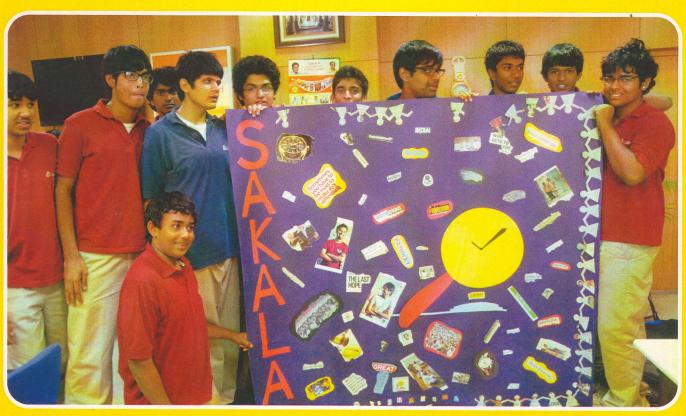# April - 2013 Report

# The Karnataka Sakala Services Act 2011

## 2,16,69,874 Applications Disposed



Sakala for Students

## No more delays... We deliver on time.

**Department of Personnel and Administrative Reforms (Administrative Reforms)**
Call Center : 080 - 4455 4455, Website : sakala.kar.nic.in e-mail : sakala@nic.in

# The Karnataka Sakala Services Act 2011

*Report Card for the month of April 2013*

# Message

It is truly a matter of great pride that in spite of the election keeping most of the staff overloaded; nearly 12 lakh applications have been disposed by the staff in the month of April 2013. So far, 2.20 crore applications have been received and 2.16 crore applications have been disposed of in time. An average disposal rate of 96.55% is seen as achieved. More can be done, and I am confident that each one of you will come out with flying colours and clear all pendency and help the common man in getting timely government services – which is the soul of Sakala.

It is heartening to note that rejection rates have seen a fall over the months, due to continuous reengineering and hand-holding by the Mission. This is such an important milestone. One can't imagine what a citizen goes through when his application is rejected for the wrong reasons. So many expectations, so many dreams!  I truly appreciate the efforts in this sphere.

Complaints – when one sees the trend, it is increasing day by day. While it is good that people are feeling free to complain against the system – which was not the case a couple of years back, I would urge you to prevent every possible opportunity to cause a complaint. I think this is what will improve the quality of our services.

Services are being delivered at a speed faster than what is stipulated by the departments. This shows that we truly can achieve more and you are on the right track. I see that about 170 services are delivered ahead of time, which is a very good sign of efficiency.

Let us join hands and work for bettering ourselves in the service of our citizens – after all Service to Mankind is Service to God!


**S.V Ranganath I.A S**
**Chief Secretary**

# Contents

# Chapter I:

## Introduction – from the desk of the Mission Director

This month has been mix of sorts. Elections being the preoccupation for most of the government staff. This gave the Mission some time to evaluate and see what more can be done under Sakala. Here are some highlights.

As the first update, we got a new Additional Mission Director. **Sri Manoj R** an IFS officer of the 1999 batch. He was earlier the Special Officer – Elections, in the Chief Election Office for about 5 ½ years. Currently, he is the Additional Secretary of the Co Operations Department looking after the Market Reforms function for the department.  Sri Manoj was instrumental in bringing out many technology interventions in the election office. He will assist me in guiding Sakala to greater heights.

A List of services were obtained from the e Governance department that included  services from all the 44 Departments of the Government, out of these, In an initial analysis a set of 625 services were identified that could be included. This will be discussed with the departments and a final list shortlisted in due course.

Similarly, we have about 128 services that have been identified to be delivered ONLINE. Detailed discussions with these 16 departments were held and the feasibility of the same determined. These services would go online at the earliest.

Evaluation of Sakala services by Karnataka Evaluation Authority (conducted by IMRB) as well as University of Chicago is underway and we have shared the modalities of this exercise in the report.

Coming to the **Current month statistics**:

The Ranking for the month stands as below:

| Rank | District | District | Rank |
|------|----------|----------|------|
| 1 | Uttara Kannada | Tumkur | 30 |
| 2 | Dakshina Kannada | Bidar | 29 |
| 3 | Bagalkot | Raichur | 28 |

## Applications in the Month:

This Month's Receipts – 11, 09,912 Disposals -11, 91,435

Cumulative Receipts –22, 11, 8055   Disposals -21, 66, 9874

**Pendency**: 55434 applications are showing pendency in the month. This is a huge pendency which is mostly from the Revenue department. As you would be aware, the Revenue department, Home (Police) and the urban development department are the Nodal departments for the conduct of elections. <u>One important aspect is that certain services coming under the Revenue Department were forbidden to be delivered</u> due to Election Code of Conduct. Services such as Sandhya Suraksha (16759), Destitute Widow pension (11918), Indira Gandhi Old Age Pension-(2505) were kept

pending. Additionally, Staff diverted for the election purposes impacted the delivery of services to a great extent.

We are sure, they will catch up soon. Similarly, delayed disposals also saw a dip with about 58690 applications disposed after the due date.

**Disposal Rate:** Delayed disposal rate stand at 9.57% - Staff being deputed to election duty was the biggest handicap in the month. While we have been assured that most cases are actually not pending, they have been processed, but unfortunately not signed off due to want of time. During the follow up calls that we made from the Mission side, we were assured that most of these applications would be delivered as soon as the election duties are done.

**Rejections:** For the month rejection of applications stands at 5.68% of the applications received during the month. This is an increase from the previous months' trends. Rise in rejection rates is not acceptable.

**Complaints**: In a quick turnaround, the Mission with the help of the call centre was able to close over 216 complaints confirmed closures, 64 cases that was followed up for closure. In all about 364 complaints were closed during the operation. However, if you observe, the complaint trends are also showing a significant increase. From a mere 88 complaints in Dec 2012 to 360 complaints in April 2013. This is heartening to note that on one hand shows citizens repose faith in Sakala and trust that their issues will be resolved. But the anti climax is that we are giving them reasons to complain.

To quote John Holmes – the famous poet & spiritualist *"There is no exercise better for the heart than reaching down and lifting people"* – come let us all help each other by exchanging ideas through feedback and keep our hearts healthy!!

