



IMPLEMENTATION GUIDELINES FOR THE PROJECT “CSC 2.0” IN ODISHA

**Electronics & Information Technology Department
Government of Odisha**

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1. Abbreviations

S No.	Abbreviation	Definition
1.	API	Application Program Interface
2.	B2B	Business to Business
3.	B2C	Business to Citizen
4.	CSC	Common Services Centre
5.	CSC-SPV	CSC- Special Purpose Vehicle- CSC e-Governance Service India Ltd.
6.	DeitY	Department of Electronics & Information Technology
7.	DeGS	District e-Governance Society
8.	DHQ	District Head Quarter
9.	DIO	District Informatics Officer
10.	e-TAAL	Electronic Transaction Aggregation and Analysis Layer
11.	G2C	Government to Citizen
12.	G2G	Government to Government
13.	GoI	Government of India
14.	GP	Gram Panchayat
15.	ISP	Internet Service Provider
16.	MMP	Mission Mode Project
17.	MSA	Master Service Agreement
18.	NeGP	National e-Governance Plan
19.	NOFN	National Optical Fibre Network
20.	PoT	Point of Termination
21.	PRI	Panchayati Raj Institute
22.	PRSG	Project Review and Steering Group
23.	SDA	State Designated Agency
24.	SDC	State Data Centre
25.	SLR	State Level Resources
26.	SWAN	State Wide Area Network
27.	VLE	Village Level Entrepreneur

2. Preface

Title: Guidelines for implementation of “Common Services Centre (CSC 2.0) in Odisha” under Digital India Programme

Abstract: This document is intended for State Government Departments, OCAC and District Administrations as guidance for executing the CSC 2.0-A way forward in the State of Odisha. The document describes CSC 2.0 along with its objectives, governance mechanism, role and responsibilities of the stakeholders.

CSC 2.0- A Way Forward

CSC 2.0 aims to establish self sustaining network of Common Services Centres at Gram Panchayat (GP) level under Digital India- Pillar 3-Public Internet Access Programme – National Rural Internet Mission and deliver various citizen centric services. The model of CSC 2.0 is envisaged as transaction based and service delivery based model, delivering a large bouquet of e-services through a single delivery technological platform, which would increase the sustainability of the CSCs across the country.

- **Implementing Agency :** CSC e-Governance Services India Ltd (CSC SPV)
- **Project Duration:** 4 Years.

Distribution

This is a controlled document and is intended to be distributed to:

1. All Departments of Govt of Odisha /DeitY, GOI/OCAC / CMGI
2. All Directorates / Revenue Divisional Commissioners
3. District Administration and DeGS
4. CSC e-Governance Service India Ltd. (CSC SPV)

3. Scheme background

The objective of the CSC is to provide e-services in the locality of citizens, by creating the physical service delivery infrastructure for accessing various e-services. The CSC is envisaged to be a Change Instrument that would provide a structured platform for socially-inclusive community participation for development. An individual or organization functioning as a Change Agent would run the CSC. It is the community participation and collective action, not ICT alone, which would lead to sustainable socio-economic development and long-term rural prosperity.

4. CSC 2.0 - Introduction

- 4.1 Digital India** is a highly ambitious programme to prepare India for a knowledge future with a focus on three areas: Digital Infrastructure as a Utility to Every Citizen; Governance & Services on Demand; Digital Empowerment of Citizens. The programme has nine strong pillars and CSC 2.0 is being implemented under the pillar 3-“Public Internet Access Program- Rural Internet Mission”- of the programme.
- 4.2** The CSC 2.0 envisages establishment of CSCs covering all Gram Panchayats of the state over a period of four years. This would also include strengthening and integrating the existing CSCs already operational under the existing CSC Scheme. It is envisaged as a service/transaction oriented model with a large bouquet of services made available at the CSCs for delivering to the citizens.

5. Key Implementation Objectives and Envisaged Outcomes

5.1 Objectives

- 5.1.1 Non-discriminatory access to e-Services to rural citizens by making the CSCs complete service delivery centres, utilizing the backend infrastructure already created in terms of other MMPs.
- 5.1.2 Expansion of self-sustaining CSC Network till the Gram Panchayat level at least one CSC per Gram Panchayat, more than one preferred.
- 5.1.3 Empowering District e-Governance Society (DeGS) under District Administration for implementation.
- 5.1.4 Creating and strengthening the institutional framework for the rollout and project management, thereby, supporting the District administrative machinery and handholding of the VLEs through local language Help Desk support.
- 5.1.5 Enablement and consolidation of online services under one technology platform, hence, making the service delivery at CSCs outlets accountable, transparent, efficient and traceable, with a technology-driven relationship between all stakeholders.
- 5.1.6 Providing Centralized Technological Platform for delivery of various services in a transparent manner to the citizens.
- 5.1.7 Increasing sustainability of VLEs by sharing maximum commission earned through delivery of e-services and encouraging women as VLEs.

