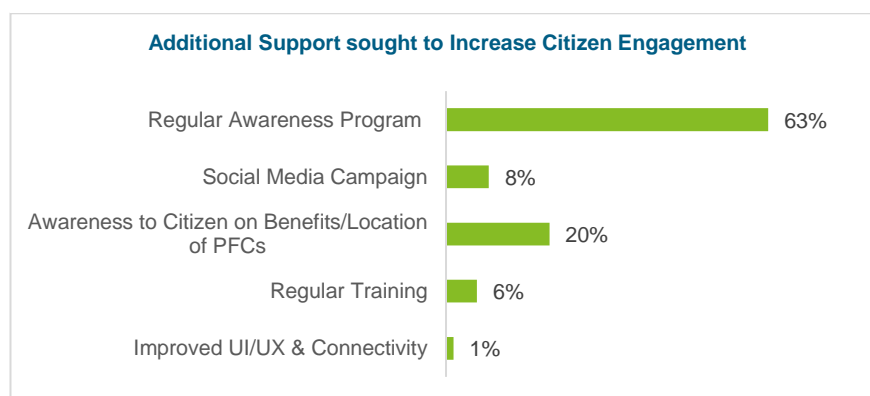
Figure 49: Top Factors for Sustainability of Process Reengineering and Optimization



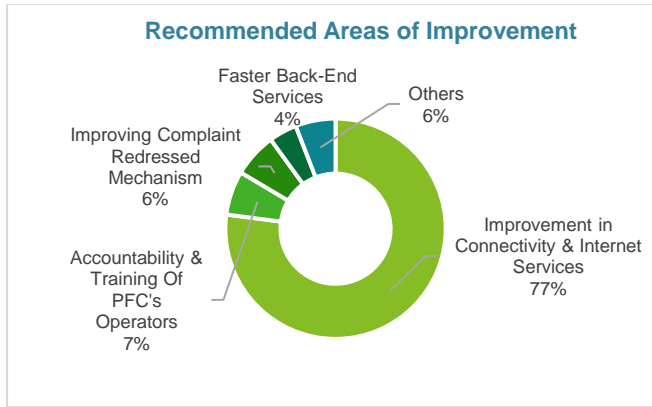
As it can be observed from the graph above that feedback from the service delivering institutions indicate that focus on maintaining high quality of service and timeliness of service delivery are most critical factors ensuring sustainability to the process optimization. Other critical factors include reorganizing PFC at sub-district levels, improving speed of portal and ensuring accountability with fair cost.

Figure 50: Additional Support Sought to Increase Citizen Engagement

Insights gathered around additional support that can further strengthen and increase citizen awareness strongly suggested regular awareness programs to be conducted to increase sensitization on holistic aspects of the RTPS program.



To address the challenges identified during field office level survey, the key factors identified include improvements on portal user interface design and speed of connectivity in PFC/CSCs, through training of PFC operators and improvement in grievance redressal mechanism.



4. Project Endline - Conclusion

4.1 Mapping Findings to Evaluation Framework

The assessment of the findings across various parameters considering in the Endline Survey has been undertaken around the evaluation criteria laid out by the OECD Development Assistance Committee². The aspects analyzed under the framework included the following:

- **Relevance:** If the program has been doing the right things and the extent to which the ARTPS portal provide service to its target citizens and continues to do so if circumstances change.
- **Coherence:** If the program fits well in the socio-cultural context and can serve the target population through the identified institutions.
- **Effectiveness:** If the program succeeds in achieving its objectives and expected results, including any differential results across groups. This aspect assesses if the RTPS services has attained its strategic objective and also the degree to which the desired outcomes are achieved through the changes brought in by the interventions.
- **Efficiency:** If the program utilizes its' resources well in achieving target scheme outcomes.
- **Impact:** If the program makes a difference required to achieve higher level development objectives.
- **Sustainability:** If the net benefits accrued by the program are likely to continue over a meaningful timeframe.

The performance of RTPS Implementation on the pillars of Relevance, Coherence, Effectiveness, Efficiency, Sustainability, Impact framework have been summarized in the tables below.

Relevance: In terms of relevance of the ACCSDP program, most of the indicators are assessed to be on track to achieve its objectives of providing right set of services, create holistic and in-depth awareness and deliver on-time services. The performance of the outcome level indicators has been detailed in the table below.

Table 16: Performance of ARTPS Implementation in terms of its Relevance

| Relevance | | |
|------------------|---|------------------------|
| Sl. | Indicators | Ratings |
| 1 | Overall awareness of the ARTPS Act | On Track |
| 2 | Detailed and exhaustive knowledge on ARTPS Act | Partly On Track |
| 3 | Availability of Correct Information pertaining to processes | On Track |
| 4 | On-time Delivery of Services | On Track |
| 5 | Citizen Friendly Behavior during Service Delivery | On Track |

Coherence: In terms of coherence of the ACCSDP program, the indicators have been found to be on track of achieving its objectives. The environmental factors ensuring smooth delivery of services, ease of accessibility by applicants and support mechanisms set in the system are well-performing. The details of these outcome level indicators have been given in the table below.

² <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

Table 17: Performance of ARTPS Implementation in terms of its Coherence

| Coherence | | |
|------------------|---|-----------------|
| Sl. | Indicators | Ratings |
| 1 | Single point of delivery for a large number of popular services | On Track |
| 2 | Ease of Application | On Track |
| 3 | Online mode of application utilized | On Track |
| 4 | Satisfactory Response for Call Center Support | On Track |

Effectiveness: In terms of effectiveness of the ACCSDP program, majority of the indicators have been found to be on track of achieving its objectives. The critical factors responsible for improving overall experience of citizens availing services have been carefully evaluated and rated in the table given below.

Table 18: Performance of ARTPS Implementation in terms of its Effectiveness

| Effectiveness | | |
|----------------------|--|------------------------|
| Sl. | Indicators | Ratings |
| 1 | Program Success as perceived by Field Offices | On Track |
| 2 | Program addressed issues related to timely and accessible service delivery | On Track |
| 3 | Significant reduction in time taken to process application RTPS services | On Track |
| 4 | Significant reduction in service fees as reported by Field Offices | On Track |
| 5 | Simplified processes | On Track |
| 6 | Nearness of PFC and CSC to citizens | On Track |
| 7 | Exhaustiveness of services being delivered through portal | Partly On Track |

Efficiency: In terms of efficiency of the ACCSDP program, some of the critical indicators have been found to be off track of achieving its objectives. The critical factors responsible for optimally utilizing the resources employed for the program implementation have been specifically found to be low on performance, resulting in moderate to low efficiency of the program.

Table 19: Performance of ARTPS Implementation in terms of its Efficiency

| Efficiency | | |
|-------------------|---|------------------------|
| Sl. | Indicators | Ratings |
| 1 | Manpower Availability & Vacancy Status | Off Track |
| 2 | Carrying out at least one training at the service delivery points | On Track |
| 3 | Carrying out training for at least half of the staff | On Track |
| 4 | Key Topics covered in training | On Track |
| 5 | Unmet demand for training as perceived by Field Offices | Partly On Track |
| 6 | Adequate physical and ICT infrastructure | Off Track |
| 7 | Regular or high-speed network connectivity | Off Track |
| 8 | Well defined Grievance Mechanism | Partly On Track |

Impact: In terms of impact of the ACCSDP program, most of the aligned indicators have been performing well and is on track of achieving its objectives. The parameters around the level of satisfaction of the applicants, improved grievance redressal rate and their demand for further inclusion of services under the same portal proves high performance of the Impact areas.

Table 20: Performance of ARTPS Implementation in terms of its Impact

| Impact | | |
|---------------|--|------------------------|
| Sl. | Indicators | Ratings |
| 1 | Growing Demand for Inclusion of Other Services under RTPS portal | On Track |
| 2 | Reduced Burden on Citizen in terms of Cost of Service | On Track |
| 3 | Reduced Burden on Citizen in terms of Time | Partly On Track |
| 4 | Overall Satisfaction of Service Received | On Track |
| 5 | Acceptable Grievance Redressal rate | On Track |

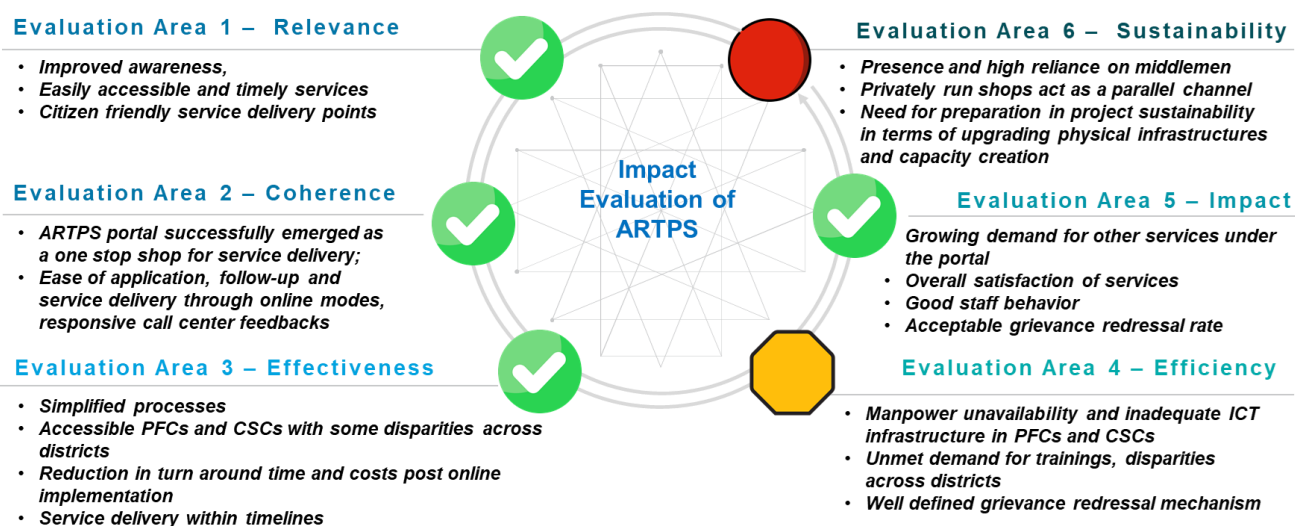
Sustainability: In terms of sustainability of the ACCSDP program, some of the critical indicators have been found to be off track of achieving its objectives. The critical factors responsible for long-term achievements and extension of the program requires strengthening to be further robust. The table below elucidates the performance evaluated for different indicators.

Table 21: Performance of ARTPS Implementation in terms of its Sustainability

| Sustainability | | |
|-----------------------|---|------------------------|
| Sl. | Indicators | Ratings |
| 1 | Non reliance on Middlemen and no bribing | Off Track |
| 2 | Informal channels of applying RTPS services | Partly On Track |
| 3 | Preparation for sustainability in existing physical infrastructures | Partly On Track |
| 4 | Preparation for sustainability in terms of capacity building | Off Track |

The overall assessment of the ARTPS Implementation in this evaluation framework has been summarized below:

Table 22: Summary of Overall ARTPS Evaluation



4.2 Impact Evaluation Recommendations

In this section we have tried to assimilate the review findings with feedback received from stakeholders across the key aspects of the Assam Citizen Centric Service Delivery Project. We have attempted to understand the impact of the project and the future sustainability and arrive at future discourses which will help to build on the impetus of the project interventions and assure the momentum of ACCSDP going into the future. This will help to tide over key challenges and ensure that the gains of the project perpetuate across the coming decade.

We have mapped the project recommendations across the following components:

- Strengthening RTPS implementation
- Supporting Process Re-engineering in Selected Services
- RTPS services delivered within stipulated time limits
- Promoting Citizen engagement

Strengthening RTPS implementation

(I) Problem/challenge: There is a significant reliance on middlemen for service delivery which points to the creation of an additional layer which sits between the citizens and the Government service delivery layer. This points to a weakness in the simplification of the processes as the system is currently not yet user friendly enough to override the reliance on the middlemen layer.

It has been analyzed that those respondents who relied on middlemen incurred a cost of Rs 243 to pay for services of middlemen over and above the official service fees paid. Further it was analyzed 55% of respondents reliant on middlemen paid a sum between Rs 200 - Rs 500 for the service of the middlemen. The opportunity cost of the Rs 240+ paid to middlemen is significant for the poorer sections of the society as the same could have been utilized to pay for more important purchases of goods and services.

Impact evaluation recommendation:

To strengthen RTPS implementation and curtail the profiteering by middlemen it is recommended to create a system that encourages citizens to be self-reliant when filling up the applications. This may be architected by the following interventions:

- Regular camps at village centers and urban agglomerations. There may be demonstrations of how to fill up application forms for commonly applied services. Each line department may independently conduct camps for their own services and ARIAS may act as a coordination layer.
- Individuals like Village Level Entrepreneurs may be incentivized to guide citizens in filling up applications. An official medium of facilitators for a nominal fee which is regulated will be significant in combating the growth of middlemen.
- Schoolchildren are often technically competent and more conversant with information technology tools when compared to their parents. There may be programs in schools explaining the services under ACCSDP and application process and children may work in tandem with their parents to access the portal.
- Information dissemination regarding the official service fees (as applicable) and information discouraging the involvement of middlemen can be made part of the IEC campaign.

(II) Problem/challenge: Financial viability of Public Facilitation Centres is a key concern as they are underutilized and have scope to serve a wider population. At the time of period monitoring, basis reports prepared by the Monitoring and Evaluation Agency, it was assessed that the Public Facilitation Centres are suffering from low footfall. This may be attributed to factors like low awareness, non availability of desired services or remote location.

Impact evaluation recommendation:

At the conclusion of the Assam Citizen Centric Service Delivery Project, it is imperative that the network of PFCs created, achieve self-sustainability without recourse to additional funding. A number of options may be explored in this regard.

- The Public Private Partnership Model may be revised to include a longer concession period to enable the private partner to recover funds invested.
- Convergence models may be explored with multiple departments leveraging the PFC locations for their own departmental schemes or initiatives.
 - PFC premises may be used to promote educational initiatives and may house mini libraries
 - PFC premises may be used to offer medical services through clinics and camps

(III) Problem/challenge: More than three fourths of the office respondents have opined that additional training is necessary. The project has conducted trainings on aspects pertaining to ARTPS, use of IT systems, service delivery, management etc.

Impact evaluation recommendation:

While in the majority of office locations, more than half of the staff have been trained there is a sentiment that more training is needed. Recommendations in this regard include.