*Dr Shalini Rajneesh*

*Mission Director – Sakala*

# Chapter II:

## Monthly Statistics

### Cumulative Receipts & Disposals – Overall Performance

| DEPARTMENT | TOTAL NO. OF GSC RECIEPTS | TOTAL NO. OF GSC DISPOSALS |
|---|---|---|
| AYUSH DEPARTMENT | 611 | 604 |
| BANGALORE DEVELOPMENT AUTHORITY | 2371 | 2315 |
| BANGALORE METROPOLITAN TRANSPORT CORPORATION | 378069 | 377180 |
| BANGALORE WATER SUPPLY AND SEWERAGE BOARD | 10893 | 10708 |
| BRUHAT BANGALORE MAHANAGARA PALIKE | 131307 | 129557 |
| CITY CORPORATION (Other than BBMP) | 154444 | 153275 |
| CITY MUNICIPAL COUNCIL | 336993 | 332800 |
| COMMERCE AND INDUSTRIES DEPARTMENT | 16401 | 16368 |
| COMMERCIAL TAXES DEPARTMENT | 1988554 | 1970676 |
| DEPT OF FACTORIES,BOILERS,INDL SAFETY AND HEALTH | 10341 | 9640 |
| DEPARTMENT OF ARCHIVES | 109 | 108 |
| DEPARTMENT OF PERSONNEL & ADMIN REFORMS | 462 | 416 |
| DEPARTMENT OF PUBLIC INSTRUCTION | 26159 | 25111 |
| DIR. OF PRINTING, STATIONARIES AND PUBLISHING | 1 | 1 |
| DRUGS CONTROL DEPARTMENT | 11669 | 11465 |
| EMPLOYEES STATE INSURANCE MEDICAL SERVICES | 223 | 102 |
| FIRE SERVICES DEPARTMENT | 1463 | 1462 |
| FISHERIES DEPARTMENT | 286 | 269 |
| FOOD AND CIVIL SUPPLIES DEPARTMENT | 1570053 | 1569307 |
| HEALTH AND FAMILY WELFARE DEPARTMENT | 211999 | 211194 |
| HOME DEPARTMENT | 967320 | 945644 |
| INFORMATION DEPARTMENT | 134 | 128 |
| INSPECTOR GENERAL OF REGISTRATION AND STAMPS | 742504 | 740331 |
| KANNADA AND CULTURE | 177 | 177 |
| KARNATAKA HOUSING BOARD | 1810 | 1613 |
| KARNATAKA SLUM DEVELOPMENT BOARD | 124 | 92 |
| KARNATAKA STATE POLLUTION CONTROL BOARD | 275 | 241 |
| LABOUR DEPARTMENT | 137546 | 136242 |
| NORTH-EAST KARNATAKA ROAD TRANSPORT CORPN | 8913 | 8882 |
| NORTH-WEST KARNATAKA ROAD TRANSPORT CORPN | 4208 | 4185 |
| PRE-UNIVERSITY BOARD | 51480 | 51255 |
| PUBLIC WORKS, PORTS AND IN. WATER TPT DEPT | 244 | 236 |
| REVENUE DEPARTMENT | 10928971 | 10579737 |
| RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPT | 459517 | 451227 |
| SECRETARIAT | 1 | 1 |
| SERVEY AND SETTLEMENT COMMISSIONER | 163331 | 161191 |
| TOWN MUNICIPAL COUNCIL | 245177 | 243050 |
| TOWN PANCHAYAT | 89759 | 88907 |
| TRANSPORT CORPORATIONS(KSRTC/BMTC) | 562436 | 562171 |
| TRANSPORT DEPARTMENT | 3051768 | 2996667 |
| WOMEN AND CHILD WELFARE DEPARTMENT | 105901 | 105595 |
| **Total:** | **22374004** | **21900130** |
| * Taken as of 10 May 2013. | | |

# OVERALL PERFORMANCE -DISTRICTS

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Uttara Kannada | 34432 | 36392 | 0 | 1 | 2459 | 2 | 1 |
| Dakshina Kannada | 49308 | 50441 | 1.1 | 4 | 2465 | 1 | 2 |
| Bagalkot | 39999 | 41333 | 2.1 | 9 | 2222 | 4 | 3 |
| Bangalore | 215276 | 221359 | 4.3 | 14 | 2266 | 3 | 4 |
| Mandya | 39218 | 42801 | 3.8 | 13 | 2178 | 6 | 5 |
| Kodagu | 10495 | 11193 | 3.6 | 11 | 2099 | 7 | 6 |
| Shimoga | 34662 | 37157 | 3.7 | 12 | 2038 | 8 | 7 |
| Gadag | 19836 | 21487 | 1.6 | 8 | 1983 | 10 | 8 |
| Bangalore Rural | 19867 | 21380 | 9.4 | 24 | 2207 | 5 | 9 |
| Chikkaballapura | 22758 | 27054 | 0 | 1 | 1896 | 15 | 10 |
| Dharwad | 35088 | 37142 | 1.5 | 7 | 1949 | 13 | 11 |
| Chikmagalur | 22392 | 23969 | 5.1 | 18 | 2035 | 9 | 12 |
| Udupi | 20784 | 20452 | 1.4 | 5 | 1889 | 16 | 13 |
| Davanagere | 36833 | 37818 | 5 | 17 | 1938 | 14 | 14 |
| Hassan | 33593 | 38593 | 9.9 | 25 | 1976 | 11 | 15 |
| Ramanagara | 19634 | 19971 | 10.8 | 26 | 1963 | 12 | 16 |
| Mysore | 54662 | 55920 | 4.4 | 15 | 1884 | 17 | 17 |
| Koppal | 24023 | 25013 | 5.1 | 18 | 1847 | 18 | 18 |
| Bijapur | 35529 | 40465 | 4.5 | 16 | 1691 | 19 | 19 |
| Belgaum | 79205 | 85138 | 5.2 | 20 | 1685 | 20 | 20 |
| Chitradurga | 23559 | 28661 | 1.4 | 5 | 1472 | 27 | 21 |
| Chamarajanagar | 14853 | 17928 | 2.2 | 10 | 1485 | 25 | 22 |
| Haveri | 21439 | 23366 | 0.6 | 3 | 1429 | 28 | 22 |
| Bellary | 39259 | 43167 | 6.5 | 22 | 1570 | 21 | 24 |
| Gulbarga | 39006 | 42255 | 5.2 | 20 | 1560 | 22 | 25 |
| Kolar | 22362 | 25427 | 6.8 | 23 | 1490 | 24 | 26 |
| Yadgir | 16953 | 18626 | 11.6 | 28 | 1541 | 23 | 27 |
| Raichur | 28144 | 32854 | 13.5 | 30 | 1481 | 26 | 28 |
| Bidar | 24123 | 26970 | 11.3 | 27 | 1419 | 29 | 29 |
| Tumkur | 32695 | 37282 | 12.2 | 29 | 1257 | 30 | 30 |
| **Total** | **1109987** | **1191614** | | | | | |