5.2 Envisaged Outcomes

- 5.2.1 A self sustaining network of Common Services Centres delivering e-services to citizens, with one CSC in each Gram Panchayat (more than one would be preferred).
- 5.2.2 Direct interaction of VLE with Government with empowered DeGS managing the CSC outlet network in the district with an aim to increase sustainability.
- 5.2.3 Setting a regime for increased entrepreneurial spirit of VLEs by regularizing their share in the revenue earned through delivery of services.
- 5.2.4 Increased transactions of CSCs through enablement of large bouquet of services by Government and other service providers.

6. Implementation Framework

- 6.1 CSC 2.0 is a complete entrepreneurship model, with District Administration leading to enablement of the factors that would lead to self sustenance of the CSC outlets.
- 6.2 CSC SPV is the implementing agency for rollout of CSC 2.0 and the implementation would be done through the involvement of OCAC, the State Designated Agency (SDA)/ District e-Governance Society (DeGS)
- 6.3 CSC 2.0 recommends that revenue sharing with the VLEs is at least 80% of the income from the commission on the transactions and balance 20% shall be apportioned to DeGS and other stake-holders, leading to sustainability of VLEs.
- 6.4 CSC 2.0 envisages development of an integrated universal technological CSC platform to improve the service delivery. The platform would be a secured cloud based platform and CSC SPV would be required to make it live for the rollout of CSC 2.0.

7. Stakeholders and their responsibilities

The key stakeholders in CSC 2.0 are indicated as below:

7.1 Department of Electronics and Information Technology (DeitY) ,Govt. of India

DeitY being the nodal department would provide suitable policy support for the implementation of the project. DeitY would monitor the progress of the rollout of CSC 2.0 under PRSG.

7.2 State Nodal Department

The Electronics & Information Technology Department is declared as the nodal department for the smooth implementation of the project. The other stakeholders like SDA/DeGS/CSC-SPV, would be functioning under the guidance of nodal department.

The responsibilities of E&IT Department are as follows:

- 7.2.1 To issue necessary guidance for implementation and management of the project in the State.
- 7.2.2 To collaborate with stakeholders including line departments to ensure that various G2C services are implemented in the State.
- 7.2.3 Overall review and monitoring the progress of the Project.

7.3 State Designated Agency (SDA)

Odisha Computer Application Centre (OCAC) has been declared as the State Designated Agency for the smooth implementation of the CSC 2.0 in the state.

The responsibilities of Odisha Computer Application Centre (OCAC) as SDA are as follows:

- 7.3.1 Function under the guidance of State Nodal Department for overall implementation and monitoring of CSC 2.0 scheme in the state.
- 7.3.2 To co-ordinate with E&IT Deptt and other departments for enablement of services into the universal CSC platform and to enable integration of existing services/portals into the same.
- 7.3.3 To co-ordinate and facilitate the district administration and CSC SPV team for smooth implementation of the project.
- 7.3.4 Preparation of guidelines and provide guidance to DeGS for engagement of two district level resources on contractual basis under CSC 2.0
- 7.3.5 To recruit two state level resources on contractual basis and utilise the services of the resources to be engaged in SDA for day to day monitoring of the Project.
- 7.3.6 Provide guidance to districts from time to time relating to roll out of CSCs, delivery of G2C services, awareness campaign etc.
- 7.3.7 To collect, collate and analyse various MIS reports and Impact Assessment reports from all the districts.
- 7.3.8 To co-ordinate with E&IT Department and District Collectors for periodic review on the progress of the project.
- 7.3.9 To submit project status report to DeitY and E&IT Department as and when required.