- Creation of demonstration videos for key aspects of the portal which may be shared with new recruits
- Popularization of a dummy portal that PFC operators can use to practice application submissions
- Recognition to top performing operators
- Promotion of peer learning
- Inclusion of outcome based training programs and leverage models like the Kirkpatrick model of training evaluation
 - The Kirkpatrick Model, also known as Kirkpatrick's four level of training evaluation, is a key tool for evaluating the efficacy of training and consists of four levels – reaction, learning, behavior and results.

Supporting Process Re-engineering in Selected Services

(I) Problem/challenge: There are still manual processes which are yet to be automated. Business Process Reengineering has been done for 116 services out of a total of 130 services under consideration across 22 Depts/Directorates/ Councils.

Impact evaluation recommendation: Completing business process reengineering activities for all services will help in streamlining processing by facilitating value adding steps while curtailing value destroying steps. It is necessary to leverage the BPR Executives attached to each department for completing the BPR activities. The following actions are recommended in this regard:

- Filling up vacancies for BPR Executives
- BPR Executives to work on the philosophy of *Kaizen* – continuous improvement for processes concerning their parent department. On a periodic basis, certain processes may be taken up for assessment with a view to construct fishbone analysis and ascertain if the reengineered processes are gaining in efficiency over time.
- The reengineered processes have to be reevaluated to integrate regular updates to citizens. If there is a regular flow of information to citizens (preferably by SMS, which can be accessed even by feature phones / non smart phones) then the need for repeat visits (expressed by citizens) will be mitigated. The feature of SMS alert is a process level change that has to be carried out by the developer and approved by the concerned department.

RTPS services delivered within stipulated time limits

(I) Problem/challenge: Service delivery is dependent on a number of factors, paramount among which is the competency of the human resources associated with project delivery. Around 34% of the institutions surveyed as part of the office survey perceive the need for further strengthening capacities

of staff to continue the momentum of interventions under ACCSDP beyond targeted end of the project. Also, insights from project monitoring bring in that 0.94 million service applications were disposed beyond the stipulated timelines and another 0.93 million applications are pending beyond time. This points to the significance of training.

Impact evaluation recommendations: The findings evaluated from the Endline survey can throw light on the seasons for delays in delivering services as perceived from the supply side as well as the demand side.

The challenges faced by the field offices would have led to the delays in providing services against the pending application. The main issues brought out in the Endline Impact evaluation includes:

- Inadequate physical and ICT infrastructures in the PFC and CSC
- Limited technical troubleshooting support
- Shortage of manpower and skilled resources
- Complicated systems and processes along with limited internet speed available in districts

The underlying reasons of the existing challenges have also been uncovered by the Endline Impact Evaluation. Lack of training of resources on technical aspects and intermittent linkage with troubleshooting teams have led to the issues in place. Unfilled vacancies and high workload of existing resources also affect the turn-around times of service delivery.

The responses from the citizen survey are also aligned with the insights drawn from the field office survey with respect to the reasons behind delay in service delivery. Some of the key challenges faced by respondents included:

- Unavailability of personnel in service delivery counters during functional hours
- Multiple trips required to be made to front end counters
- Long waiting time at queues
- Lack of effective ICT infrastructure to disseminate information on applications, submissions and service deliveries

Hence, it can be inferred that there is a strong need for continuous training beyond the project duration to ensure that personnel associated with service delivery are aware of the entire gamut of activities that service delivery entails. The aspects of the training should include:

- Deep understanding of the legal and regulatory aspects of the ARTPS ecosystem
- Understanding of the portal workflow
- End to end service delivery process – what is the critical path and why service delivery is delayed
 - Root causes of service delivery failures / delays
- Interpreting the dashboard and MIS

Promoting citizen engagement

(I) Problem/challenge: We understand that while overall awareness level of ARTPS is high the same has not been understood at a granular level. There is a superficial understanding of the project at a high level but citizens are yet to imbibe the finer aspects of the act including what it entails for the citizens. For example, while 90%+ respondents are aware of the act in general, however the awareness of specific aspects of the act hovered between 20%+ and 50%+.

Impact evaluation recommendations: The project has leveraged conventional as well as digital channels for building awareness about the project. Study of the marketing collaterals created by ARIAS shows that multiple aspects of the project have indeed been covered but the same have yet to be imbibed by the citizens. Activities that may be carried out to boost granular awareness include:

- Physical hoardings of specific aspects of ARTPS. The Instagram page of ACCSDP (https://www.instagram.com/accsdp_assam/?hl=en) has information about various aspects of ARTPS which may be utilized in print format to boost awareness in high footfall Government offices.

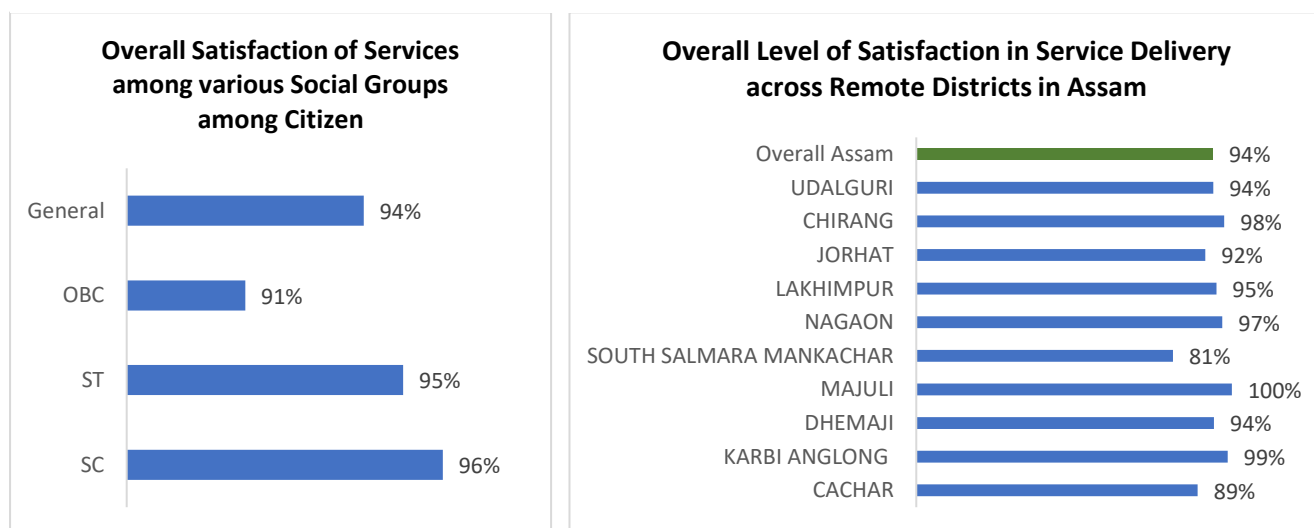
- Consent may be taken from applicants and thereafter messages may be sent on WhatsApp to increase awareness of specific aspects.

Reach of services to traditionally vulnerable communities

(I) Problem/challenge: The reach of the RTPS services, especially applications through the online portal to the traditionally vulnerable communities such as SCs, STs and OBCs and communities living in remote locations has been acceptable as found by the Endline survey. However improved awareness, use of online portal and quicker service delivery without the involvement of middlemen can be achieved through a stronger campaign in the identified regions.

Impact evaluation recommendations: The evidence from the endline impact evaluation suggests that access to services has been reasonably satisfactory among vulnerable communities (such as social groups of SCs, STs and OBCs). The overall satisfaction of services is also reasonably satisfactory in remote and difficult districts. The graphs below bring out the overall satisfaction among the identified communities.

Figure 51: Reach of RTPS Online Services to Vulnerable Communities and Regions



However, the outreach to the vulnerable communities may be strengthened through:

- A strong campaign with a focused outreach strategy to increase need-based awareness and service-wise knowledge dissemination
- Support and information dissemination on call center support for application submission, processing, document requirement and rights over service delivery with an intent to eliminate involvement of middlemen
- Information dissemination on the cost-related queries for services via online portal

High cost of services as barrier to uptake of services

(I) Problem/challenge: The cost borne by applicants include the official cost of services (if any) as well as logistic costs of travel, printing etc. In addition to this, limited awareness on various steps of application submission and processing has led to involvement of middlemen. The costs borne by applicants to pay the middlemen are often higher than service cost, as understood from our endline analysis.

Although post RTPS implementation, majority of the field office staff has mentioned that time and cost of services have both reduced, the reduction of cost is not agreed by majority of applicants. However, insights from the Citizen survey reveal that less than 30% of total applicants (27%) experienced a reduction in total cost of services by 10%-20%. It may be mentioned that over and above the official cost of services, more than 70% of applicants have borne the cost of services paid to the middlemen.

The average cost paid to middlemen by citizens for application submission, and service delivery is around Rs 243.

Impact evaluation recommendations: The problem needs to be addressed through a comprehensive strategy to increase awareness to applicants and increase interventions to support the applicants to fill application forms, gather documents and submit, eliminating the involvement of middlemen. The strategies to be considered for this issue are:

- Adequate information on service-wise costs and disseminate information against involving third-party agents and middlemen
- Provide comprehensive information on support provided to apply, gather required documentations for the service application, processes and options to apply and submit and also the methods to update its processing till the service delivery.
- Increase options of providing support to applicants in addition to the RTPS call center.

Supporting Process Re-engineering in Selected Services

(I) Problem/challenge: A number of critical in demand services are not yet under the ambit of the ARTPS Portal. There is a latent demand for services like land holding certificate, birth & death certificate, NOC for building construction etc. to be incorporated into the portal.

Impact evaluation recommendation:

It is recommended to formulate a cross departmental committee to expedite the inclusion of the most demanded services:

- Single Widow services demand a high degree of inter-departmental collaboration, hence a committee with senior members of the department is recommended
- Standardizing information and documentation are the key to streamlined processes
- A business process reengineering exercise is needed to derive the *to be* state of each service which will be followed by development and integration
- The portal itself may be realigned to better meet citizens' needs
 - The portal may be streamlined by use of artificial intelligence / machine learning driven chatbots which will guide the applicant throughout the process, preferably in the native language
 - User interface / user experience aspects to be looked into for making the portal more user friendly

(II) Problem/challenge: ACCSDP has been successful in bringing in a paradigm shift in the service delivery ethos of Assam. There is increased alacrity in service delivery and significant rise in levels of citizen satisfaction. Reengineered services have contributed to streamlining the service delivery mechanism of the state and it is important to ensure that the project advantages perpetuate beyond the lifetime of the project.

Impact evaluation recommendation:

Initiatives to augment the sustainability of the project beyond its closure include:

- Address the capacity gaps of PFC operators and train them to handle cases with efficiency and empathy.
- Development of appropriate mechanisms for boosting innovation in service delivery by periodic service assessment and root cause analysis of issues
- Formulation of methodologies for assessment of citizen satisfaction across multiple dimensions
- Provision of additional support to socio-economically and/or geographically disadvantaged districts
- Establishment of streamlined institutional mechanisms for monitoring of high and low performing PFCs

- In order to retain the momentum of the gains of ACCSDP, the Government of Assam may create a pool of funds to continue the key aspects of the project like Project Management Unit support, finance high performing PFCs, sustain training and capacity building programs and spearhead awareness drives.

RTPS services delivered within stipulated time limits

(I) Problem/challenge: Based on the responses received from the survey respondents, the overall grievance redressal rate was found to be 72%. There is a need to strengthen grievance redressal mechanisms to heighten citizen satisfaction.

Impact evaluation recommendation:

The recommendations pertaining to strengthening of grievance redressal are as follows:

- Periodic updates to citizens via SMS/email on the status of their grievances
- Follow up with citizens in case applications are rejected due to lack of or incorrect documents
- Holding physical camps in areas with high concentration of grievances
- Outlining and publicizing Grievance Redressal Policy and procedures for six stages of value chain (uptake, sorting/processing, acknowledgement & follow up, monitoring & evaluation, feedback)
- Engaging local thought leaders / opinion makers (community based or civil society organizations) to facilitate submission of grievances
- Deploying community-specific communication strategies to reduce fears about and increase comfort levels for submitting grievances

5. Annexure- I: Analytical Tables

5.1 Service-wise analysis of Applications made by citizens

| Sl. | Services | Service Codes | Total Applications made by Respondents |
|-----|--|---------------|--|
| 1 | Registration of name in Employment Exchange | 591 | 587 |
| 2 | Learner's License (Non- transport) | 598 | 462 |
| 3 | Driving License- Non Transport | 594 | 308 |
| 4 | Certified copy of Jamabandi or Record of Rights | 564 | 200 |
| 5 | Driving License(Transport) | 595 | 185 |
| 6 | Learner's License for Transport vehicle | 597 | 148 |
| 7 | Income Certificate | 575 | 147 |
| 8 | Issuance of SC certificate | 728 | 122 |
| 9 | Correction of Family Ration Card | 443 | 121 |
| 10 | NOC for land Transfer/Sale of land | 474 | 120 |
| 11 | Issue Birth certificate | 465 | 96 |
| 12 | Re-registration of Registration of name in Employment Exchange | 593 | 96 |
| 13 | Renewal of Driving License (Non-Transport) | 611 | 92 |
| 14 | Issue of Senior Citizen Certificate | 464 | 91 |
| 15 | Issuance of Non Encumbrance Certificate | 566 | 90 |
| 16 | Issue of Duplicate Ration Card | 442 | 82 |
| 17 | Next of Kin Certificate | 463 | 74 |
| 18 | Registration of documents in Sub-Registrar office under Registration Act, 1908 | 565 | 74 |
| 19 | Duplicate Registration Certificate (Non- transport) | 600 | 73 |
| 20 | Issuance of Change of ownership of Vehicle by inheritance | 606 | 72 |
| 21 | Office Mutation | 563 | 63 |
| 22 | Issuance of Marriage Certificate | 568 | 63 |
| 23 | Land Holding Certificate | 573 | 56 |
| 24 | Fitness Certificate | 610 | 55 |
| 25 | Issuance of No Objection Certificate for Transfer of Immovable Property | 571 | 48 |
| 26 | Valuation certificate of animal/bird for insurance | 403 | 40 |
| 27 | Retail Fertilizer Salepoint | 401 | 39 |
| 28 | Hypothecation Termination | 613 | 38 |
| 29 | Perfect Partition | 570 | 33 |
| 30 | Allotment Certificate to Periodic Patta | 579 | 33 |
| 31 | Issuance of Permanent Resident Certificate (PRC) for higher education | 506 | 32 |
| 32 | Issuance of Change of ownership of Vehicle on sale | 607 | 32 |
| 33 | Renewal of Driving License (Transport) | 612 | 29 |
| 34 | Issue Death Certificate | 467 | 28 |
| 35 | Issuance of No Objection Certificate for Reclassification/ Reclassification cum Transfer | 572 | 28 |
| 36 | Issuance of Permission for Change ownership of Vehicle (on Sale) | 609 | 24 |
| 37 | Delayed Registration of Birth | 466 | 20 |
| 38 | Renewal of License for the possession and use of medicated wines for Educational, Medical & Scientific purposes in Educational Institutions, Hospitals and Diagnostic Laboratories | 726 | 20 |
| 39 | Issuances of Birth/Still Birth Certificate | 501 | 17 |
| 40 | Issuances of Death Certificate | 503 | 17 |
| 41 | Duplicate Registration Certificate (Transport) | 599 | 17 |
| 42 | Issuance of Duplicate copy of Registration Certificate of the Establishment under Assam Shops & Establishment Act, 1971 | 542 | 15 |
| 43 | Renewal of Registration of name in Employment Exchange | 592 | 15 |