**URBAN DEVELOPMENT DEPARTMENT**

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| **BDA** | | | | | | | |
| Bangalore | 334 | 505 | 4.8 | 1 | 3 | 1 | 1 |
| **BBMP** | | | | | | | |
| Bangalore | 6959 | 7481 | 8.6 | 2 | 73 | 1 | 1 |
| **City Corporation  (Other than BBMP)** | | | | | | | |
| DakshinaKannada | 2184 | 2326 | 0 | 1 | 109 | 1 | 1 |
| Gulbarga | 1133 | 1195 | 1 | 2 | 45 | 2 | 2 |
| Belgaum | 1877 | 2150 | 2.8 | 4 | 39 | 4 | 3 |
| Davanagere | 773 | 1047 | 62.5 | 7 | 40 | 3 | 4 |
| Bellary | 979 | 928 | 21.6 | 6 | 39 | 4 | 5 |
| Dharwad | 699 | 714 | 1.1 | 3 | 38 | 6 | 6 |
| Mysore | 844 | 869 | **10.7** | 5 | 29 | 7 | 7 |
| **CMC** | | | | | | | |
| Uttara Kannada | 1817 | 1681 | 0 | 1 | 129 | 1 | 1 |
| Kodagu | 530 | 471 | 0 | 1 | 106 | 3 | 2 |
| Kolar | 1289 | 1296 | 0 | 1 | 85 | 8 | 3 |
| Udupi | 1114 | 1184 | 0.1 | 10 | 101 | 6 | 4 |
| Shimoga | 1905 | 1866 | 5.1 | 20 | 112 | 2 | 5 |
| Ramanagar | 1036 | 880 | 1.7 | 14 | 103 | 5 | 6 |
| Chikkaballapura | 782 | 774 | 0 | 1 | 65 | 12 | 7 |
| Haveri | 904 | 980 | 0 | 1 | 60 | 13 | 8 |
| Bijapur | 1587 | 1557 | 0.4 | 12 | 75 | 9 | 9 |
| Bagalkot | 1747 | 1694 | 2.8 | 18 | 97 | 7 | 10 |
| Koppal | 1356 | 1505 | 37.5 | 25 | 104 | 4 | 10 |
| Tumkur | 1909 | 1675 | 1.5 | 13 | 73 | 10 | 12 |
| Bidar | 1186 | 1096 | 1.7 | 14 | 69 | 11 | 13 |
| Chitradurga | 874 | 808 | 0.1 | 10 | 54 | 17 | 14 |
| Belgaum | 1161 | 1163 | 0 | 1 | 24 | 21 | 15 |
| Mandya | 1037 | 1026 | 2.2 | 17 | 57 | 15 | 16 |
| Davanagere | 247 | 261 | 0 | 1 | 13 | 23 | 17 |
| Chamarajanagar | 584 | 597 | 8.9 | 22 | 58 | 14 | 17 |
| Raichur | 1052 | 1047 | 4.8 | 19 | 55 | 16 | 19 |
| Bellary | 178 | 161 | 0 | 1 | 7 | 24 | 20 |
| Chikmagalur | 463 | 422 | 2.1 | 16 | 42 | 19 | 21 |
| Hassan | 92 | 61 | 0 | 1 | 5 | 26 | 22 |
| Bangalore Rural | 393 | 459 | 67.3 | 26 | 43 | 18 | 23 |
| Gadag | 361 | 416 | 14.4 | 23 | 36 | 20 | 24 |
| Yadgir | 195 | 228 | 21.9 | 24 | 17 | 22 | 25 |
| Gulbarga | 181 | 185 | 8.6 | 21 | 7 | 24 | 26 |

## BWSSB

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking( 30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Bangalore | 988 | 978 | 25.9 | 1 | 10 | 1 | 1 |
| **Total** | **40750** | **41686** | | | | | |

| TMC | | | | | | | |
|---|---|---|---|---|---|---|---|
| Kolar | 902 | 969 | 0 | 1 | 60 | 5 | 1 |
| Bagalkot | 969 | 985 | 0 | 1 | 53 | 7 | 2 |
| Uttara Kannada | 694 | 714 | 0 | 1 | 49 | 8 | 3 |
| Bangalore Rural | 571 | 730 | 0.5 | 11 | 63 | 4 | 4 |
| Udupi | 830 | 811 | 3.7 | 19 | 75 | 1 | 5 |
| Belgaum | 2711 | 2688 | 0.4 | 9 | 57 | 6 | 6 |
| Gadag | 650 | 738 | 2.8 | 17 | 65 | 3 | 7 |
| Chitradurga | 712 | 861 | 0 | 1 | 44 | 10 | 8 |
| Haveri | 644 | 715 | 0 | 1 | 42 | 11 | 9 |
| Dakshina Kannada | 1411 | 1405 | 15.1 | 24 | 70 | 2 | 10 |
| Chikkaballapura | 452 | 454 | 0 | 1 | 37 | 12 | 11 |
| Mandya | 552 | 535 | 0 | 1 | 30 | 14 | 12 |
| Hassan | 792 | 709 | 2.7 | 16 | 46 | 9 | 13 |
| Chikmagalur | 349 | 349 | 0.3 | 8 | 31 | 13 | 14 |
| Ramanagara | 296 | 277 | 1.4 | 13 | 29 | 15 | 15 |
| Chamarajanagar | 180 | 197 | 3.6 | 18 | 18 | 18 | 16 |
| Dharwad | 272 | 242 | 0.4 | 9 | 15 | 22 | 17 |
| Bijapur | 446 | 419 | 7.6 | 21 | 21 | 17 | 18 |
| Mysore | 869 | 953 | 33.2 | 28 | 29 | 15 | 19 |
| Tumkur | 452 | 405 | 8.4 | 22 | 17 | 19 | 20 |
| Bellary | 424 | 427 | 5.4 | 20 | 16 | 20 | 21 |
| Shimoga | 237 | 210 | 2.4 | 15 | 13 | 24 | 22 |
| Raichur | 307 | 320 | 21.6 | 26 | 16 | 20 | 23 |
| Davanagere | 219 | 208 | 1 | 12 | 11 | 26 | 23 |
| Yadgir | 169 | 172 | 33.1 | 27 | 15 | 22 | 25 |
| Bangalore | 293 | 277 | 1.8 | 14 | 3 | 29 | 26 |
| Gulbarga | 309 | 351 | 18.8 | 25 | 12 | 25 | 27 |
| Bidar | 135 | 129 | 11.6 | 23 | 7 | 28 | 28 |
| Koppal | 106 | 103 | 56.3 | 29 | 8 | 27 | 29 |
| **Total** | **16953** | **17353** | | | | | |