7.4 District Administration/ District e-Governance Society (DeGS):

District e-Governance Society (DeGS) under the chairmanship of District Collector would play a key role towards the last mile implementation and monitoring of the rollout. The District e-Governance Society (DeGS) would be supported suitable by CSC SPV in this regard and would be responsible for the following:

7.4.1 Selection/identification of VLEs and the operations of the CSC Network in the district. This would include:

7.4.1.1 To co-ordinate with Panchayati Raj Institute (PRI) for availability of space at GP as per the guidelines issued by PR Department /other locations for CSCs to operate

7.4.1.2 To assist VLE for the availability of power and solar backup etc.

7.4.1.3 To assist VLE for availability of connectivity through State infrastructure or NOFN node where-ever possible. However, it would be the responsibility of VLE to invest in the Capex and Opex of the CSC outlet including the connectivity.

7.4.2 The DeGS will ensure that the CSCs follow the branding and display guidelines of the project.

7.4.3 The DeGS will supervise the work of two district level resources to be engaged on contractual basis for coordination at various levels and for smooth implementation of CSC 2.0 in the district.

7.4.4 The DeGS shall create a suitable mechanism towards effective interaction with VLEs for timely resolution of implementing issues.

7.4.5 The attrition as well as relocation of the VLEs will be managed locally by the DeGS and accordingly included in CSC 2.0.

7.5 CSC e-Governance Service India Ltd. - CSC-SPV):

CSC SPV shall be the implementing agency for the project and would provide suitable program management support to State Government/OCAC/DeGS for successful implementation of the project.

The main activities to be undertaken by CSC SPV, but not limited to, are as follows:

- 7.5.1 CSC SPV would develop a universal CSC technological platform for implementation of CSC 2.0. This would comprise of some key performance indicators (KPIs) like: financial management, human resource management, MIS and reporting, service delivery, help desk, capacity building etc.
- 7.5.2 CSC SPV would act as co-ordinating agency for development, enablement, on-boarding and delivery of services through the universal CSC technological platform. This will ensure a standard list of services that would be available at all CSCs, irrespective of the location.
- 7.5.3 To enable and manage the local language Help Desk for handholding of VLEs.
- 7.5.4 CSC SPV would undertake capacity building and entrepreneurship training programme to cover all the existing CSCs and the new CSCs in a periodical manner.
- 7.5.5 CSC SPV would undertake monitoring and assessment of scheme across all the CSCs periodically.
- 7.5.6 CSC SPV would support State Government for creation of state branding.

7.6 **Village Level Entrepreneur:**

A local Village Level Entrepreneur (VLE) would be responsible to bear the entire capital and operational expenditure involved in making the CSC operational. VLE is also expected to deliver various services to citizens as per the direction of the SDA / DeGS.

8 Integrated Approach for Implementation

8.1 CSC 2.0 has four cornerstones - The CSC outlet network, consolidated delivery of e-Services through a Universal Technological Platform, Shaping socioeconomic behaviour by strengthened institutional framework, and Local Language VLE Help Desk. There would be a technological driven relationship between all the stakeholders to make the rollout traceable and accountable.

8.2 The CSC Outlet Network

The CSC 2.0 envisages setting up of CSC outlets that would provide direct access of various e-services to citizens.

The key features of CSC Outlet Network are as follows:

8.2.1 Branding: CSCs will have a common national branding along with State co-branding, to ensure a standardized nation-wide user experience. National and State branding will be displayed at the CSC and no private other branding will be allowed. It would be mandatory to display the Government Orders (GOs) and rate list in the outlet and should be visible to citizens. CSC SPV would be required to provide a suitable monetary support to each authenticated VLE for the same.

8.2.2 Infrastructure: An ideal CSC comprises of ICT infrastructure like computer/laptop, printer, scanner, web camera, broadband connectivity, biometric device and suitable power backup for uninterrupted delivery of services; however it would be sole responsibility of VLE to invest in the necessary infrastructure. The decision to upgrade the facilities at the CSC will be taken by the VLE based on the activity-levels and sustainability of the centre.

8.2.3 Connectivity: It would be the responsibility of VLE to avail a suitable connectivity for CSC at his own expenditures for uninterrupted service delivery, without which CSC will not be considered as operational. However the SDA / DeGS will facilitate for connectivity provision in CSCs either from NOFN /BSNL/ISP.

8.2.4 CSC Operations: A local Village Level Entrepreneur (VLE) would be responsible to operate the CSC outlet and make it transactional. The number of services offered by a CSC and the number of successfully completed transactions will determine the sustainability of the CSCs. The commission earned through service delivery would be directly credited to the VLE wallet, managed by CSC SPV.

8.3 Consolidated e-Service Delivery through Universal CSC Technological Platform

8.3.1 Universal CSC Technological Platform

CSC 2.0 envisages development and deployment of a robust universal technological platform for consolidated delivery of services to the citizens. The platform would be a cloud based aggregation platform that would enable the VLE to deliver service from its CSC.