| Sl. | Services | Service Codes | Total Applications made by Respondents |
|-----|--|---------------|--|
| 44 | Registration of the Establishment under Assam Shops & Establishment Act, 1971 | 540 | 14 |
| 45 | Registration as Manufacturer/ Packer of Pre-Packed commodities under rule 27 of the Legal Metrology (Packaged Commodities) Rules, 2011 | 447 | 13 |
| 46 | Nomination of the Director by the Company under Sub-Section (2) of the Legal Metrology Act, 2009 | 446 | 12 |
| 47 | Common Application Form | 511 | 12 |
| 48 | Building Assessment for RCC/Semi-RCC and Assam Type House with details of the Building and Business for determining Annual Value of Building to assess Property Tax | 628 | 12 |
| 49 | Issuances of delayed Birth/Still Birth Certificate | 502 | 11 |
| 50 | Conversion of Land from Annual Patta (AP) to Periodic Patta (PP) | 580 | 9 |
| 51 | Duplicate Driving License for Non- Transport and Transport vehicle | 596 | 9 |
| 52 | Migration of Members from Ration Card | 445 | 8 |
| 53 | Trade License | 477 | 8 |
| 54 | Grant of NOC for Specified Trades | 490 | 8 |
| 55 | Issue of Trade License (General) | 493 | 8 |
| 56 | License of a Contractor(s) in Form IV under section 12 of the Contract Labour (R & A) Act, 1970 and Rule 21(1) of the Assam Rules | 515 | 8 |
| 57 | Certified Copy of Chitha | 574 | 8 |
| 58 | Correction of Area in Land Records | 581 | 8 |
| 59 | Correction of Name in Land Records | 582 | 8 |
| 60 | Address Change in RC | 615 | 8 |
| 61 | Holding Mutation | 473 | 7 |
| 62 | License of a Contractor(s) for Employment of migrant workmen in Form V under section 8(1)(b) of the Interstate Migrant Workmen (R.E & C.S) Act, 1979 and Rule 7(2) of the Assam Rules | 513 | 7 |
| 63 | License of a Contractor(s) for Employment of migrant workmen in Form IV under section 8(1)(a) of the Interstate Migrant Workmen (R.E & C.S) Act, 1979 and Rule 7(1) of the Assam Rules | 514 | 7 |
| 64 | Issuance of certified copy of Mutation (Registration) order / Miscellaneous case order | 569 | 7 |
| 65 | Reclassification of Land less than 1 Bigha | 585 | 7 |
| 66 | Issuance of Non-creamy layer certificate | 729 | 7 |
| 67 | Scheduled Tribe Certificate | 730 | 7 |
| 68 | Municipal Holding Certificate | 472 | 6 |
| 69 | Registration of Establishments under the Assam Shops & Establishment Act, 1971 in FORM O Under Section 36 and Rule 45 of the Assam Rules | 520 | 6 |
| 70 | Renewal of Registration Certificate of the Establishment under Assam Shops & Establishment Act, 1971 | 541 | 6 |
| 71 | Issuance of Trace map from Circle Office | 576 | 6 |
| 72 | Delayed Registration of Death | 468 | 5 |
| 73 | Issuance of NOC for fire safety of building Home | 509 | 5 |
| 74 | Route Permit | 604 | 5 |
| 75 | Issuance of Birth Certificate | 624 | 5 |
| 76 | Trade License | 629 | 5 |
| 77 | Registration of Establishment in Form I under Section 7 of the Building and Other Construction Workers (R.E & C.S) Act 1996 and Rule 23(1) of the Assam Rules, 2007 | 518 | 4 |
| 78 | Registration of Plantations in Form 13 under Section 2-A of the Plantations Labour Rules 1956 | 519 | 4 |
| 79 | Fitness Certificate of a Worker | 529 | 4 |
| 80 | Loss, Destruction or Mutilation of Certificate of Registration and issuance of duplicate registration certificate | 621 | 4 |
| 81 | Issuance of Delayed Birth Certificate | 625 | 4 |
| 82 | Grant of Temporary Bar License | 680 | 4 |

| Sl. | Services | Service Codes | Total Applications made by Respondents |
|-----|---|---------------|--|
| 83 | Registration of co-operative societies under Co-operative Societies Act,2007 | 404 | 3 |
| 84 | Transfer of Ration Card to other State/Area | 444 | 3 |
| 85 | Decision on Application for Building construction in urban areas (Up to G+2) | 469 | 3 |
| 86 | House Service Connection (HSC) | 476 | 3 |
| 87 | Issuances of delayed Death Certificate | 504 | 3 |
| 88 | Issuance of Disability Certificate | 505 | 3 |
| 89 | Renewal of NOC for fire safety of building | 510 | 3 |
| 90 | Registration of Establishment as the Principal Employer in Form I under Contract Labour (Regulation and Abolition) Act 1970 and Rule 17(1) of the Assam Rules, 1971 | 516 | 3 |
| 91 | Registration in (Form I) under Rule 4 of the Assam Motor Transport Worker Rules, 1961 | 521 | 3 |
| 92 | Approval as Boiler Erector/ Repairer and Steam/ Feed Water Pipe Line Fabricator/ Erector under IBR, 1950 | 537 | 3 |
| 93 | License for operating a Lift installed before the commencement of the Act | 544 | 3 |
| 94 | License for operating a Lift | 546 | 3 |
| 95 | Renewal of License of Escalators | 561 | 3 |
| 96 | Striking out of names of persons no longer in possession from RoR | 586 | 3 |
| 97 | Registration of Transport vehicle | 602 | 3 |
| 98 | Issuance of Registration Certificate along with the Certificate of Survey | 616 | 3 |
| 99 | Registration of Alteration | 622 | 3 |
| 100 | Grant of License for Wholesale Vend of IMFL by Co-Operative Societies/ Associations | 658 | 3 |
| 101 | Grant of License for Retail Vend of IMFL in Dak Bunglow/ Guest House for consumption ON the premises | 671 | 3 |
| 102 | Post mortem report AH&V | 402 | 2 |
| 103 | Registration for Manufacturers of Plastic Raw Material under the Plastic and Waste Management Rules, 2016 | 416 | 2 |
| 104 | Authorization for Processing/ Recycling/ Treatment and Disposal of Solid Waste under the Solid Waste Management Rules, 2016 | 420 | 2 |
| 105 | Application of registration under Rule 13(1) of The Assam Value Added Tax Act, 2005 | 440 | 2 |
| 106 | Application for grant of declaration in forms C or F Finance under Rule 12 of the CST (Registration & Turnover) Rules, 1957 | 441 | 2 |
| 107 | Re-verification and Stamping of Dispensing Pumps of Petrol/ Diesel | 459 | 2 |
| 108 | Issuance of Certified copies of public documents | 471 | 2 |
| 109 | Animal tax payment under GMC Act 1971 | 483 | 2 |
| 110 | License to establish places of recreation, entertainment, consumption of food or drink from Guwahati Municipal Corporation | 495 | 2 |
| 111 | Completion Report cum Building Occupancy Certificate under the Guwahati Building Construction (Regulation) Bye laws, 2015 | 499 | 2 |
| 112 | Issuance of Fire Attendance Certificate | 508 | 2 |
| 113 | Permission to Construct, Extend or take into use any Building as a Factory | 526 | 2 |
| 114 | Renewal of Factory License | 530 | 2 |
| 115 | Authorization for Maintenance of Lifts or Escalators | 543 | 2 |
| 116 | Renewal of Electrical Contractor License | 560 | 2 |
| 117 | Issuance of Certified copy of Registered document | 567 | 2 |
| 118 | Bakijai Clearance Certificate | 577 | 2 |
| 119 | Field Partition | 584 | 2 |
| 120 | Issue of Duplicate Marksheet by SEBA/AHSEC/State Madrassa Education Board | 588 | 2 |

| Sl. | Services | Service Codes | Total Applications made by Respondents |
|-----|--|---------------|--|
| 121 | Issue of Migration Certificate by SEBA/AHSEC | 590 | 2 |
| 122 | Issuance of Renewal Certificate of Survey | 617 | 2 |
| 123 | Issuance of Death Certificate | 626 | 2 |
| 124 | Enrollment as competent personal under the Assam notified Urban areas (other than Guwahati) Building Rules 2014 (For Individual) | 638 | 2 |
| 125 | Permission for Construction of Bridge | 642 | 2 |
| 126 | Grant of Brewery License | 644 | 2 |
| 127 | Grant of License for Compounding and Blending of IMFL | 648 | 2 |
| 128 | NOC Tree felling from Patta/Non Forest land | 405 | 1 |
| 129 | Renewal of Consent to Operate (under the Water Act, 1974 and Air Act, 1981) | 412 | 1 |
| 130 | Containers, Multi layered Plastics Pouch or Sachet under the Plastic Waste Management Rules, 2016 | 413 | 1 |
| 131 | Registration of Units engaged in Processing or Recycling of Plastic Waste under the Plastic Waste Management Rules, 2016 | 415 | 1 |
| 132 | Renewal of Registration of Producers or Brand Owners under the Plastic Waste Management Rules, 2016 | 417 | 1 |
| 133 | Renewal of Registration for Manufacturers of Plastic Raw Material under the Plastic and Waste Management Rules, 2016 | 419 | 1 |
| 134 | Authorization for Occupier of Health Care Facility (HCF) or Common Bio-Medical Waste Treatment Facility (CBWTF) under the Bio-Medical Waste Management Rules, 2016 | 422 | 1 |
| 135 | Renewal of Authorization for Occupier of Health Care Facility (HCF) or Common Bio-Medical Waste Treatment Facility (CBWTF) under the Bio-Medical Waste Management Rules, 2016 | 423 | 1 |
| 136 | Renewal of Authorization for Construction and Demolition Waste Processing Facility under Construction and Demolition Waste Management Rules, 2016 | 434 | 1 |
| 137 | Verification and Stamping of New Weighbridge | 456 | 1 |
| 138 | Verification and Stamping of New Mobile Dispensing Unit fitted with Vehicle Tank | 458 | 1 |
| 139 | Renewal of Trade License | 478 | 1 |
| 140 | Cess Pool Service | 485 | 1 |
| 141 | Erection of New Building under the Guwahati Building Construction (Regulation) Bye laws, 2015 (Construction Permit) | 486 | 1 |
| 142 | Re-erection of Building under the Guwahati Building Construction (Regulation) Bye laws, 2015 | 487 | 1 |
| 143 | Issue of Trade License (Veterinary Trades) | 491 | 1 |
| 144 | Issue of Trade License (Health related Trades) | 494 | 1 |
| 145 | Add Unit Common Application Form | 512 | 1 |
| 146 | Registration of Establishment as the Principal Employer in Form I under Section 4 of the Interstate Migrant Workmen (R.E&C.S) Act 1979 and Rule 3(1) of the Assam Rules, 1981 | 517 | 1 |
| 147 | Renewal of License in Form VII under Rule 29(2) of the Contract Labour (R & E) Rules 1971 | 523 | 1 |
| 148 | Registration of Steam/ Feed/ Blow Down Line under IBR, 1950 | 534 | 1 |
| 149 | Renewal of Certificate of Boiler/ Economizer under the Boilers Act, 1923 and IBR, 1950 | 535 | 1 |
| 150 | Renewal of Recognition as Manufacturer of Boiler and Boiler Components under IBR, 1950 | 538 | 1 |
| 151 | Renewal of Approval as Boiler Erector/ Repairer and Steam/ Feed Water Pipe Line Fabricator/ Erector under IBR, 1950 | 539 | 1 |
| 152 | License for operating an Escalator installed before the commencement of the Act | 545 | 1 |
| 153 | Approval for commencement of power supply in the Electrical Installations of Multi-storied Building as required under regulation 36 of the Central Electricity Authority (Measures relating to Safety & Electric Supply) Regulations, 2010 | 548 | 1 |
| 154 | Cinema Operator License | 549 | 1 |

| Sl. | Services | Service Codes | Total Applications made by Respondents |
|-----|--|---------------|--|
| 155 | Approval for Commissioning of Electrical Generating Units | 550 | 1 |
| 156 | Electrical Contractor License | 551 | 1 |
| 157 | Approval to commence power supply in overhead line exceeding 650 volts required for the purpose of according approval under regulation 43 pf the Central Electricity Authority (Measures relating to Safety & Electric Supply) Regulations, 2010 | 556 | 1 |
| 158 | Demarcation Certificate(where there is no dispute on title) | 578 | 1 |
| 159 | Issue of Duplicate Pass Certificate by SEBA/AHSEC/State Madrassa Education Board | 589 | 1 |
| 160 | Registration of Non- Transport vehicle | 601 | 1 |
| 161 | Change of Route Permit | 608 | 1 |
| 162 | Hypothecation Endorsement | 614 | 1 |
| 163 | Transfer of ownership of a Registered Vessel | 619 | 1 |
| 164 | Cancellation of Vessel Registration Certificate | 620 | 1 |
| 165 | Transfer of Registry | 623 | 1 |
| 166 | Erection of New Building under the Assam notified Urban areas (other than Guwahati) Building Rules 2015 | 632 | 1 |
| 167 | Progress Certificate for Plinth Stage/ in case of Basement casting of basement slab under the Assam notified Urban areas (other than Guwahati) Building Rules 2014 | 633 | 1 |
| 168 | Progress Certificate for First Storey under the Assam notified Urban areas (other than Guwahati) Building Rules 2014 | 634 | 1 |
| 169 | Grant of Distillery License | 645 | 1 |
| 170 | Grant of License for Wholesale Vend of Country Spirit | 656 | 1 |
| 171 | Renewal of License for the use of Rectified Spirit in the manufacture of Drugs, Medicines and Chemicals | 699 | 1 |
| 172 | Renewal of License for Wholesale Vend of Denatured Spirit | 701 | 1 |
| 173 | Renewal of License for Retail Vend of IMFL in a Restaurant for Consumption ON the premises | 708 | 1 |