# Town Panchayat

| District | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Uttara Kannada | 1259 | 1245 | 0 | 1 | 89 | 1 | 1 |
| Gadag | 192 | 178 | 0 | 1 | 19 | 4 | 2 |
| Dharwad | 277 | 270 | 0 | 1 | 15 | 8 | 3 |
| Shimoga | 296 | 286 | 0.3 | 8 | 17 | 5 | 3 |
| Bagalkot | 403 | 403 | 2.7 | 13 | 22 | 3 | 5 |
| Kodagu | 277 | 231 | 6.1 | 18 | 55 | 2 | 6 |
| Haveri | 220 | 218 | 0 | 1 | 14 | 10 | 7 |
| Mandya | 315 | 299 | 5 | 17 | 17 | 5 | 8 |
| Dakshina Kannada | 300 | 294 | 1 | 10 | 15 | 8 | 8 |
| Chitradurga | 148 | 138 | 0 | 1 | 9 | 14 | 10 |
| Chikmagalur | 184 | 154 | 8.4 | 20 | 16 | 7 | 11 |
| Belgaum | 416 | 426 | 0.7 | 9 | 8 | 15 | 12 |
| Tumkur | 274 | 264 | 4.9 | 16 | 10 | 13 | 13 |
| Bellary | 224 | 206 | 1.9 | 12 | 8 | 15 | 14 |
| Davanagere | 274 | 325 | 19.1 | 24 | 14 | 10 | 15 |
| Bidar | 102 | 103 | 1 | 10 | 6 | 17 | 16 |
| Raichur | 244 | 170 | 17.6 | 23 | 12 | 12 | 17 |
| Yadgir | 40 | 52 | 0 | 1 | 3 | 22 | 18 |
| Chamarajanagar | 61 | 54 | 3.7 | 14 | 6 | 17 | 19 |
| Chikkaballapura | 30 | 29 | 0 | 1 | 2 | 23 | 20 |
| Hassan | 91 | 109 | 3.7 | 14 | 5 | 20 | 21 |
| Mysore | 201 | 207 | 16.9 | 22 | 6 | 17 | 22 |
| Gulbarga | 100 | 116 | 37.9 | 25 | 4 | 21 | 23 |
| Koppal | 34 | 35 | 11.4 | 21 | 2 | 23 | 24 |
| Udupi | 12 | 16 | 6.3 | 19 | 1 | 25 | 25 |
| **Total** | **5974** | **5828** | | | | | |

## COMMERCE & INDUSTRIES

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Bijapur | 154 | 154 | 0 | 4 | 7 | 1 | 1 |
| Udupi | 82 | 82 | 0 | 4 | 7 | 1 | 1 |
| Bagalkot | 123 | 122 | 0 | 4 | 6 | 3 | 3 |
| Bangalore Rural | 53 | 53 | 0 | 4 | 5 | 4 | 4 |
| Belgaum | 188 | 184 | 0 | 4 | 4 | 5 | 5 |
| Tumkur | 129 | 165 | 0 | 4 | 4 | 5 | 5 |
| Haveri | 70 | 70 | 0 | 4 | 4 | 5 | 5 |
| Ramanagara | 42 | 42 | 0 | 4 | 4 | 5 | 5 |
| Mysore | 114 | 115 | 0 | 4 | 3 | 11 | 9 |
| Uttara Kannada | 47 | 60 | 0 | 4 | 3 | 11 | 9 |
| Bellary | 81 | 81 | 0 | 4 | 3 | 11 | 9 |
| Chikkaballapura | 47 | 47 | 0 | 4 | 3 | 11 | 9 |
| Gadag | 40 | 40 | 2.5 | 27 | 4 | 5 | 13 |
| Davanagere | 38 | 38 | 0 | 4 | 2 | 16 | 14 |
| Chikmagalur | 30 | 30 | 0 | 4 | 2 | 16 | 14 |
| Chamarajanagar | 29 | 29 | 0 | 4 | 2 | 16 | 14 |
| Shimoga | 48 | 51 | 0 | 4 | 2 | 16 | 14 |
| Kodagu | 10 | 9 | 0 | 4 | 2 | 16 | 14 |
| Koppal | 29 | 34 | 0 | 4 | 2 | 16 | 14 |
| Bangalore | 445 | 450 | 7.8 | 30 | 4 | 5 | 20 |
| Mandya | 70 | 72 | 2.8 | 28 | 3 | 11 | 21 |
| Kolar | 27 | 28 | 0 | 4 | 1 | 23 | 22 |
| Hassan | 21 | 19 | 0 | 4 | 1 | 23 | 22 |
| Chitradurga | 0 | 0 | 0 | 1 | 0 | 25 | 24 |
| Dakshina Kannada | 0 | 0 | 0 | 1 | 0 | 25 | 24 |
| Dharwad | 0 | 0 | 0 | 1 | 0 | 25 | 24 |
| Gulbarga | 22 | 24 | 0 | 4 | 0 | 25 | 27 |
| Bidar | 12 | 12 | 0 | 4 | 0 | 25 | 27 |
| Yadgir | 1 | 6 | 0 | 4 | 0 | 25 | 27 |
| Raichur | 47 | 55 | 5.5 | 29 | 2 | 16 | 30 |
| **Total** | **1999** | **2072** | | | | | |