The universal CSC technological platform will be connected through an appropriate open API to the eTaal enabling transaction counts at national level on real time basis.

The services platform may include a cash management system for the VLEs (pre-paid wallet, mobile payment solutions, etc) as well as a MIS reporting system to enable seamless reconciliation of transactions across various service providers along with financial settlement across all stakeholders.

8.3.2 e- Service Application development

In CSC 2.0, various e-Services applications are envisaged for development other than the services that have already been identified in other MMPs. These service applications will be integrated with the universal CSC technological platform for unified delivery.

For this purpose:

8.3.2.1 The E&IT Department will issue suitable Government Order as and when required to deliver more G2C/G2G services through CSCs and the services to be integrated with the universal CSC platform by following e-Governance standards and cross-linking of various inter department data.

8.3.2.2 Integration of e-District services with the universal CSC technological platform.

8.3.3 Consolidated Delivery of e-Services:

CSC 2.0 envisages consolidated delivery of e-services through CSCs; therefore in this regard the OCAC (SDA)/DeGS, with suitable support from CSC SPV, would be required to make the CSCs sustainable by enabling more services for delivery at the CSC outlets and undertaking various programmes to increase the sustainability.

For achieving the goal of consolidated delivery, following would be required to be implemented:

- 8.3.3.1** Efforts will be made to integrate all respective service applications with the proposed universal CSC technological platform (managed by CSC-SPV).
- 8.3.3.2** For sustainability of the CSCs, it is essential that all the possible e-services are made operational as soon as possible. A policy may be adopted for ensuring availability of minimum portfolio of active services, including those already made available through the state initiatives /e-District, etc, under this project.

8.4 Local Language VLE Help Desk

It is envisaged to set up Local Level Helpdesk with suitable manpower, hardware & software managed by CSC SPV. The location and extension of Help Desk to be decided by OCAC / DeGS and would be managed by CSC SPV. The Helpdesk will provide information and handholding support for establishing CSCs and further, this will also handle/address VLE concerns and grievances, and provide support for rendering services and for other operational issues.

9 CSC Location and Village Level Entrepreneur (VLE) Selection

The selection of VLEs and CSC location under CSC 2.0 would be undertaken by DeGS, supported by CSC SPV suitably. Following is recommended for the selection of CSC location and selection of VLEs:

9.1 Location of CSCs

- 9.1.1** CSCs may be located within the Gram Panchayat Office or Point of termination (PoT) for the National Optic Fibre Network (NOFN) or other appropriate public building near by the Gram Panchayat Office under the guidance of DeGS, preferably in a government building or any other place (private/public building) having good footfall and where NOFN horizontal connectivity would be made available.
- 9.1.2** Establishment of additional CSCs in the Gram Panchayat area may be decided by the SDA / DeGS, after demand analysis based on local requirements, viability having base population supporting them and the financial sustainability.

9.1.3 The SDA/DeGS has the option to set up the CSCs at desired locations including at urban or semi-urban areas based on the footfall and citizens covered in that area. These CSCs, at urban or semi-urban areas, would be over and above the CSCs proposed in CSC 2.0 at Gram Panchayat level. These additional CSCs would be operational through universal CSC technological platform and would be covered under the monitoring and assessment framework of CSC 2.0.

9.2 VLE Nomination/Selection

The DeGS is authorised for selection of VLEs through suitable mechanism. The DeGS would be suitably supported by CSC SPV in this regard. The SDA/DeGS would have the flexibility of selecting the VLEs for setting up of CSC Network at the Gram Panchayat level under various combinations as suitable to the prevailing conditions. For the purpose of selection of VLEs the DeGS may invite application and select the VLEs through a panel chaired by District Collector heading DeGS and other members like- ADM / PD, DRDA, representatives of NIC (District Informatics Officer-DIO), DeGM, CSC-SPV or any other member to be decided by District Collector. The VLEs after selection would be functioning under DeGS. In order to empower the women, preference may be given to women as VLEs.

The DeGS would encourage that VLE to be linked with proper Aadhaar authentications.

10 Implementation Schedule

The CSC 2.0 is proposed to be implemented and made operational over a period of 48 months. Detailed timelines for implementation will be issued by CSC SPV in consultation with SDA and DeGS.

11 Finance, Revenue and Sustainability

The CSC 2.0 has been designed to ensure delivery of online services through ICT enabled access points. It is expected that the operations and management of the CSC Scheme will be self-sustaining based on the income generated through delivery of online services.