5.2 District-wise Awareness about ARTPS Analysis

| Sl. | District Name | Percentage of Respondents Reporting Overall Awareness of ARTPS Act |
|-----|-------------------------|--|
| 1 | CACHAR | 94% |
| 2 | KAMRUP | 97% |
| 3 | KAMRUP METROPOLITAN | 95% |
| 4 | NALBARI | 97% |
| 5 | DHUBRI | 97% |
| 6 | SONITPUR | 95% |
| 7 | NAGAON | 96% |
| 8 | DARRANG | 97% |
| 9 | BARPETA | 83% |
| 10 | KOKRAJHAR | 97% |
| 11 | BONGAIGAON | 81% |
| 12 | MORIGAON | 97% |
| 13 | BAKSA | 86% |
| 14 | UDALGURI | 99% |
| 15 | DIMA HASAO | 99% |
| 16 | SOUTH SALMARA MANKACHAR | 100% |
| 17 | HAILAKANDI | 100% |
| 18 | GOALPARA | 62% |
| 19 | CHIRANG | 59% |
| 20 | LAKHIMPUR | 93% |
| 21 | GOLAGHAT | 92% |
| 22 | SIVASAGAR | 93% |
| 23 | TINSUKIA | 92% |
| 24 | DIBRUGARH | 96% |
| 25 | JORHAT | 94% |
| 26 | KARIMGANJ | 100% |
| 27 | BAJALI | 58% |
| 28 | TAMULPUR | 95% |
| 29 | KARBI ANGLONG | 100% |
| 30 | HOJAI | 94% |
| 31 | BISWANATH | 95% |
| 32 | DHEMAJI | 87% |
| 33 | CHARAIDEO | 97% |
| 34 | MAJULI | 100% |
| 35 | WEST KARBI ANGLONG | 90% |

5.3 District-wise Percentage of Respondents Availing On-Time Service Delivery

| Sl. | District Name | Percentage of Respondents Reporting Overall Awareness of ARTPS Act |
|-----|-------------------------|--|
| 1 | KARBI ANGLONG | 68% |
| 2 | KARIMGANJ | 69% |
| 3 | UDALGURI | 79% |
| 4 | HAILAKANDI | 79% |
| 5 | KAMRUP | 81% |
| 6 | DHUBRI | 81% |
| 7 | NAGAON | 83% |
| 8 | DHEMAJI | 83% |
| 9 | KAMRUP METROPOLITAN | 84% |
| 10 | JORHAT | 86% |
| 11 | LAKHIMPUR | 87% |
| 12 | DIMA HASAO | 88% |
| 13 | BAKSA | 88% |
| 14 | CHARAIDEO | 88% |
| 15 | KOKRAJHAR | 88% |
| 16 | SOUTH SALMARA MANKACHAR | 88% |
| 17 | CACHAR | 89% |
| 18 | HOJAI | 89% |
| 19 | GOLAGHAT | 89% |
| 20 | DIBRUGARH | 91% |
| 21 | MAJULI | 91% |
| 22 | TINSUKIA | 91% |
| 23 | SIVASAGAR | 92% |
| 24 | MORIGAON | 94% |
| 25 | NALBARI | 95% |
| 26 | BARPETA | 95% |
| 27 | BISWANATH | 95% |
| 28 | DARRANG | 96% |
| 29 | GOALPARA | 96% |
| 30 | SONITPUR | 96% |
| 31 | BONGAIGAON | 97% |
| 32 | CHIRANG | 98% |
| 33 | TAMULPUR | 100% |
| 34 | BAJALI | 100% |
| 35 | WEST KARBI ANGLONG | 100% |

5.4 District-wise Percentage of Respondents Availing Free and Paid Service Delivery

| Sl. | District Name | Percentage of Respondents Availing Paid Service | Percentage of Respondents Availing Free Service |
|-----|----------------------------|---|---|
| 1 | CACHAR | 2% | 95% |
| 2 | KAMRUP | 31% | 63% |
| 3 | KAMRUP METROPOLITAN | 41% | 55% |
| 4 | NALBARI | 54% | 45% |
| 5 | DHUBRI | 9% | 88% |
| 6 | SONITPUR | 58% | 39% |
| 7 | NAGAON | 44% | 53% |
| 8 | DARRANG | 61% | 36% |
| 9 | BARPETA | 53% | 43% |
| 10 | KOKRAJHAR | 7% | 89% |
| 11 | BONGAIGAON | 76% | 22% |
| 12 | MORIGAOON | 72% | 25% |
| 13 | BAKSA | 72% | 19% |
| 14 | UDALGURI | 71% | 28% |
| 15 | DIMA HASAO | 63% | 36% |
| 16 | SOUTH SALMARA MANKACHAR | 2% | 97% |
| 17 | HAILAKANDI | 2% | 98% |
| 18 | GOALPARA | 84% | 14% |
| 19 | CHIRANG | 81% | 18% |
| 20 | LAKHIMPUR | 47% | 50% |
| 21 | GOLAGHAT | 35% | 62% |
| 22 | SIVASAGAR | 23% | 73% |
| 23 | TINSUKIA | 35% | 65% |
| 24 | DIBRUGARH | 28% | 68% |
| 25 | JORHAT | 34% | 63% |
| 26 | KARIMGANJ | 1% | 99% |
| 27 | BAJALI | 100% | 0% |
| 28 | TAMULPUR | 92% | 2% |
| 29 | KARBI ANGLONG | 88% | 12% |
| 30 | HOJAI | 48% | 47% |
| 31 | BISWANATH | 30% | 67% |
| 32 | DHEMAJI | 26% | 70% |
| 33 | CHARAIDEO | 21% | 73% |
| 34 | MAJULI | 45% | 52% |
| 35 | WEST KARBI ANGLONG | 79% | 21% |

5.5 District-wise Percentage of Respondents Availing Paid Service Delivery and its Costs Borne by Them

| Sl. | District Name | Below Rs. 50 | Rs. 51-100 | Rs. 101-150 | Rs151 -200 | Above Rs.200 |
|-----|-------------------------|--------------|------------|-------------|------------|--------------|
| 1 | CACHAR | 20% | 0% | 0% | 40% | 40% |
| 2 | KAMRUP | 13% | 25% | 38% | 22% | 2% |
| 3 | KAMRUP METROPOLITAN | 5% | 19% | 37% | 29% | 10% |
| 4 | NALBARI | 13% | 37% | 27% | 12% | 12% |
| 5 | DHUBRI | 28% | 39% | 6% | 6% | 22% |
| 6 | SONITPUR | 7% | 87% | 2% | 2% | 3% |
| 7 | NAGAON | 8% | 1% | 5% | 11% | 75% |
| 8 | DARRANG | 3% | 12% | 67% | 11% | 7% |
| 9 | BARPETA | 5% | 28% | 20% | 21% | 26% |
| 10 | KOKRAJHAR | 9% | 0% | 73% | 18% | 0% |
| 11 | BONGAIGAON | 15% | 25% | 32% | 1% | 27% |
| 12 | MORIGAN | 3% | 60% | 34% | 1% | 3% |
| 13 | BAKSA | 1% | 32% | 21% | 22% | 23% |
| 14 | UDALGURI | 0% | 1% | 4% | 11% | 84% |
| 15 | DIMA HASAO | 1% | 1% | 1% | 13% | 84% |
| 16 | SOUTH SALMARA MANKACHAR | 0% | 33% | 33% | 33% | 0% |
| 17 | HAILAKANDI | 50% | 0% | 0% | 0% | 50% |
| 18 | GOALPARA | 7% | 31% | 33% | 8% | 21% |
| 19 | CHIRANG | 1% | 26% | 36% | 8% | 28% |
| 20 | LAKHIMPUR | 41% | 50% | 2% | 0% | 7% |
| 21 | GOLAGHAT | 56% | 26% | 2% | 0% | 16% |
| 22 | SIVASAGAR | 41% | 37% | 0% | 7% | 15% |
| 23 | TINSUKIA | 23% | 61% | 5% | 0% | 11% |
| 24 | DIBRUGARH | 58% | 27% | 3% | 0% | 12% |
| 25 | JORHAT | 50% | 35% | 3% | 5% | 8% |
| 26 | KARIMGANJ | 0% | 0% | 100% | 0% | 0% |
| 27 | BAJALI | 0% | 43% | 23% | 1% | 34% |
| 28 | TAMULPUR | 0% | 88% | 6% | 3% | 3% |
| 29 | KARBI ANGLONG | 0% | 0% | 3% | 14% | 83% |
| 30 | HOJAI | 19% | 56% | 6% | 0% | 19% |
| 31 | BISWANATH | 37% | 47% | 0% | 5% | 11% |
| 32 | DHEMAJI | 64% | 36% | 0% | 0% | 0% |
| 33 | CHARAIDEO | 43% | 43% | 14% | 0% | 0% |
| 34 | MAJULI | 27% | 73% | 0% | 0% | 0% |
| 35 | WEST KARBI ANGLONG | 3% | 26% | 32% | 10% | 29% |

5.6 District-wise Percentage of Respondents Availing Service of Middlemen

| Sl. | District Name | Percentage of Respondents Availing Middleman Service |
|-----|-------------------------|--|
| 1 | CACHAR | 80% |
| 2 | KAMRUP | 52% |
| 3 | KAMRUP METROPOLITAN | 48% |
| 4 | NALBARI | 82% |
| 5 | DHUBRI | 65% |
| 6 | SONITPUR | 79% |
| 7 | NAGAON | 43% |
| 8 | DARRANG | 80% |
| 9 | BARPETA | 78% |
| 10 | KOKRAJHAR | 60% |
| 11 | BONGAIGAON | 91% |
| 12 | MORIGAON | 79% |
| 13 | BAKSA | 58% |
| 14 | UDALGURI | 29% |
| 15 | DIMA HASAO | 25% |
| 16 | SOUTH SALMARA MANKACHAR | 76% |
| 17 | HAILAKANDI | 92% |
| 18 | GOALPARA | 96% |
| 19 | CHIRANG | 96% |
| 20 | LAKHIMPUR | 63% |
| 21 | GOLAGHAT | 70% |
| 22 | SIVASAGAR | 65% |
| 23 | TINSUKIA | 63% |
| 24 | DIBRUGARH | 70% |
| 25 | JORHAT | 68% |
| 26 | KARIMGANJ | 100% |
| 27 | BAJALI | 99% |
| 28 | TAMULPUR | 79% |
| 29 | KARBI ANGLONG | 16% |
| 30 | HOJAI | 70% |
| 31 | BISWANATH | 75% |
| 32 | DHEMAJI | 60% |
| 33 | CHARAIDEO | 79% |
| 34 | MAJULI | 70% |
| 35 | WEST KARBI ANGLONG | 79% |

5.7 District-wise Percentage of Respondents Availing Service of Middlemen and Costs Borne by Them

| Sl. | District Name | Less than Rs. 10 | Rs. 11-30 | Rs. 31-50 | RS.51 -100 | Rs.10 1-200 | Rs.20 1-500 | Rs.50 1-1000 | Above Rs. 1000 |
|-----|-------------------------|------------------|-----------|-----------|------------|-------------|-------------|--------------|----------------|
| 1 | CACHAR | 0% | 0% | 0% | 11% | 16% | 37% | 12% | 3% |
| 2 | KAMRUP | 0% | 0% | 3% | 20% | 11% | 14% | 3% | 1% |
| 3 | KAMRUP METROPOLITAN | 0% | 0% | 0% | 16% | 11% | 12% | 8% | 0% |
| 4 | NALBARI | 1% | 3% | 7% | 29% | 18% | 13% | 3% | 8% |
| 5 | DHUBRI | 0% | 1% | 2% | 10% | 12% | 18% | 20% | 1% |
| 6 | SONITPUR | 0% | 1% | 2% | 54% | 9% | 8% | 3% | 0% |
| 7 | NAGAON | 1% | 0% | 0% | 8% | 11% | 19% | 4% | 1% |
| 8 | DARRANG | 1% | 0% | 1% | 11% | 51% | 12% | 4% | 1% |
| 9 | BARPETA | 2% | 1% | 2% | 22% | 24% | 14% | 7% | 6% |
| 10 | KOKRAJHAR | 0% | 0% | 4% | 11% | 27% | 12% | 5% | 0% |
| 11 | BONGAIGAON | 1% | 6% | 8% | 23% | 26% | 25% | 1% | 1% |
| 12 | MORIGAN | 0% | 0% | 1% | 60% | 9% | 7% | 2% | 1% |
| 13 | BAKSA | 0% | 0% | 7% | 19% | 20% | 11% | 1% | 0% |
| 14 | UDALGURI | 0% | 1% | 1% | 4% | 7% | 12% | 5% | 0% |
| 15 | DIMA HASAO | 0% | 0% | 0% | 4% | 5% | 11% | 5% | 0% |
| 16 | SOUTH SALMARA MANKACHAR | 1% | 0% | 3% | 5% | 28% | 34% | 5% | 1% |
| 17 | HAILAKANDI | 0% | 1% | 1% | 2% | 7% | 74% | 5% | 2% |
| 18 | GOALPARA | 0% | 1% | 2% | 36% | 31% | 21% | 4% | 2% |
| 19 | CHIRANG | 0% | 1% | 2% | 26% | 35% | 30% | 2% | 0% |
| 20 | LAKHIMPUR | 1% | 0% | 2% | 20% | 20% | 17% | 3% | 1% |
| 21 | GOLAGHAT | 2% | 2% | 1% | 27% | 16% | 17% | 4% | 2% |
| 22 | SIVASAGAR | 0% | 1% | 2% | 19% | 19% | 18% | 3% | 3% |
| 23 | TINSUKIA | 0% | 1% | 1% | 18% | 22% | 15% | 5% | 2% |
| 24 | DIBRUGARH | 0% | 1% | 2% | 23% | 20% | 21% | 3% | 0% |
| 25 | JORHAT | 0% | 2% | 2% | 19% | 18% | 22% | 4% | 2% |
| 26 | KARIMGANJ | 0% | 0% | 0% | 8% | 36% | 53% | 3% | 0% |
| 27 | BAJALI | 0% | 0% | 1% | 50% | 16% | 29% | 2% | 2% |
| 28 | TAMULPUR | 0% | 1% | 0% | 75% | 1% | 1% | 0% | 0% |
| 29 | KARBI ANGLONG | 0% | 0% | 0% | 1% | 0% | 12% | 3% | 0% |
| 30 | HOJAI | 0% | 0% | 2% | 20% | 17% | 23% | 8% | 2% |
| 31 | BISWANATH | 0% | 0% | 2% | 29% | 21% | 17% | 6% | 0% |
| 32 | DHEMAJI | 0% | 0% | 2% | 19% | 23% | 11% | 4% | 2% |
| 33 | CHARAIDEO | 0% | 0% | 0% | 12% | 33% | 21% | 12% | 0% |
| 34 | MAJULI | 0% | 0% | 3% | 21% | 18% | 21% | 3% | 3% |
| 35 | WEST KARBI ANGLONG | 0% | 3% | 5% | 26% | 28% | 15% | 3% | 0% |