**COMMERCIAL TAX DEPARTMENT**

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| DakshinaKannada | 2769 | 2549 | 0 | 1 | 138 | 3 | 1 |
| Mysore | 2972 | 2849 | 0 | 1 | 102 | 4 | 2 |
| Udupi | 1076 | 951 | 0 | 1 | 97 | 5 | 3 |
| Ramanagara | 555 | 576 | 0 | 1 | 55 | 8 | 4 |
| Gulbarga | 1142 | 1134 | 0 | 1 | 45 | 10 | 5 |
| Bijapur | 965 | 957 | 0 | 1 | 45 | 10 | 5 |
| Bangalore | 54971 | 55139 | 0.1 | 23 | 578 | 1 | 7 |
| Uttara Kannada | 547 | 533 | 0 | 1 | 39 | 13 | 8 |
| Dharwad | 4164 | 3976 | 0.5 | 28 | 231 | 2 | 9 |
| Bellary | 2080 | 1942 | 0.1 | 23 | 83 | 6 | 10 |
| Gadag | 298 | 236 | 0 | 1 | 29 | 16 | 11 |
| Belgaum | 3658 | 3526 | 0.1 | 23 | 77 | 7 | 12 |
| Tumkur | 721 | 708 | 0 | 1 | 27 | 17 | 13 |
| Shimoga | 944 | 909 | 0.1 | 23 | 55 | 8 | 14 |
| Haveri | 402 | 139 | 0 | 1 | 26 | 18 | 15 |
| Koppal | 319 | 253 | 0 | 1 | 24 | 19 | 16 |
| Bidar | 422 | 528 | 0 | 1 | 24 | 19 | 16 |
| Chikmagalur | 269 | 223 | 0 | 1 | 24 | 19 | 16 |
| Bangalore Rural | 189 | 189 | 0 | 1 | 21 | 22 | 19 |
| Mandya | 377 | 319 | 0 | 1 | 20 | 23 | 20 |
| Kolar | 308 | 263 | 0 | 1 | 20 | 23 | 20 |
| Davanagere | 827 | 985 | 0.6 | 29 | 43 | 12 | 22 |
| Bagalkot | 602 | 670 | 0.1 | 23 | 33 | 15 | 23 |
| Yadgir | 208 | 165 | 0 | 1 | 18 | 25 | 24 |
| Raichur | 744 | 781 | 2.9 | 30 | 39 | 13 | 25 |
| Kodagu | 89 | 98 | 0 | 1 | 17 | 26 | 26 |
| Chitradurga | 282 | 270 | 0 | 1 | 17 | 26 | 26 |
| Hassan | 284 | 361 | 0 | 1 | 16 | 28 | 28 |
| Chikkaballapura | 109 | 98 | 0 | 1 | 9 | 29 | 29 |
| Chamarajanagar | 73 | 65 | 0 | 1 | 7 | 30 | 30 |
| **Total** | **82366** | **81392** | | | | | |

## EDUCATION DEPARTMENT

| District | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| **Department of Public instruction** | | | | | | | |
| Belgaum | 298 | 312 | 1.3 | 6 | 6 | 2 | 1 |
| Mysore | 248 | 301 | 12.6 | 10 | 8 | 1 | 2 |
| Uttara Kannada | 22 | 26 | 0 | 1 | 1 | 5 | 3 |
| Bijapur | 31 | 24 | 4.2 | 7 | 1 | 5 | 4 |
| Gulbarga | 83 | 97 | 13.4 | 11 | 3 | 4 | 5 |
| Bangalore | 441 | 669 | 20.6 | 15 | 4 | 3 | 6 |
| Bidar | 6 | 21 | 0 | 1 | 0 | 10 | 7 |
| Haveri | 2 | 4 | 0 | 1 | 0 | 10 | 7 |
| Chikkaballapura | 9 | 8 | 0 | 1 | 0 | 10 | 7 |
| Gadag | 5 | 9 | 0 | 1 | 0 | 10 | 7 |
| Shimoga | 23 | 20 | 25 | 16 | 1 | 5 | 11 |
| Bagalkot | 33 | 63 | 25.4 | 17 | 1 | 5 | 12 |
| Chikmagalur | 7 | 18 | 5.6 | 8 | 0 | 10 | 13 |
| Kolar | 10 | 26 | 11.5 | 9 | 0 | 10 | 14 |
| Kodagu | 7 | 13 | 53.8 | 21 | 1 | 5 | 15 |
| Dakshina Kannada | 18 | 57 | 14 | 12 | 0 | 10 | 16 |
| Chitradurga | 11 | 20 | 15 | 13 | 0 | 10 | 17 |
| Hassan | 14 | 17 | 17.6 | 14 | 0 | 10 | 18 |
| Chamarajanagar | 6 | 7 | 28.6 | 18 | 0 | 10 | 19 |
| Udupi | 6 | 10 | 30 | 19 | 0 | 10 | 20 |
| Tumkur | 17 | 29 | 31 | 20 | 0 | 10 | 21 |
| Davanagere | 15 | 26 | 53.8 | 21 | 0 | 10 | 22 |
| Ramanagara | 9 | 7 | 57.1 | 23 | 0 | 10 | 23 |
| Dharwad | 10 | 34 | 61.8 | 24 | 0 | 10 | 24 |
| Bangalore Rural/ | 4 | 25 | 64 | 25 | 0 | 10 | 25 |
| Koppal | 2 | 4 | 75 | 26 | 0 | 10 | 26 |
| Mandya | 5 | 20 | 75 | 26 | 0 | 10 | 26 |
| Bellary | 3 | 25 | 80 | 28 | 0 | 10 | 28 |
| Raichur | 8 | 55 | 81.8 | 29 | 0 | 10 | 29 |
| Yadgir | 7 | 6 | 100 | 30 | 0 | 10 | 30 |
| **Pre-University Board** | | | | | | | |
| Bangalore | 0 | 139 | 100 | 2 | 0 | 1 | 2 |
| **Total** | **1360** | **2092** | | | | | |