11.1 All the aspects related to finance, accounting and expenditures for implementation of CSC 2.0 would be managed by CSC SPV.

- 11.2** It is expected that commission/service charges will be paid for each service successfully rendered at a CSC to VLE through online process immediately. For increasing the sustainability of VLEs, CSC 2.0 recommends that revenue sharing between VLE and DeGS & other stake holders are in ratio of 80:20. To ensure transparent transfer of funds to VLE and DeGS & other stake-holders, guidelines for revenue sharing between the stakeholders shall be issued by Government/SDA from time to time.
- 11.3** In order to ensure the financial sustainability of CSCs a large bouquet of G2C, B2C, Educational, Financial Inclusion, UIDAI enrolment and various other services would be enabled in the universal CSC platform with suitable support from CSC SPV.

12 Training and Capacity Building

The CSC 2.0 gives lot of importance to training and capacity building of VLEs for making them self sustaining and running a successful business at CSC outlet. Therefore, it is proposed to undertake compulsory “Entrepreneurship Training” covering all the VLEs at least once during the period of implementation. This would also include covering existing VLEs. CSC SPV would be required to undertake the training workshops across the state with co-ordination of OCAC and District administration.

13 Monitoring and Assessment

The CSCs would be service delivery channel for various services to citizen and would create ease to access services in their locality. In order to achieve the objectives of CSC 2.0, a regular monitoring and assessment framework be established at various levels vis-à-vis mid-course corrections during the implementation.

13.1 Monitoring

The monitoring of CSC 2.0 would be undertaken at State level and District level. The District level monitoring would be undertaken at grass root level for monitoring of last mile implementation.

- 13.1.1** To create an effective monitoring of CSC network at all levels, it is proposed to create regular automated MIS reports for last mile monitoring. In this regard, a suitable software application would be developed by CSC-SPV, which in turn would consolidate the monitoring data received online from Districts.

13.1.2 For smooth monitoring and assessment at all levels, CSC SPV would be required to generate automated MIS Reports and Monthly Progress Reports. Following responsibilities would be undertaken by CSC SPV for monitoring and report generation:

13.1.2.1 Compulsory online monitoring of all the CSCs through a Monitoring and Assessment module as a part of universal CSC technological platform and interfacing the same with e-TAAL.

13.1.2.2 Generation of MIS reports and Dashboards for monitoring progress of the operations and transactions of CSCs, and providing regular MIS status reports for the E&IT Department/ OCAC and DeGS.

13.1.2.3 The Nodal Officer of E&IT Department and OCAC (SDA) would be given an access to a panel that would display the health of the project. The District Collector heading DeGS would be given a deeper access of the health of CSC outlets lying within the jurisdiction of the district.

13.1.2.4 The OCAC (SDA) and District teams would be required to update the reports and present the same to their respective officers on regular basis.

13.1.3 National Level

At national level the rollout would be monitored & reviewed by PRSG constituted by DeitY.

13.1.4 State Level

The monitoring at State level would be undertaken by a State Level Committee under the Chairmanship of Principal Secretary, E&IT Department and with members from SDA, CSC SPV and others.

13.1.5 District Level

The monitoring at the district level would be undertaken by District e-Governance Society (DeGS) chaired by District Collector and supported by DeGM and District Level Resources to be engaged for this Project.

13.2 Assessment

To create an effective framework of assessment at various levels, the implementation of CSC 2.0 needs to be assessed during and post implementation of CSC network. It is envisaged that CSC-SPV would undertake suitable impact assessment for assessing the rollout of the scheme during and post implementation of scheme.

The SDA and District administration would be required to support these assessments in terms of infrastructure support, inputs and direction of the assessments. It would be desirable that CSC SPV would hold brain storming sessions with the SDA and District administration to chalk out an effective and insightful plan of assessments.

13.2.1 Periodic Field Level Assessments

13.2.1.1 It is proposed to assess the rollout through regular and periodic field level assessment during the implementation phase. The assessments would be done by state and District level resources, with suitable geo-tagged application for the assessment.

13.2.1.2 OCAC, the SDA would be required to monitor the assessments conducted by SLRs through field visits.

14 Conclusion

After its implementation, it is envisaged that there would be a network of self sustaining CSC outlets in all the Gram Panchayat across the state, delivering essential government services to the citizens, under the handholding support from the SDA / District administration and CSC SPV.