5.8 Service-wise analysis showing citizen's reliance on middlemen for service delivery. The enclosed table shows the percentage of respondents in the survey who relied on middlemen in applying and availing the RTPS services.

| Sl. | ARTPS Services | Percentage |
|-----|--|------------|
| 1 | Registration of co-operative societies under Co-operative Societies Act,2007 | 100% |
| 2 | Registration of Units engaged in Processing or Recycling of Plastic Waste under the Plastic Waste Management Rules, 2016 | 100% |
| 3 | Renewal of Registration for Manufacturers of Plastic Raw Material under the Plastic and Waste Management Rules, 2016 | 100% |
| 4 | Renewal of Authorization for Construction and Demolition Waste Processing Facility under Construction and Demolition Waste Management Rules, 2016 | 100% |
| 5 | Verification and Stamping of New Weighbridge | 100% |
| 6 | Delayed Registration of Death | 100% |
| 7 | Trade License | 100% |
| 8 | Erection of New Building under the Guwahati Building Construction (Regulation) Bye laws, 2015 (Construction Permit) | 100% |
| 9 | Re-erection of Building under the Guwahati Building Construction (Regulation) Bye laws, 2015 | 100% |
| 10 | Issue of Trade License (Veterinary Trades) | 100% |
| 11 | License to establish places of recreation, entertainment, consumption of food or drink from Guwahati Municipal Corporation | 100% |
| 12 | Issuances of delayed Birth/Still Birth Certificate | 100% |
| 13 | Registration of Establishment as the Principal Employer in Form I under Contract Labour (Regulation and Abolition) Act 1970 and Rule 17(1) of the Assam Rules, 1971 | 100% |
| 14 | Registration of Steam/ Feed/ Blow Down Line under IBR, 1950 | 100% |
| 15 | License for operating an Escalator installed before the commencement of the Act | 100% |
| 16 | License for operating a Lift | 100% |
| 17 | Approval for commencement of power supply in the Electrical Installations of Multi-storied Building as required under regulation 36 of the Central Electricity Authority (Measures relating to Safety & Electric Supply) Regulations, 2010 | 100% |
| 18 | Cinema Operator License | 100% |
| 19 | Approval to commence power supply in overhead line exceeding 650 volts required for the purpose of according approval under regulation 43 pf the Central Electricity Authority (Measures relating to Safety & Electric Supply) Regulations, 2010 | 100% |
| 20 | Renewal of License of Escalators | 100% |
| 21 | Issuance of certified copy of Mutation (Registration) order / Miscellaneous case order | 100% |
| 22 | Issuance of Trace map from Circle Office | 100% |
| 23 | Bakijai Clearance Certificate | 100% |
| 24 | Demarcation Certificate(where there is no dispute on title) | 100% |
| 25 | Field Partition | 100% |
| 26 | Hypothecation Endorsement | 100% |
| 27 | Issuance of Registration Certificate along with the Certificate of Survey | 100% |
| 28 | Loss, Destruction or Mutilation of Certificate of Registration and issuance of duplicate registration certificate | 100% |
| 29 | Transfer of Registry | 100% |
| 30 | Issuance of Delayed Birth Certificate | 100% |
| 31 | Progress Certificate for First Storey under the Assam notified Urban areas (other than Guwahati) Building Rules 2014 | 100% |
| 32 | Enrollment as competent personal under the Assam notified Urban areas (other than Guwahati) Building Rules 2014 (For Individual) | 100% |
| 33 | Grant of Brewery License | 100% |
| 34 | Grant of Distillery License | 100% |
| 35 | Grant of License for Wholesale Vend of IMFL by Co-Operative Societies/ Associations | 100% |
| 36 | Grant of License for Retail Vend of IMFL in Dak Bungalow/ Guest House for consumption ON the premises | 100% |
| 37 | Renewal of License for Wholesale Vend of Denatured Spirit | 100% |
| 38 | Issue of Land Valuation Certificate | 100% |
| 39 | Application for Setting up Industry | 100% |
| 40 | Next of Kin Certificate | 95% |
| 41 | Registration as Manufacturer/ Packer of Pre-Packed commodities under rule 27 of the Legal Metrology (Packaged Commodities) Rules, 2011 | 92% |
| 42 | Migration of Members from Ration Card | 88% |

| Sl. | ARTPS Services | Percentage |
|-----|--|------------|
| 43 | Issue of Trade License (General) | 88% |
| 44 | Senior Citizen Certificate | 87% |
| 45 | Holding Mutation | 86% |
| 46 | Issuance of Non-creamy layer certificate | 86% |
| 47 | Income Certificate | 86% |
| 48 | Delayed Registration of Birth | 85% |
| 49 | Renewal of License for the possession and use of medicated wines for Educational, Medical & Scientific purposes in Educational Institutions, Hospitals and Diagnostic Laboratories | 85% |
| 50 | Issuance of Marriage Certificate | 84% |
| 51 | Issue of Senior Citizen Certificate | 84% |
| 52 | Issuance of Non Encumbrance Certificate | 83% |
| 53 | Building Assessment for RCC/Semi-RCC and Assam Type House with details of the Building and Business for determining Annual Value of Building to assess Property Tax | 83% |
| 54 | Issuance of No Objection Certificate for Reclassification/ Reclassification cum Transfer | 82% |
| 55 | Issuance of No Objection Certificate for Transfer of Immovable Property | 81% |
| 56 | Aadhaar Card | 80% |
| 57 | Issuance of NOC for fire safety of building Home | 80% |
| 58 | Allotment Certificate to Periodic Patta | 79% |
| 59 | Issuance of SC certificate | 78% |
| 60 | Office Mutation | 78% |
| 61 | Conversion of Land from Annual Patta (AP) to Periodic Patta (PP) | 78% |
| 62 | Duplicate Driving License for Non- Transport and Transport vehicle | 78% |
| 63 | Income Certificate | 78% |
| 64 | Certified copy of Jamabandi or Record of Rights | 78% |
| 65 | Issuances of Birth/Still Birth Certificate | 76% |
| 66 | Renewal of Driving License (Transport) | 76% |
| 67 | Perfect Partition | 76% |
| 68 | Nomination of the Director by the Company under Sub-Section (2) of the Legal Metrology Act, 2009 | 75% |
| 69 | Issuance of Permanent Resident Certificate (PRC) for higher education | 75% |
| 70 | Land Holding Certificate | 75% |
| 71 | Certified Copy of Chitha | 75% |
| 72 | Address Change in RC | 75% |
| 73 | Issuance of Change of ownership of Vehicle by inheritance | 74% |
| 74 | Renewal of Registration of name in Employment Exchange | 73% |
| 75 | Registration of documents in Sub-Registrar office under Registration Act, 1908 | 73% |
| 76 | Driving License (Transport) | 72% |
| 77 | Issuance of Change of ownership of Vehicle on sale | 72% |
| 78 | Duplicate Registration Certificate (Transport) | 71% |
| 79 | Voter's ID Card | 70% |
| 80 | Registration of name in Employment Exchange | 69% |
| 81 | Learner's License (Non- transport) | 69% |
| 82 | Driving License – Non Transport | 68% |
| 83 | Decision on Application for Building construction in urban areas (Up to G+2) | 67% |
| 84 | Issuances of delayed Death Certificate | 67% |
| 85 | Renewal of NOC for fire safety of building | 67% |
| 86 | Common Application Form | 67% |
| 87 | Registration in (Form I) under Rule 4 of the Assam Motor Transport Worker Rules, 1961 | 67% |
| 88 | Registration of Alteration | 67% |
| 89 | Application for Registration of Deeds | 67% |
| 90 | Learner's License for Transport vehicle | 66% |
| 91 | NOC for land Transfer/Sale of land | 65% |
| 92 | Grant of NOC for Specified Trades | 63% |
| 93 | Correction of Name in Land Records | 63% |
| 94 | Re-registration of Registration of name in Employment Exchange | 63% |
| 95 | Duplicate Registration Certificate (Non- transport) | 62% |
| 96 | Permanent Resident Certificate (other than for Higher Education purposes) | 61% |
| 97 | Issue Death Certificate | 61% |
| 98 | Issuance of Birth Certificate | 60% |
| 99 | Issuance of Permission for Change ownership of Vehicle (on Sale) | 58% |
| 100 | Hypothecation Termination | 55% |
| 101 | Issue Birth certificate | 55% |

| Sl. | ARTPS Services | Percentage |
|-----|--|------------|
| 102 | Issuances of Death Certificate | 53% |
| 103 | Fitness Certificate | 51% |
| 104 | Application of registration under Rule 13(1) of The Assam Value Added Tax Act, 2005 | 50% |
| 105 | Registration of Establishment in Form I under Section 7 of the Building and Other Construction Workers (R.E & C.S) Act 1996 and Rule 23(1) of the Assam Rules, 2007 | 50% |
| 106 | Registration of Plantations in Form 13 under Section 2-A of the Plantations Labour Rules 1956 | 50% |
| 107 | Registration of Establishments under the Assam Shops & Establishment Act, 1971 in FORM O Under Section 36 and Rule 45 of the Assam Rules | 50% |
| 108 | Permission to Construct, Extend or take into use any Building as a Factory | 50% |
| 109 | Fitness Certificate of a Worker | 50% |
| 110 | Authorization for Maintenance of Lifts or Escalators | 50% |
| 111 | Renewal of Electrical Contractor License | 50% |
| 112 | Correction of Area in Land Records | 50% |
| 113 | Issue of Duplicate Marksheet by SEBA/AHSEC/State Madrassa Education Board | 50% |
| 114 | Issue of Migration Certificate by SEBA/AHSEC | 50% |
| 115 | Permission for Construction of Bridge | 50% |
| 116 | Grant of License for Compounding and Blending of IMFL | 50% |
| 117 | Grant of Temporary Bar License | 50% |
| 118 | Renewal of Explosive License | 50% |
| 119 | Certified copy of Electoral Roll | 50% |
| 120 | Land Holding Certificate | 50% |
| 121 | Correction of Family Ration Card | 48% |
| 122 | Issue of Duplicate Ration Card | 48% |
| 123 | License of a Contractor(s) for Employment of migrant workmen in Form V under section 8(1)(b) of the Interstate Migrant Workmen (R.E & C.S) Act, 1979 and Rule 7(2) of the Assam Rules | 43% |
| 124 | Registration of the Establishment under Assam Shops & Establishment Act, 1971 | 43% |
| 125 | Reclassification of Land less than 1 Bigha | 43% |
| 126 | Retail Fertilizer Salepoint | 41% |
| 127 | Trade License | 40% |
| 128 | Municipal Holding Certificate | 33% |
| 129 | Issuance of Disability Certificate | 33% |
| 130 | Approval as Boiler Erector/ Repairer and Steam/ Feed Water Pipe Line Fabricator/ Erector under IBR, 1950 | 33% |
| 131 | License for operating a Lift installed before the commencement of the Act | 33% |
| 132 | Striking out of names of persons no longer in possession from RoR | 33% |
| 133 | Registration of Transport vehicle | 33% |
| 134 | Application/ Disbursement of Pensions (Old Age, Widow, Handicapped, others) | 33% |
| 135 | Renewal of Driving License (Non-Transport) | 32% |
| 136 | Valuation certificate of animal/bird for insurance | 30% |
| 137 | Issuance of Duplicate copy of Registration Certificate of the Establishment under Assam Shops & Establishment Act, 1971 | 20% |
| 138 | Renewal of Registration Certificate of the Establishment under Assam Shops & Establishment Act, 1971 | 17% |
| 139 | License of a Contractor(s) for Employment of migrant workmen in Form IV under section 8(1)(a) of the Interstate Migrant Workmen (R.E & C.S) Act, 1979 and Rule 7(1) of the Assam Rules | 14% |
| 140 | Scheduled Tribe Certificate | 14% |
| 141 | License of a Contractor(s) in Form IV under section 12 of the Contract Labour (R & A) Act, 1970 and Rule 21(1) of the Assam Rules | 13% |

5.9 District-wise analysis showing citizen’s reporting PFC and CSC are in close proximity of their residences.

| Sl. | Districts | Percentage of Respondents Reporting PFC /CSC close to Residence |
|-----|-------------------------|---|
| 1 | KOKRAJHAR | 80% |
| 2 | SIVASAGAR | 82% |
| 3 | DHUBRI | 82% |
| 4 | SOUTH SALMARA MANKACHAR | 82% |
| 5 | HOJAI | 83% |
| 6 | BISWANATH | 89% |
| 7 | JORHAT | 89% |
| 8 | KAMRUP | 90% |
| 9 | HAILAKANDI | 90% |
| 10 | LAKHIMPUR | 90% |
| 11 | CHARAIDEO | 91% |
| 12 | CACHAR | 91% |
| 13 | KAMRUP METROPOLITAN | 91% |
| 14 | DIBRUGARH | 92% |
| 15 | GOLAGHAT | 92% |
| 16 | NAGAON | 92% |
| 17 | TINSUKIA | 92% |
| 18 | WEST KARBI ANGLONG | 92% |
| 19 | DHEMAJI | 92% |
| 20 | NALBARI | 93% |
| 21 | SONITPUR | 93% |
| 22 | MAJULI | 94% |
| 23 | UDALGURI | 95% |
| 24 | BARPETA | 96% |
| 25 | DARRANG | 96% |
| 26 | BONGAIGAON | 97% |
| 27 | MORIGAON | 97% |
| 28 | KARIMGANJ | 97% |
| 29 | DIMA HASAO | 98% |
| 30 | CHIRANG | 98% |
| 31 | GOALPARA | 98% |
| 32 | BAKSA | 99% |
| 33 | KARBI ANGLONG | 99% |
| 34 | BAJALI | 100% |
| 35 | TAMULPUR | 100% |