**FOOD & CIVIL SUPPLY DEPARTMENT**

| District | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Bagalkot | 8435 | 8435 | 0 | 1 | 468 | 1 | 1 |
| Koppal | 5753 | 5680 | 0 | 1 | 442 | 2 | 2 |
| Dakshina Kannada | 8417 | 8466 | 0 | 1 | 420 | 3 | 3 |
| Uttara Kannada | 3901 | 3923 | 0 | 1 | 278 | 4 | 4 |
| Chikkaballapura | 2286 | 2285 | 0 | 1 | 190 | 5 | 5 |
| Udupi | 1788 | 1788 | 0 | 1 | 162 | 7 | 6 |
| Ramanagara | 1468 | 1477 | 0 | 1 | 146 | 8 | 7 |
| Shimoga | 1650 | 1655 | 0 | 1 | 97 | 10 | 8 |
| Yadgir | 1036 | 910 | 0 | 1 | 94 | 11 | 9 |
| Belgaum | 4209 | 4211 | 0 | 1 | 89 | 13 | 10 |
| Chikmagalur | 571 | 572 | 0 | 1 | 51 | 14 | 11 |
| Dharwad | 3370 | 3470 | 0.1 | 21 | 187 | 6 | 12 |
| Haveri | 358 | 362 | 0 | 1 | 23 | 18 | 13 |
| Bangalore | 11617 | 12260 | 0.3 | 24 | 122 | 9 | 14 |
| Hassan | 368 | 368 | 0 | 1 | 21 | 19 | 15 |
| Raichur | 381 | 405 | 0 | 1 | 20 | 20 | 16 |
| Kodagu | 473 | 474 | 0.2 | 23 | 94 | 11 | 17 |
| Kolar | 229 | 240 | 0 | 1 | 15 | 21 | 18 |
| Mandya | 161 | 169 | 0 | 1 | 8 | 23 | 19 |
| Gulbarga | 795 | 807 | 0.1 | 21 | 31 | 15 | 20 |
| Gadag | 51 | 51 | 0 | 1 | 5 | 25 | 21 |
| Chamarajanagar | 53 | 53 | 0 | 1 | 5 | 25 | 21 |
| Bellary | 720 | 778 | 4.4 | 26 | 28 | 16 | 23 |
| Bangalore Rural | 35 | 34 | 0 | 1 | 3 | 27 | 24 |
| Bijapur | 558 | 805 | 12.9 | 30 | 26 | 17 | 25 |
| Mysore | 41 | 42 | 0 | 1 | 1 | 30 | 26 |
| Chitradurga | 142 | 190 | 1.1 | 25 | 8 | 23 | 27 |
| Tumkur | 285 | 410 | 11.5 | 29 | 10 | 22 | 28 |
| Bidar | 54 | 66 | 7.6 | 28 | 3 | 27 | 29 |
| Davanagere | 47 | 54 | 7.4 | 27 | 2 | 29 | 30 |
| **Total** | **59252** | **60440** | | | | | |

**HEALTH & FAMILY WELFARE DEPARTMENT**

| District | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Chamarajanagar | 599 | 600 | 0 | 1 | 59 | 2 | 1 |
| Uttara Kannada | 777 | 774 | 0 | 1 | 55 | 3 | 2 |
| Haveri | 694 | 601 | 0 | 1 | 46 | 4 | 3 |
| Yadgir | 1052 | 1071 | 1.1 | 18 | 95 | 1 | 4 |
| Kolar | 647 | 668 | 0.1 | 10 | 43 | 6 | 5 |
| Chikkaballapura | 371 | 372 | 0 | 1 | 30 | 10 | 6 |
| Bijapur | 947 | 942 | 1 | 15 | 45 | 5 | 7 |
| Davanagere | 532 | 549 | 0.2 | 11 | 28 | 12 | 8 |
| Shimoga | 508 | 505 | 1 | 15 | 29 | 11 | 9 |
| Bangalore Rural | 334 | 364 | 4.1 | 25 | 37 | 7 | 10 |
| Bellary | 783 | 788 | 1.4 | 21 | 31 | 9 | 11 |
| Chikmagalur | 302 | 304 | 0.3 | 12 | 27 | 13 | 12 |
| DakshinaKannada | 399 | 402 | 0 | 1 | 19 | 18 | 13 |
| Bagalkot | 597 | 571 | 13.3 | 29 | 33 | 8 | 14 |
| Belgaum | 1288 | 1262 | 1.9 | 23 | 27 | 13 | 15 |
| Koppal | 238 | 226 | 0.4 | 13 | 18 | 19 | 16 |
| Chitradurga | 114 | 117 | 0 | 1 | 7 | 25 | 17 |
| Bidar | 241 | 240 | 0.4 | 13 | 14 | 21 | 18 |
| Kodagu | 105 | 109 | 4.6 | 26 | 21 | 16 | 19 |
| Ramanagara | 54 | 49 | 0 | 1 | 5 | 27 | 20 |
| Gadag | 211 | 187 | 5.3 | 27 | 21 | 16 | 21 |
| Raichur | 448 | 436 | 22.2 | 30 | 23 | 15 | 22 |
| Udupi | 163 | 169 | 1.2 | 19 | 14 | 21 | 23 |
| Gulbarga | 75 | 127 | 0 | 1 | 3 | 29 | 24 |
| Hassan | 183 | 196 | 1 | 15 | 10 | 24 | 25 |
| Bangalore | 41 | 41 | 0 | 1 | 0 | 30 | 25 |
| Dharwad | 326 | 329 | 9.7 | 28 | 18 | 19 | 27 |
| Tumkur | 342 | 528 | 2.1 | 24 | 13 | 23 | 28 |
| Mandya | 118 | 112 | 1.8 | 22 | 6 | 26 | 29 |
| Mysore | 145 | 149 | 1.3 | 20 | 5 | 27 | 30 |
| **Total** | **12634** | **12788** | | | | | |

## Drugs Control Department

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Davanagere | 50 | 50 | 0 | 1 | 2 | 1 | 1 |
| Dharwad | 24 | 21 | 0 | 1 | 1 | 3 | 2 |
| Gadag | 10 | 12 | 0 | 1 | 1 | 3 | 2 |
| Gulbarga | 33 | 37 | 0 | 1 | 1 | 3 | 2 |
| Haveri | 15 | 16 | 0 | 1 | 1 | 3 | 2 |
| Kolar | 15 | 16 | 0 | 1 | 1 | 3 | 2 |
| Bangalore Rural | 11 | 15 | 0 | 1 | 1 | 3 | 2 |
| Bidar | 21 | 22 | 0 | 1 | 1 | 3 | 2 |
| Bijapur | 26 | 22 | 0 | 1 | 1 | 3 | 2 |
| Shimoga | 20 | 22 | 0 | 1 | 1 | 3 | 2 |
| Mysore | 32 | 33 | 0 | 1 | 1 | 3 | 2 |
| Raichur | 24 | 28 | 0 | 1 | 1 | 3 | 2 |
| Dakshina Kannada | 24 | 24 | 0 | 1 | 1 | 3 | 2 |
| Bangalore | 232 | 226 | 1.8 | 29 | 2 | 1 | 14 |
| Belgaum | 45 | 44 | 0 | 1 | 0 | 15 | 15 |
| Bellary | 21 | 26 | 0 | 1 | 0 | 15 | 15 |
| Chamarajanagar | 3 | 3 | 0 | 1 | 0 | 15 | 15 |
| Chikkaballapura | 7 | 6 | 0 | 1 | 0 | 15 | 15 |
| Chikmagalur | 9 | 9 | 0 | 1 | 0 | 15 | 15 |
| Chitradurga | | 9 | 0 | 1 | 0 | 15 | 15 |
| Koppal | 6 | 6 | 0 | 1 | 0 | 15 | 15 |
| Mandya | 4 | 9 | 0 | 1 | 0 | 15 | 15 |
| Kodagu | 4 | 7 | 0 | 1 | 0 | 15 | 15 |
| Hassan | 14 | 19 | 0 | 1 | 0 | 15 | 15 |
| Ramanagara | 9 | 8 | 0 | 1 | 0 | 15 | 15 |
| Tumkur | 17 | 15 | 0 | 1 | 0 | 15 | 15 |
| Udupi | 10 | 11 | 0 | 1 | 0 | 15 | 15 |
| Uttara Kannada | 2 | 8 | 0 | 1 | 0 | 15 | 15 |
| Yadgir | 10 | 9 | 0 | 1 | 0 | 15 | 15 |
| Bagalkot | 13 | 13 | 7.7 | 30 | 0 | 15 | 30 |
| **Total** | **711** | **746** | | | | | |

**25 applications received for Ayush Department from Five Districts (Dharwad, Uttara Kannada, Chitradurga, Belgaum, and Bangalore)**

**HOME DEPARTMENT**

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Kodagu | 1604 | 1557 | 0.3 | 6 | 320 | 2 | 1 |
| Udupi | 3972 | 3831 | 0.5 | 15 | 361 | 1 | 2 |
| Ramanagara | 2176 | 1911 | 0.3 | 6 | 217 | 5 | 3 |
| Uttara Kannada | 2885 | 2904 | 0 | 1 | 206 | 8 | 4 |
| Mysore | 6484 | 6041 | 0.4 | 12 | 223 | 4 | 5 |
| Bangalore Rural | 1823 | 1590 | 0 | 1 | 202 | 9 | 6 |
| Chikmagalur | 2390 | 2174 | 0.6 | 17 | 217 | 5 | 7 |
| Shimoga | 3602 | 3292 | 0.5 | 15 | 211 | 7 | 8 |
| Dakshina Kannada | 5546 | 5433 | 3 | 28 | 277 | 3 | 9 |
| Dharwad | 2438 | 2253 | 0.3 | 6 | 135 | 13 | 10 |
| Bidar | 2015 | 2053 | 0.3 | 6 | 118 | 15 | 11 |
| Chikkaballapura | 1399 | 1332 | 0.2 | 5 | 116 | 16 | 12 |
| Davanagere | 2307 | 2157 | 0.4 | 12 | 121 | 14 | 13 |
| Chitradurga | 1772 | 1743 | 0.1 | 3 | 110 | 18 | 14 |
| Mandya | 3036 | 2799 | 1.9 | 24 | 168 | 10 | 15 |
| Kolar | 2187 | 2073 | 2.7 | 27 | 145 | 11 | 16 |
| Gulbarga | 2191 | 2239 | 0.3 | 6 | 87 | 21 | 17 |
| Bangalore | 13854 | 14385 | 6 | 30 | 145 | 11 | 18 |
| Bagalkot | 1484 | 1425 | 0.3 | 6 | 82 | 23 | 19 |
| Hassan | 1908 | 1909 | 0.8 | 21 | 112 | 17 | 20 |
| Raichur | 1384 | 1369 | 0.1 | 3 | 72 | 26 | 21 |
| Tumkur | 2610 | 2397 | 1 | 22 | 100 | 19 | 22 |
| Haveri | 1082 | 1023 | 0.4 | 12 | 72 | 26 | 23 |
| Gadag | 783 | 762 | 0.7 | 19 | 78 | 24 | 24 |
| Chamarajanagar | 859 | 933 | 1.9 | 24 | 85 | 22 | 25 |
| Belgaum | 4548 | 4439 | 3.5 | 29 | 96 | 20 | 26 |
| Bellary | 1920 | 1935 | 0.7 | 19 | 76 | 25 | 27 |
| Yadgir | 517 | 477 | 0.6 | 17 | 47 | 30 | 28 |
| Koppal | 710 | 742 | 1.3 | 23 | 54 | 28 | 29 |
| Bijapur | 1130 | 1036 | 2 | 26 | 53 | 29 | 30 |
| **Fire Services Department** | | | | | | | |
| Chikmagalur | 89 | 89 | 0 | NA | NA | NA | NA |
| Haveri | 62 | 62 | 0 | NA | NA | NA | NA |
| Chikkaballapura | 51 | 51 | 0 | NA | NA | NA | NA |
| Mysore | 75 | 76 | 0 | NA | NA | NA | NA |
| Kolar | 20 | 20 | 0 | NA | NA | NA | NA |
| Koppal | 43 | 43 | 7 | NA | NA | NA | NA |
| Bellary | 14 | 14 | 0 | NA | NA | NA | NA |
| Bidar | 26 | 26 | 3.8 | NA | NA | NA | NA |
| Shimoga | 1 | 1 | 0 | NA | NA | NA | NA |
| Davanagere | 36 | 36 | 5.6 | NA | NA | NA | NA |
| **Total** | **81033** | **78632** | | NA | NA | NA | NA |

**HOUSING DEPARTMENT**

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/One lakh population (E) | Ranking based on GSC Receipts/One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| **Karnataka Housing Board** | | | | | | | |
| Dharwad | 90 | 30 | 0 | 6 | 5 | 1 | 1 |
| Bidar | 49 | 21 | 0 | 6 | 2 | 2 | 2 |
| Kolar | 33 | 48 | 0 | 6 | 2 | 2 | 2 |
| Koppal | 14 | 13 | 0 | 6 | 1 | 4 | 4 |
| Shimoga | 18 | 18 | 0 | 6 | 1 | 4 | 4 |
| Gulbarga | 46 | 32 | 0 | 6 | 1 | 4 | 4 |
| Bangalore | 129 | 127 | 0 | 6 | 1 | 4 | 4 |
| Mysore | 10 | 10 | 0 | 6 | 0 | 8 | 13 |
| Raichur | 15 | 17 | 0 | 6 | 0 | 8 | 13 |
| Uttara Kannada | 1 | 1 | 0 | 6 | 0 | 8 | 13 |
| Yadgir | 8 | 8 | 0 | 6 | 0 | 8 | 13 |
| Tumkur | 4 | 4 | 0 | 6 | 0 | 8 | 13 |
| Chikmagalur | 9 | 14 | 0 | 6 | 0 | 8 | 13 |
| Chitradurga | 6 | 6 | 0 | 6 | 0 | 8 | 13 |
| Dakshina Kannada | 1 | 8 | 0 | 6 | 0 | 8 | 13 |
| Bagalkot | 4 | 1 | 0 | 6 | 0 | 8 | 13 |
| Bellary | 5 | 5 | 0 | 6 | 0 | 8 | 13 |
| Hassan | 9 | 18 | 0 | 6 | 0 | 8 | 13 |
| Haveri | 1 | 12 | 0 | 6 | 0 | 8 | 13 |
| Gadag | 7 | 50 | 0 | 6 | 0 | 8 | 13 |
| Belgaum | 32 | 51 | 5.9 | 26 | 0 | 8 | 26 |
| Davanagere | 1 | 9 | 11.1 | 27 | 0 | 8 | 27 |
| Ramanagara | 1 | 5 | 20 | 28 | 0 | 8 | 28 |
| **Karnataka Slum Development Board** | | | | | | | |
| Mysore | 3 | 7 | 0 | 7 | 0 | 1 | 7 |
| Dharwad | 0 | 13 | 0 | 7 | 0 | 1 | 7 |
| Total | 496 | 528 | | | | | |