5.10 District-wise analysis showing citizen's reporting Presence of Suggestion Box in PFC / CSC.

| Sl. | Districts | Percentage of Respondents Reporting Presence of Suggestion Box in PFC / CSC |
|-----|-------------------------|---|
| 1 | KOKRAJHAR | 77% |
| 2 | DHUBRI | 80% |
| 3 | KAMRUP | 81% |
| 4 | CHARAIDEO | 88% |
| 5 | SOUTH SALMARA MANKACHAR | 89% |
| 6 | KAMRUP METROPOLITAN | 89% |
| 7 | WEST KARBI ANGLONG | 90% |
| 8 | BAKSA | 90% |
| 9 | DARRANG | 90% |
| 10 | TAMULPUR | 90% |
| 11 | DIBRUGARH | 91% |
| 12 | JORHAT | 91% |
| 13 | SONITPUR | 93% |
| 14 | KARBI ANGLONG | 93% |
| 15 | BISWANATH | 94% |
| 16 | MORIGAON | 94% |
| 17 | HOJAI | 94% |
| 18 | NAGAON | 94% |
| 19 | BARPETA | 94% |
| 20 | LAKHIMPUR | 94% |
| 21 | GOLAGHAT | 94% |
| 22 | SIVASAGAR | 95% |
| 23 | UDALGURI | 96% |
| 24 | DIMA HASAO | 96% |
| 25 | TINSUKIA | 96% |
| 26 | HAILAKANDI | 96% |
| 27 | DHEMAJI | 96% |
| 28 | CACHAR | 96% |
| 29 | MAJULI | 97% |
| 30 | NALBARI | 98% |
| 31 | GOALPARA | 98% |
| 32 | BONGAIGAON | 98% |
| 33 | BAJALI | 99% |
| 34 | KARIMGANJ | 99% |
| 35 | CHIRANG | 100% |

5.11 District-wise analysis showing citizen's grievance redressal rates.

| Sl. | Districts | Grievance Redressal Rate |
|-----|-------------------------|--------------------------|
| 1 | WEST KARBI ANGLONG | 100% |
| 2 | TAMULPUR | 100% |
| 3 | KARIMGANJ | 100% |
| 4 | BAJALI | 100% |
| 5 | HAILAKANDI | 98% |
| 6 | SOUTH SALMARA MANKACHAR | 95% |
| 7 | GOALPARA | 94% |
| 8 | KOKRAJHAR | 93% |
| 9 | BONGAIGAON | 91% |
| 10 | DHUBRI | 86% |
| 11 | CACHAR | 85% |
| 12 | CHIRANG | 80% |
| 13 | BARPETA | 73% |
| 14 | KAMRUP | 53% |
| 15 | DIMA HASAO | 40% |
| 16 | LAKHIMPUR | 13% |
| 17 | SIVASAGAR | 9% |
| 18 | DIBRUGARH | 8% |
| 19 | JORHAT | 6% |
| 20 | UDALGURI | 0% |
| 21 | TINSUKIA | 0% |
| 22 | SONITPUR | 0% |
| 23 | NALBARI | 0% |
| 24 | NAGAON | 0% |
| 25 | MORIGAON | 0% |
| 26 | MAJULI | 0% |
| 27 | KARBI ANGLONG | No Grievance Reported |
| 28 | KAMRUP METROPOLITAN | 0% |
| 29 | HOJAI | 0% |
| 30 | GOLAGHAT | 0% |
| 31 | DHEMAJI | 0% |
| 32 | DARRANG | 0% |
| 33 | CHARAIDEO | 0% |
| 34 | BISWANATH | 0% |
| 35 | BAKSA | 0% |

6. Annexure- II: Citizen Survey Questionnaire- English

CITIZEN SURVEY QUESTIONNAIRE (ENDLINE)

ASSAM CITIZEN-CENTRIC SERVICE DELIVERY PROJECT - 2022

1. General Information

| | |
|------------------------------|--|
| Response collected from | Office Location |
| | Household |
| Respondent coming from | Urban Area |
| | Rural Area |
| Office Location | DC Office |
| | Subdivision Office |
| | Block Office |
| | Circle Office |
| | DTO (District Transport Office) |
| | Sub-registrar Office |
| | GMC Office |
| | Autonomous Council Office |
| | Separate Public Facilitation Centre Office (Separate PFC) |
| | Common Service Centre (CSC) |
| Others (Please specify)_____ | |
| Name of Office | |
| District Name: | |
| Sample Location Name | |
| Name of the Sub Division | |
| Name of Block | |
| Name of the Village | |
| Name of Town /City | |
| Ward Number | |
| Name of the Respondent: | |
| Email Id (if any) | |
| Pin Code | |
| Phone No (Optional) | |

| |
|---|
| Name of the data collector and signature: |
| Back Check/Accompany By: |
| Interview Date: / / 20 |

| Sl. No. | Questions | Response |
|---------|----------------------------------|--------------|
| 1.1 | Gender of the respondent | Male |
| | | Female |
| | | Others |
| 1.2 | Age of the respondent (In years) | Less than 18 |
| | | 18-25 |

| | | |
|--|--|--------------|
| | | 25- 49 |
| | | 50-59 |
| | | 60 and above |

| SI No | Question | Response (Urban) | Response (Rural) |
|------------------|------------------------------|---------------------------------|--|
| 1.3 | Occupation of the respondent | Unskilled worker | Farmer |
| | | Skilled worker | Agricultural Worker |
| | | Petty trader | Engaged in animal husbandry (example: dairy / fishery / poultry) |
| | | Shop owner | Unskilled Labour (Other than agriculture) |
| | | Businessmen/Industrial | Artisan |
| | | Self-employed professional | Shop/Trade |
| | | Clerk/Salesman | Service (in the village) |
| | | Supervisory Level | Service (outside village) |
| | | Officer/Executive-Junior | Retired |
| | | Officer/Executive-Middle/Senior | Student |
| | | Not working | Not working |
| | | Housewife | Housewife |
| | | Student | Others (Specify.) |
| | | Retired | |
| Others (Specify) | | | |

| SI No | Question | Response | Response |
|-------|--|------------------------------------|--------------------------------|
| 1.4 | Level of completed education of the respondent | Illiterate (Cannot read or write) | Literate, but no formal school |
| | | Primary (upto class V) | Below Matric / SSC |
| | | SSC | HSC |
| | | Diploma/ Certificate Holder | Graduate |
| | | Post Graduate | |

| SI No | Question | Response |
|-------|--------------------------------------|------------------------|
| 1.5 | Social Group of the respondent | General |
| | | SC |
| | | ST |
| | | OBC |
| | | |
| 1.6 | Overall monthly family income in INR | Less than 5,000 |
| | | Between 5000 – 10,000 |
| | | Between 10000 – 20,000 |
| | | Greater than 20,000 |

2. Awareness about Assam RTPS Act

| Sl. No | Question | Response |
|--------|---|---|
| 2.1 | Are you aware about the Assam RTPS Act? | Yes |
| | | No –(if answer is No, skip to Section 3) |
| 2.2 | Are you aware about the following provisions of the Assam RTPS Act? (Multiple answers) | Legal right to get services within stipulated timelines |
| | | Designated public servant for every notified service |
| | | Timelines specified for all notified services |
| | | Right to appeal in case of delay or denial |
| | | Provisions of penalty against public servants in case of wrongful delay or denial |
| 2.3 | How did you come to know about Assam RTPS Act? (Mention all sources that you have come across) | Government Campaign |
| | | Newspaper/ Radio Advertisement |
| | | Friends & Family |
| | | Notice Board at Government offices |
| | | Others (Specify) |
| 2.4 | Government Offices and Public Facilitation Centers where these services can be availed is known to me | Yes |
| | | No |
| 2.5 | Information about Designated Public Servants for each of the services mandated is easily available through Notice Boards, etc. | Yes |
| | | No |
| 2.6 | Information about Appellate Authority for each of the services mandated is easily available through Notice Boards, etc. | Yes |
| | | No |
| 2.7 | Has the timely delivery of services impacted your daily life as a citizen | Yes |
| | | No |
| 2.8 | Regular awareness campaigns on the entitlement of citizens under ARTPS Act are conducted | Yes |
| | | No |
| 2.9 | Are the information pertaining to processes for availing services and documents required clearly laid out and easily available | Yes |
| | | No |
| 2.10 | Information on the required fees for the services and timelines for service delivery is easily available through Notice Boards, hoardings, etc. | Yes |
| | | No |

3. Government Services Availed by the Respondent

3.1. Please mention the last 10 services that you have availed/ applied for in the last 1 year. In case service availed/ applied does not belong to the list in the annexure, record other services availed/applied under “others.”

In case no services availed/ applied for in the last 1 year, please mention last government service availed/ applied for.

| Sl. No | Service Availed (From the List in Annexure on Services) |
|--------|---|
| 1 | Service Availed Code |
| 2 | Service Availed Code |
| 3 | Service Availed Code |
| 4 | Service Availed Code |
| 5 | Service Availed Code |
| 6 | Service Availed Code |
| 7 | Service Availed Code |
| 8 | Service Availed Code |
| 9 | Service Availed Code |
| 10 | Others (specify) |

Access to Services

3.2. From the list above, please mention the last three services availed/ applied for and provide feedback on the same in the subsequent questions.

3.2.0

- Name of service 1 (Code):
- Name of service 2 (Code):
- Name of service 3 (Code):

| Sl. No | Question | Response |
|------------------------|--|--|
| 3.2.1 | What was the mode of application for the above-mentioned service? | A. Accessing the ARTPS portal thorough personal devices |
| | | B. PFCs/ CSCs |
| | | C. Manual/offline via visit to Government office |
| | | D. Privately run shop |
| | | If none of A, B, C or D - (please specify) |
| 3.2.2 | If the answer to 3.2.1 is “Manual/offline”, please indicate the reason for not availing online services Multiple response possible | Service not available online |
| | | Prefer to apply at Government Office |
| | | Do not have access to internet |
| | | Quality of internet was poor and inadequate |
| | | PFCs/ CSCs was not functional/ far away/ closed |
| | | Do not know how to use internet |
| | | Applying online is cumbersome |
| Others (Specify) | | |
| 3.2.3 | Did you personally visit any government office for availing the above-mentioned service? | Yes |
| | | No <i>(If answer is No, ask “Who personally visited on your behalf?”)</i> Relationship _____ |
| 3.2.4 | What was the purpose of the above visit / visits? Multiple response possible | For process enquiry |
| | | For submitting application |

| Sl. No | Question | Response |
|--------|--|---|
| | | For getting status update |
| | | Service Delivery/ Certificate issuance |
| 3.2.5 | How many visits have you (or your representative) made to the above-mentioned offices? (Single response only) | One |
| | | Two |
| | | Three to Five |
| | | More than Five |
| | | Don't remember |
| | | Don't know/Can't say (in case representative went) |
| 3.2.6 | Was the service provided within the stipulated timeline? | Yes |
| | | No |
| | | Don't know/Can't say |
| 3.2.7 | Did you receive any acknowledgment for your application? | Yes |
| | | No <i>(if answer is No skip to Q no 3.2.11)</i> |
| | | Don't remember / Can't say <i>(if answer is Dk/Cs skip to Q no 3.2.11)</i> |
| 3.2.8 | If the answer to 3.2.8 is YES, what was the type of acknowledgement received | Manual |
| | | Computerised |
| | | SMS / Email |

Time and Fees for the services

| Sl. No | Question | Response |
|--------|---|--|
| 3.2.9 | How many days did it take to avail of the service? | Same day |
| | | 1-2 days |
| | | 3-7 days |
| | | 8-14 days |
| | | 15-30 days |
| | | 30 – 60 days |
| | | More than 60 days |
| 3.2.10 | Did you receive your service within the stipulated timeline Single response | Yes |
| | | No (stipulated timeline has not expired) |
| | | No (stipulated timeline has expired) |
| | | Service did not have a stipulated timeline |
| | | Not aware of the stipulated timeline |
| 3.2.11 | How many times did you have to visit the office for availing the service? | Did not have to visit Office |
| | | 1 time only |
| | | 2 times |
| | | 3 or more times |
| 3.2.12 | How much Travel cost for return travel from your residence to Office? | |
| | | |
| | | |
| 3.2.13 | Change in time taken for Service Delivery, before and after project implementation | Higher than before |
| | | Lower than before |
| | | Almost same |
| | | Don't remember / Can't say |
| 3.2.14 | If the answer to 3.2.13 is Higher than before , then by how much percentage? | Approx. 10% |
| | | Approx. 20% |
| | | Approx. 30% or more |
| 3.2.15 | | Approx. 10% |

| Sl. No | Question | Response |
|--------|---|--|
| | If the answer to 3.2.15 is Lower than before , then by how much percentage? | Approx. 20% |
| | | Approx. 30% or more |
| 3.2.16 | Was there any Fee for the Service? | Yes (<i>Please specify how much you have paid</i>) |
| | | No, it was Free (<i>If answer is No, skip to 3.2.20</i>) |
| | | Don't know/Can't say |
| 3.2.17 | If Service Fee was paid please mention the amount of money paid | Below Rs. 50 |
| | | Rs. 51-100 |
| | | Rs. 101-150 |
| | | Rs151 -200 |
| | | Above Rs.200 |
| 3.2.18 | Did the office charge for printing and scanning of documents | Yes (<i>Please specify how much you have paid</i>) |
| | | No (<i>If answer is No, skip to Q no 3.2.22</i>) |
| | | Don't know/Can't say (<i>If answer is Dk/Cs skip to Q no 3.2.22</i>) |
| 3.2.19 | If answer to 3.2.17 is YES, please mention the amount of money paid for printing and scanning | Below Rs. 50 |
| | | Rs. 51-100 |
| | | Rs. 101-150 |
| | | Rs151 -200 |
| | | Above Rs.200 |
| 3.2.20 | Did you require the services of any middlemen for availing the services | Yes |
| | | No (<i>If answer is No, skip to Q no. 3.2.25</i>) |
| | | Don't remember / Can't say (<i>If answer is Dk/Cs, skip to Q no. 3.2.25</i>) |
| 3.2.21 | If answer to 3.2.19 is YES, please mention at which stage the services of middlemen was required Multiple response possible | Knowing about the eligibility and procedure for getting the service |
| | | Getting the supporting documents / attestations |
| | | Filling / submission of application |
| | | Tracking / getting the status on applications |
| | | During verification |
| | | Getting the final service/certificate |
| 3.2.22 | What was the cost of availing the services over and above the stipulated fees? (Please mention money paid over & above the stipulated service fees of the government) | Less than Rs. 10 |
| | | Rs. 11-30 |
| | | Rs. 31-50 |
| | | RS.51-100 |
| | | Rs.101-200 |
| | | Rs.201-500 |
| | | Rs.501-1000 |
| | | Above Rs. 1000 |
| 3.2.23 | Change in total cost of Service Delivery, fees paid before and after project implementation | Higher than before |
| | | Lower than before |
| | | Almost same |
| | | Don't remember / Can't say |
| 3.2.24 | If the answer to 3.2.25 is Higher than before , then by how much percentage? | Approx. 10% |
| | | Approx. 20% |
| | | Approx. 30% or more |
| 3.2.25 | If the answer to 3.2.25 is Lower than before , then by how much percentage? | Approx. 10% |
| | | Approx. 20% |
| | | Approx. 30% or more |

Experience of Service Delivery

| Sl. No | Question | Strongly Disagree | Disagree | Agree | Strongly Agree |
|--------|--|-------------------|----------|-------|----------------|
| 3.2.26 | Overall experience of availing the service was satisfactory | 1 | 2 | 3 | 4 |
| 3.2.27 | Service Delivery Centre (PFCs, CSCs, others) were easy to find and satisfied with the information and service provided | 1 | 2 | 3 | 4 |
| 3.2.28 | Application process was easy and simple | 1 | 2 | 3 | 4 |
| 3.2.29 | Speed of internet service was satisfactory (For applications submitted online and / or through computerised centres) | 1 | 2 | 3 | 4 |
| 3.2.30 | Number of supporting documents / attestations required was reasonable | 1 | 2 | 3 | 4 |
| 3.2.31 | Time taken for receiving the service was reasonable | 1 | 2 | 3 | 4 |
| 3.2.32 | Inspection/ verification process prior to obtaining service delivery/ final certificate is simple and easy to understand | 1 | 2 | 3 | 4 |
| 3.2.33 | Visits to other offices/ sections (apart from the front-end counter) is not required | 1 | 2 | 3 | 4 |
| 3.2.34 | Cost incurred for availing the services is in line with the prescribed fees | 1 | 2 | 3 | 4 |
| 3.2.35 | Access to Service Delivery has improved from before implementation of RTPS Implementation | 1 | 2 | 3 | 4 |
| 3.2.36 | Citizens more comfortable with online service delivery with respect to manual submission at Government offices post project implementation | 1 | 2 | 3 | 4 |
| 3.2.37 | Citizens are more comfortable to avail public services from PFCs/CSCs/Online post project implementation | 1 | 2 | 3 | 4 |
| 3.2.38 | Overall facilities at the office was amenable to public satisfaction | 1 | 2 | 3 | 4 |
| 3.2.39 | Offices where these services can be availed is easily accessible and in vicinity to my residence | 1 | 2 | 3 | 4 |
| 3.2.40 | Offices have adequate amenities like seating area, electricity, drinking water, washrooms etc. | 1 | 2 | 3 | 4 |
| 3.2.41 | Offices have adequate facilities for the senior citizens and the physically disabled | 1 | 2 | 3 | 4 |

Feedback/ Grievances of Service Delivery

| Sl. No | Question | Response |
|--------|---|----------|
| 3.2.42 | Was there a suggestion box/ beneficiary feedback system available | Yes |
| | | No |
| 3.2.43 | Behaviour of the office staff was citizen friendly | Yes |
| | | No |

| | | |
|--------|--|--|
| 3.2.44 | Application forms are simple and easy to fill | Yes |
| | | No |
| 3.2.45 | Applicant did not have to visit multiple operators for different steps of the application process | Yes |
| | | No |
| 3.2.46 | Was your Application rejected, service denied or service delayed | Rejected |
| | | Denied |
| | | Delayed |
| | | Not Applicable (<i>if answer is NA, skip to Section 4</i>) |
| 3.2.47 | Have you lodged a grievance? if yes please specify where / through which mode did you lodge the grievance Single response | Designated person |
| | | Online |
| | | Phone |
| | | Complaint Box |
| | | Others (Specify) |
| 3.2.48 | In case you did not raise a complaint, what was the reason for doing so? Single response | Didn't know where to lodge a complaint |
| | | Didn't think it to be worthwhile |
| | | Nothing to complain about |
| | | Intimidated by the staff/ Do not want to get into trouble |
| | | Others (Specify) |
| 3.2.49 | Have you made an appeal to the Appellate Authority/ higher authorities | Yes |
| | | No |
| 3.2.50 | If you have submitted a grievance or an appeal, are you satisfied with the Grievance and Appeal system? | Yes |
| | | No(<i>if answer is No, please specify reason</i>) |

3.3. Please mention the top 3 services that the citizen want to avail however, which are currently not available through the RTPS Portal.

| Sl. No | Service Demanded |
|--------|------------------|
| 1 | Service Name |
| 2 | Service Name |
| 3 | Service Name |

4. Facilities at Public Facilitation Centre (PFC)

| Sl. No | Question | Response |
|--|--|--|
| 4.1 | Have you visited a PFC? | Yes |
| | | No (<i>if answer is No, skip toSection5</i>) |
| 4.2 | Where was the PFC located? | DC Office |
| | | Sub Division Office |
| | | Circle Office |
| | | Sub Registrar Office |
| | | DTO Office |
| | | Separate Public Facilitation Centre Office |
| | | GMC Office |
| | | Council Office (for autonomous districts only) |
| | | Block Office (BDO Office) |
| | | Others (Specify) |
| Don't remember | | |
| Don't know/Can't say (in case representative went) | | |
| 4.3 | Was there a waiting room/ shed for citizens at the PFC? | Yes |
| | | No |
| | | Don't know/Can't say |
| 4.4 | Was the counter functional during working time? | Yes |
| | | No |
| | | Don't know/Can't say |
| 4.5 | If the answer to question 4.4 is NO, please indicate the reasons for the same | Computer not operational |
| | | Internet connectivity unavailable |
| | | Operator unavailable |
| | | Power back up not available |
| | | Others (Specify) |
| Don't know/Can't say | | |
| 4.6 | What was the average waiting time for application submission in front-end counter? | Less than 30 minutes |
| | | 30 minutes – 1 hour |
| | | 1- 2 hours |
| | | 2- 3 hours |
| | | Above 3 hours |
| 4.7 | Was a Notice Board containing information on procedures to be followed, present at the centre? | Yes |
| | | No |
| | | Don't know/Can't say |
| 4.8 | Was a Notice Board containing information on the Designated Public Servant, required fees for the services and timelines for service delivery present at the centre? | Yes |
| | | No |
| | | Don't know/Can't say |
| 4.9 | How many operators were present at the front-end counters? <i>Single response only</i> | 1 |
| | | 2 |
| | | 3 |
| | | 4 |
| | | 5 |
| | | Above 5 |
| | | Don't know/Can't say |

| Sl. No | Question | Strongly Disagree | Disagree | Agree | Strongly Agree |
|--------|---|-------------------|----------|-------|----------------|
| 4.10 | Overall experience of availing service in a PFC was satisfactory. | 1 | 2 | 3 | 4 |
| 4.11 | Information pertaining to services being provided are adequately displayed / provided | 1 | 2 | 3 | 4 |
| 4.12 | Speed of registering application was satisfactory | 1 | 2 | 3 | 4 |
| 4.13 | PFC staff were courteous and cooperative | 1 | 2 | 3 | 4 |
| 4.14 | Time taken for services provided was reasonable | 1 | 2 | 3 | 4 |

5. Facilities at Common Service Centre (CSC)

| Sl. No | Question | Response |
|--------|--|--|
| 5.1 | Have you visited a CSC? | Yes |
| | | No (<i>if answer is No, skip to Section 6</i>) |
| 5.2 | Was there a waiting area for citizens at the CSC? | Yes |
| | | No |
| | | Don't know/Can't say |
| 5.3 | Was the centre functional during working time? | Yes |
| | | No |
| | | Don't know/Can't say |
| 5.4 | If the answer to question 5.3 is NO, please indicate the reasons for the same | Computer not operational |
| | | Internet connectivity unavailable |
| | | Operator unavailable |
| | | Power back up not available |
| | | Others (Specify) |
| | | Don't know/Can't say |
| 5.5 | What was the average waiting time for application submission at the centre? | Less than 1 hour |
| | | 1- 2 hours |
| | | 2- 3 hours |
| | | Above 3 hours |
| 5.5 | Was a Notice Board containing information on procedures to be followed, present at the centre? | Yes |
| | | No |
| | | Don't know/Can't say |
| | | Don't know/Can't say |
| 5.6 | How many operators were present at the centre? | 1 |
| | | 2 |
| | | 3 |
| | | 4 |
| | | 5 |
| | | Above 5 |
| | Don't know/Can't say | |

| Sl. No | Question | Strongly Disagree | Disagree | Agree | Strongly Agree |
|--------|---|-------------------|----------|-------|----------------|
| 5.7 | Overall experience of availing service in a CSC was satisfactory. | 1 | 2 | 3 | 4 |
| 5.8 | Information pertaining to services being provided are adequately displayed / provided | 1 | 2 | 3 | 4 |
| 5.9 | Speed of registering application was satisfactory | 1 | 2 | 3 | 4 |

| | | | | | |
|------|---|---|---|---|---|
| 5.10 | CSC staff were courteous and cooperative | 1 | 2 | 3 | 4 |
| 5.11 | Time taken for services provided was reasonable | 1 | 2 | 3 | 4 |

6. Key Issues & Challenges in Accessing the Services and any other Comments/ Suggestions

| Question | Response |
|---|---|
| 6.1 Overall, what were the key issues and challenges you faced while availing the services? | Long waiting time in the queue |
| | Counters not open / functional during normal hours |
| | Multiple trips/ visits to the front-end counter |
| | Complicated and lengthy application forms |
| | Absence of guidelines/ information on procedures and documents required |
| | Lack of effective ICT infrastructure |
| | Non-citizen friendly behaviour of staff/ operators |
| | Other issues (please specify) |
| 6.2 In your experience of availing Government services, which mode of application would you prefer? | Offline application through the Department Offices |
| | Application through PFCs |
| | Application through CSCs |
| | Direct online application through RTPS portal |
| | No preference |
| 6.3 Have you availed the RTPS call Centre service and what has your experience been. | Not availed Call Centre service |
| | Very satisfied |
| | Somewhat satisfied |
| | Somewhat dissatisfied |
| | Very dissatisfied |

7. Annexure- III: Field Office Survey Questionnaire- English

FIELD OFFICE SURVEY QUESTIONNAIRE (ENDLINE)

ASSAM CITIZEN-CENTRIC SERVICE DELIVERY PROJECT - 2022

1. General Information

| | | | | |
|-------------------------------|---|--|----------------------|--------------------------|
| Office Location | DC office | | | |
| | Subdivision office | | | |
| | Block office | | | |
| | Circle office | | | |
| | DTO (District Transport office) | | | |
| | Sub-registrar office | | | |
| | GMC office | | | |
| | Autonomous council office | | | |
| | Separate Public Facilitation Centre Office (Separate PFC) | | | |
| | Common Service Centre (CSC) | | | |
| Others (Please specify) _____ | | | | |
| Name of the Field Office: | | | | |
| Address : | | District Name | <i>District Code</i> | Town/ Village Name |
| Sample Location Name | | | <i>Location code</i> | |
| Name of the Main Respondent: | | Designation: Department / Organisation: | | |
| Name of the Other Staff (1):- | | Designation: | | |
| Name of the Other Staff (2): | | Designation: | | |
| Name of the Other Staff (3):- | | Designation: | | |
| Name of the Other Staff (4):- | | Designation: | | |
| Email Id | | | | |
| Pin Code | | | Phone No | |
| Interviewer Name : | | | | |
| Signature: | | Interview Date: / / 20 | | |
| Back Check/Accompany By: | | Date: / /20 | | |

2. Organization Capacity

| Sl. No. | Questions | Response | Number | Response | Number |
|---------|---|--------------|--------|-------------|--------|
| 2.1 | What is the current manpower strength of your office? <i>Please specify the number</i> | Permanent | | Contractual | |
| | | Officer : | | Officer: | |
| | | Supervisor : | | Supervisor: | |
| | | Clerical : | | Clerical: | |
| | | IT staff : | | IT staff : | |
| Sl. No. | Questions | Response | Number | Response | Number |

| Sl. No. | Questions | Permanent | | Contractual | |
|---------|--|--|--|-------------|--|
| | | Officer : | | Officer: | |
| 2.2 | What is the current level of vacancy? <i>Please specify the numbers</i> | Supervisor : | | Supervisor: | |
| | | Clerical : | | Clerical: | |
| | | IT staff : | | IT staff : | |
| Sl. No. | Questions | Response | | | |
| 2.3 | What are the key challenges you face in service delivery | Manpower shortage | | | |
| | | Skill shortage | | | |
| | | Complicated systems and processes | | | |
| | | Inadequate physical and ICT infrastructure | | | |
| | | Inadequate technical troubleshooting support | | | |
| | | No significant problem | | | |
| 2.3.1 | If you have selected "Manpower Shortage" in Qs. 2.3, please select the relevant areas of shortage | Vacancy compared to sanctioned posts | | | |
| | | High workload | | | |
| | | Inequitable work distribution | | | |
| 2.3.2 | If you have selected "Skill Shortage" in Qs. 2.3, please select the relevant areas of skill shortage | Ability to conduct document verification | | | |
| | | Ability to conduct field verification | | | |
| | | Use of IT systems | | | |
| | | Knowledge of service delivery processes | | | |
| | | Interacting with citizens | | | |
| 2.3.3 | If you have selected "Complicated Systems & Processes" in Qs. 2.3, please select the relevant process and system issues | Lack of clarity on rules and procedures | | | |
| | | Large number of supporting documents required | | | |
| | | Multiple levels of approval required prior to service delivery | | | |
| | | IT systems are complicated and difficult to navigate | | | |
| 2.3.4 | If you have selected "Inadequate physical and ICT infrastructure" in Qs. 2.3, please select the relevant inadequacies | Inadequate space and facilities for office staff | | | |
| | | Inadequate computer & peripherals | | | |
| | | Inadequate power back-up | | | |
| | | Inadequate office stationery/ cartridges | | | |
| | | Irregular/ low speed network connectivity | | | |
| | | Inadequate Maintenance of Computers, peripherals/ Lack of AMC | | | |
| 2.4 | Number of training programs held for office staff in the last one year , specifically for RTPS services | None | | | |
| | | 1 - 5 | | | |
| | | 6 - 10 | | | |
| | | Above 10 | | | |
| 2.4.1 | Percentage of office staff covered by RTPS training interventions in the last one year | No Training | | | |
| | | Less than 30% | | | |
| | | 30% - 50% | | | |
| | | 50% - 90% | | | |
| | | All | | | |
| 2.4.2 | In case any training has taken place in the last one year , please specify the area of training (Multiple Responses) | Aspects pertaining to ARTPS | | | |
| | | Service Delivery Processes & Systems | | | |
| | | Document Verification | | | |
| | | Field Verification | | | |
| | | Use of IT Systems | | | |
| | | Administration and Office Management | | | |
| | | Interacting with citizens | | | |
| | | Others | | | |
| 2.4.3 | | Very successful | | | |

| Sl. No. | Questions | Response |
|---------|--|-----------------------|
| | How successful has ACCSDP been in capacity building and change management for staff? | Moderately successful |
| | | Not successful |
| 2.4.4 | Is there any specific requirement of training that you would recommend? | No |
| | | Yes (Please specify) |

3. RTPS Services delivered at the Field Office

3.a Field Office Only (Please exclude services delivered through the attached PFC for this section)

Please enter details of 20 most common services availed by the citizens

| | | | Service Provided (code to be inserted in the row below from the List) | | | | | | | | | | | | | | | | | | | |
|-------|--|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | | | | | | | | | | | | | | |
| 3.a.1 | Services delivered through the Office | Please enter the service codes in the boxes on this row | | | | | | | | | | | | | | | | | | | | |
| 3.a.2 | Mode of receipt of application (Please tick as applicable) | Online (RTPS Portal) | | | | | | | | | | | | | | | | | | | | |
| | | Online (e-District Portal) | | | | | | | | | | | | | | | | | | | | |
| | | Online (Departmental Portal) | | | | | | | | | | | | | | | | | | | | |
| | | Manual | | | | | | | | | | | | | | | | | | | | |
| 3.a.3 | Mode of delivery of service (Please tick as applicable) | Online (RTPS Portal) | | | | | | | | | | | | | | | | | | | | |
| | | Online (e-District Portal) | | | | | | | | | | | | | | | | | | | | |
| | | Online (Departmental Portal) | | | | | | | | | | | | | | | | | | | | |
| | | Manual | | | | | | | | | | | | | | | | | | | | |
| 3.a.4 | Display of information on the notice board? (Please tick as applicable) (Multiple Response) | DPS/ Designated Officer | | | | | | | | | | | | | | | | | | | | |
| | | Stipulated timeline for delivery | | | | | | | | | | | | | | | | | | | | |
| | | Appellate Authority | | | | | | | | | | | | | | | | | | | | |
| | | Checklist of supporting documents | | | | | | | | | | | | | | | | | | | | |
| | | Procedure to apply/ Eligibility Criteria | | | | | | | | | | | | | | | | | | | | |
| | | Service Fees | | | | | | | | | | | | | | | | | | | | |
| | | No Display | | | | | | | | | | | | | | | | | | | | |
| 3.a.5 | Whether acknowledgment provided on receipt of application | Please tick if Yes If select no then question will skip to 3.a.7 | | | | | | | | | | | | | | | | | | | | |
| 3.a.6 | Type of acknowledgment provided (Please tick as applicable) | Manual (Typed/ written) | | | | | | | | | | | | | | | | | | | | |
| | | Computerized (Print-out) | | | | | | | | | | | | | | | | | | | | |
| | | SMS/ e-Mail | | | | | | | | | | | | | | | | | | | | |
| 3.a.7 | Grievance Redressal Mechanism (Please tick as applicable) | Designated person | | | | | | | | | | | | | | | | | | | | |
| | | Online (RTPS/ CPGRAMS Portal) | | | | | | | | | | | | | | | | | | | | |
| | | Online (Departmental Grievance Portal) | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------|--|--------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | RTPS Toll free helpline number | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Complaint Box | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Not Available | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3.a.8 | Are you informing the citizens the reasons for rejecting an application in writing/ electronically for RTPS service? | | | | | | | | | | | | | | | | | | | | | | | | | | |

3.b Services delivered through PFC / CSC (Please tick the office type) PFC CSC

| Sl. No. | Questions | Response |
|---------|--|--|
| 3.b.1 | Do you feel that the centre has adequately reduced access constraints? | Yes (Go to 3.b.2) No (Go to 3.b.3) |
| 3.b.2 | What are the access constraints reduced by the centre? (Tick all applicable) | Geographical constraints – service delivery point is nearer Cost of access – services are more affordable Complex process – simplified Limited understanding – personnel at centre can explain the processes Others (please specify) |
| 3.b.3 | How do you feel the centre can reduce access constraints? | Personnel need more training Location needs to be relooked Additional services must be made live Services need to be more affordable Others (please specify) |
| 3.b.4 | Have citizens expressed satisfaction at the information provisioned at the centre? | Yes No |
| 3.b.5 | If no, please mention the reasons | Not in the preferred language Too much time taken Complicated procedure Others (please specify) |

4. Please enumerate the two most popular services in your office:

- Name of service 1 (Code):
- Name of service 2 (Code):

| Sl. No | Question | Response |
|--------|--|---|
| 4.1 | How many days did it take for the citizens to avail the service? | Same day 1-2 days 3-7 days 8-14 days 15-30 days 30 – 60 days More than 60 days |
| 4.2 | Was the service delivered within the stipulated timeline <u>Single response</u> | Yes No (stipulated timeline has not expired) No (stipulated timeline has expired) Service did not have a stipulated timeline |

| Sl. No | Question | Response |
|--------|---|---|
| | | Not aware of the stipulated timeline |
| 4.3 | Change in time taken for individual application processing, before and after project implementation | Higher than before |
| | | Lower than before |
| | | Almost same |
| | | Don't remember / Can't say |
| 4.4 | If the answer to 4.3 is Higher than before , then by how much percentage? | Approx. 10% |
| | | Approx. 20% |
| | | Approx. 30% or more |
| 4.5 | If the answer to 4.3 is Lower than before , then by how much percentage? | Approx. 10% |
| | | Approx. 20% |
| | | Approx. 30% or more |
| 4.6 | Was there any Fee for the Service? | Yes |
| | | No, it was Free (<i>if answer is No, skip to 4.9</i>) |
| | | Don't know/Can't say |
| 4.7 | If Service Fee was paid please mention the amount of money paid by the citizens | Below Rs. 50 |
| | | Rs. 51-100 |
| | | Rs. 101-150 |
| | | Rs151 -200 |
| | | Above Rs.200 |
| 4.8 | Did the office charge for printing and scanning of documents | Yes (<i>Please specify how much per application on average</i>) |
| | | No |
| | | Don't know/Can't say |
| 4.9 | Change in total cost of Service Delivery, fees paid before and after project implementation | Higher than before |
| | | Lower than before |
| | | Almost same |
| | | Don't remember / Can't say |
| 4.10 | If the answer to 4.9 is Higher than before , then by how much percentage? | Approx. 10% |
| | | Approx. 20% |
| | | Approx. 30% or more |
| 4.11 | If the answer to 4.9 is Lower than before , then by how much percentage? | Approx. 10% |
| | | Approx. 20% |
| | | Approx. 30% or more |

5. Other Key Services

Mention the top 5 services that citizens most frequently demanded at the field office/ PFC/ CSC, which are currently not available through the RTPS Portal and may be brought under the RTPS Portal

| Sl. No | Service Demanded | Frequency of demand (per week) |
|--------|------------------|--------------------------------|
| 1 | Service Name | |
| 2 | Service Name | |
| 3 | Service Name | |
| 4 | Service Name | |
| 5 | Service Name | |

6. Please provide your feedback on the following parameters. (Before and after project implementation status for processing applications for 2 most popular services)

| Sl. No | Question | Strongly Disagree | Disagree | Agree | Strongly Agree |
|--------|----------|-------------------|----------|-------|----------------|
|--------|----------|-------------------|----------|-------|----------------|

| | | | | | |
|-----|---|---|---|---|---|
| 6.1 | Processes to be followed for delivering services are simple and easily understandable | 1 | 2 | 3 | 4 |
| 6.2 | Speed of internet service is satisfactory | 1 | 2 | 3 | 4 |
| 6.3 | Number of supporting documents / attestations required is reasonable | 1 | 2 | 3 | 4 |
| 6.4 | Inspection/ verification process is well defined | 1 | 2 | 3 | 4 |
| 6.5 | Number of levels of approvals required for service delivery is reasonable | 1 | 2 | 3 | 4 |
| 6.6 | Overall infrastructure provided for service delivery is satisfactory | 1 | 2 | 3 | 4 |
| 6.7 | Overall capacity of the office to deliver the service is adequate | 1 | 2 | 3 | 4 |

7. RTPS Service Delivery (Only for senior officials)

| Sl. No | Question | Response |
|--|--|---|
| I Relevance of interventions and service delivery | | |
| 7.1.1 | Do you feel citizens are spending less time in receiving their desired services? | Strongly Disagree |
| | | Disagree |
| | | Agree |
| | | Strongly Agree |
| 7.1.2 | Do you feel that there has been improvement in redressal of grievances | Strongly Disagree |
| | | Disagree |
| | | Agree |
| | | Strongly Agree |
| 7.1.3 | What are some additional interventions required to ensure citizens get timely service delivery? | |
| 7.1.4 | Government has been successful in creating awareness of speedy processing of applications among Government officers | Strongly Disagree |
| | | Disagree |
| | | Agree |
| | | Strongly Agree |
| 7.1.5 | Do you feel the right infrastructural investments have been made by the project (like PFCs) by the Government? | Yes |
| | | No – please suggest what investments should be made |
| II Coherence of interventions and service delivery | | |
| 7.2.1 | Inter departmental cooperation has improved for successful implementation of ACCSDP | Yes - please mention some examples of successful collaboration |
| | | No - please mention what steps are needed to improve coordination |
| 7.2.2 | Have the various Government departments who are the service owners adequately supported ARIAS Society and the nodal department for smooth implementation of the project? | Yes |
| | | No – what steps / interventions / support is needed? |
| 7.2.3 | Citizens are currently more aware about RTPS and the services offered under RTPS | Strongly Disagree |
| | | Disagree |
| | | Agree |
| | | Strongly Agree |
| III Effectiveness of interventions and service delivery | | |
| 7.3.1 | | Strongly Disagree |
| | | Disagree |

| Sl. No | Question | Response |
|--|---|--|
| | No. of steps required for service delivery has reduced during the course of the project due to BPR | Agree Strongly Agree |
| 7.3.2 | ARTPS Portal development has reduced manual applications | Strongly Disagree Disagree Agree Strongly Agree |
| 7.3.3 | Are there any critical gaps related to online service delivery through the portal? | Yes (Please specify) _____ No |
| 7.3.4 | Citizens are aware of Call Centre services and are utilizing the service effectively | Strongly Disagree Disagree Agree Strongly Agree |
| 7.3.5 | Documentation required for citizen service delivery has reduced significantly during the implementation of the project | Strongly Disagree Disagree Agree Strongly Agree |
| 7.3.6 | ACCSDP Project has contributed to streamlining service delivery for citizens and has been instrumental in setting up a network of public facilitation centres. Kindly provide your views on how successful such initiatives have been? | Not successful Successful Very successful |
| 7.3.7 | Do you envisage additional technical support needed to widen the ambit of ARTPS portal and bring more services under its purview? | No Yes – please specify the nature of support needed |
| 7.3.8 | What are your plans for strengthening service delivery over the next 10 years? | |
| 7.3.9 | For the ARTPS portal to have a positive effect on service delivery it must cater to the high priority services that citizens require. What interventions do you suggest for bringing important services (like birth certificate) under the ambit of the portal? | |
| IV Efficiency of interventions and service delivery | | |
| 7.4.1 | No. of Applications received and processed at PFCs has increased annually during the course of the project | Yes No |
| 7.4.2 | Are there any process / department long delayed for process reengineering and requires lot of time for application processing | Yes (Please specify) _____ No |
| 7.4.3 | Time taken for citizen services provided has reduced during the course of the project and is reasonable | Strongly Disagree Disagree Agree Strongly Agree |
| 7.4.4 | PFCs are located in convenient locations with easy access | Strongly Disagree Disagree Agree Strongly Agree |
| 7.4.5 | How is the government planning to further streamline the service delivery and improve efficiency in service delivery through further reduction in number of days to deliver a | |

| Sl. No | Question | Response |
|--|--|-------------------|
| | service, reducing paperwork, improving last mile connectivity and generating awareness? | |
| 7.4.6 | What do you think should be the long term view of service delivery – how do you envisage ARTPS @ 2047? | |
| V Impact of interventions and service delivery | | |
| 7.5.1 | Citizens are comfortable in applying online for services | Strongly Disagree |
| | | Disagree |
| | | Agree |
| | | Strongly Agree |
| 7.5.2 | As a result of the project implementation, middlemen involvement in citizen service delivery has reduced significantly | Strongly Disagree |
| | | Disagree |
| | | Agree |
| | | Strongly Agree |
| 7.5.3 | Overall satisfaction of citizens availing service at the PFC/ CSC has increased | Strongly Disagree |
| | | Disagree |
| | | Agree |
| | | Strongly Agree |
| 7.5.4 | Citizens are more satisfied with the current service delivery model, as compared to before the project was initiated | Strongly Disagree |
| | | Disagree |
| | | Agree |
| | | Strongly Agree |
| VI Sustainability of interventions and service delivery | | |
| 7.6.1 | Are private establishments posing a challenge to the current functioning of PFCs/ CSCs for citizen service delivery | Strongly Disagree |
| | | Disagree |
| | | Agree |
| | | Strongly Agree |
| 7.6.2 | What is the additional support needed to continue the momentum of interventions under ACCSDP (like BPR, Portal development, PFC establishment etc.) beyond targeted end of the project? | |
| 7.6.3 | Do you feel PFCs have been successful in enabling last mile delivery of services | Yes |
| | | No |
| 7.6.4 | If the answer to the previous question is yes, then: what are the success factors that will enable the Government of Assam to continue this momentum beyond the end of project support? | |
| 7.6.5 | If the answer to 7.6.3 is no, then: what are the lacunae that prevent the PFCs from successful service delivery? | |
| 7.6.6 | What is the plan to ensure PFCs/CSCs continue to provide services beyond the project support and establish itself as a viable business model without external Support | |
| 7.6.7 | Please suggest the additional support needed to ensure citizen engagement initiatives (including IEC, social media activities) could be continued beyond the end of the project period?) | |

| Sl. No | Question | Response |
|--------|--|----------|
| 7.6.8 | How do you feel business process reengineering and process optimizations should be carried out beyond the end of project support? | |
| 7.6.9 | How do you feel about the future of ACCSDP – please mention our outlook for ACCSDP 2.0 and how the portal will be managed in the future? | |

8. Any Other Comments



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