## LABOUR DEPARTMENT

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Uttara Kannada | 948 | 887 | 0 | 2 | 67 | 1 | 1 |
| Ramanagara | 554 | 554 | 0 | 2 | 55 | 2 | 2 |
| Dakshina Kannada | 1031 | 1117 | 0 | 2 | 51 | 3 | 3 |
| Bijapur | 618 | 618 | 0 | 2 | 29 | 4 | 4 |
| Dharwad | 486 | 406 | 0 | 2 | 27 | 5 | 5 |
| Chitradurga | 347 | 357 | 0 | 2 | 21 | 6 | 6 |
| Chikmagalur | 223 | 234 | 0 | 2 | 20 | 7 | 7 |
| Hassan | 349 | 349 | 0 | 2 | 20 | 7 | 7 |
| Haveri | 265 | 296 | 0 | 2 | 17 | 11 | 9 |
| Bidar | 263 | 310 | 0 | 2 | 15 | 12 | 10 |
| Tumkur | 413 | 474 | 0 | 2 | 15 | 12 | 10 |
| Gulbarga | 338 | 339 | 0 | 2 | 13 | 15 | 12 |
| Udupi | 140 | 165 | 0 | 2 | 12 | 16 | 13 |
| Gadag | 126 | 127 | 0 | 2 | 12 | 16 | 13 |
| Kolar | 297 | 297 | 0.3 | 23 | 19 | 9 | 15 |
| Raichur | 199 | 175 | 0 | 2 | 10 | 19 | 16 |
| Shimoga | 310 | 320 | 0.3 | 23 | 18 | 10 | 16 |
| Kodagu | 54 | 11 | 0 | 2 | 10 | 19 | 16 |
| Bagalkot | 178 | 185 | 0 | 2 | 9 | 21 | 19 |
| Yadgir | 99 | 128 | 0 | 2 | 9 | 21 | 19 |
| Bellary | 360 | 313 | 0.3 | 23 | 14 | 14 | 21 |
| Chikkaballapura | 98 | 93 | 0 | 2 | 8 | 24 | 22 |
| Mandya | 119 | 121 | 0 | 2 | 6 | 26 | 23 |
| Chamarajanagar | 26 | 18 | 0 | 2 | 2 | 28 | 24 |
| Davanagere | 213 | 214 | 2.8 | 28 | 11 | 18 | 25 |
| Koppal | 0 | 0 | | 1 | 0 | 30 | 26 |
| Belgaum | 467 | 510 | 0.6 | 26 | 9 | 21 | 27 |
| Mysore | 229 | 293 | 2.4 | 27 | 7 | 25 | 28 |
| Bangalore | 580 | 792 | 10.1 | 30 | 6 | 26 | 29 |
| Bangalore Rural | 14 | 17 | 5.9 | 29 | 1 | 29 | 30 |
| **ESI** | | | | | | | |
| Tumkur | 63 | 0 | | 1 | 2 | 1 | NA |
| Kolar | 10 | 4 | 75 | 23 | 0 | 2 | NA |

## DEPARTMENT OF FACTORIES,BOILERS,INDUSTRIAL SAFETY AND HEALTH

| District | | | | | | | |
|---|---|---|---|---|---|---|---|
| Dakshina Kannada | 81 | 105 | 0 | 2 | 4 | 1 | 1 |
| Davanagere | 31 | 37 | 0 | 2 | 1 | 3 | 2 |
| Dharwad | 27 | 38 | 0 | 2 | 1 | 3 | 2 |
| Mysore | 50 | 45 | 0 | 2 | 1 | 3 | 2 |
| Shimoga | 26 | 25 | 0 | 2 | 1 | 3 | 2 |
| Bangalore | 373 | 365 | 1.1 | 10 | 3 | 2 | 6 |
| Tumkur | 6 | 0 | | 1 | 0 | 7 | 7 |
| Belgaum | 31 | 49 | 0 | 2 | 0 | 7 | 8 |
| Bellary | 22 | 22 | 0 | 2 | 0 | 7 | 8 |
| Raichur | 2 | 10 | 0 | 2 | 0 | 7 | 8 |
| Gulbarga | 12 | 50 | 2 | 11 | 0 | 7 | 11 |
| **Total** | **10078** | **10470** | | | | | |

## PUBLIC WORKS, PORTS AND INLAND WATER TRANSPORT DEPARTMENT

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Shimoga | 3 | 2 | 0 | 17 | 0 | 1 | NA |
| Tumkur | 10 | 9 | 0 | 17 | 0 | 1 | NA |
| Udupi | 0 | 1 | 0 | 17 | 0 | 1 | NA |
| Kolar | 2 | 2 | 0 | 17 | 0 | 1 | NA |
| Dharwad | 1 | 1 | 0 | 17 | 0 | 1 | NA |
| Haveri | 4 | 3 | 0 | 17 | 0 | 1 | NA |
| Belgaum | 23 | 23 | 0 | 17 | 0 | 1 | NA |
| Chitradurga | 10 | 10 | 0 | 17 | 0 | 1 | NA |
| Chikkaballapura | 0 | 1 | 0 | 17 | 0 | 1 | NA |
| Bagalkot | 3 | 4 | 25 | 26 | 0 | 1 | NA |
| Chikmagalur | 1 | 2 | 100 | 27 | 0 | 1 | NA |
| Hassan | 0 | 1 | 100 | 27 | 0 | 1 | NA |
| Davanagere | 0 | 5 | 100 | 27 | 0 | 1 | NA |
| **Total** | **57** | **64** | | | | | NA |

**KANNADA & CULTURE DEPARTMENT**

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Bangalore | 11 | 11 | 0 | 15 | 0 | NA | NA |
| **Department of Archives** | | | | | | | |
| Mysore | 2 | 2 | 0 | 2 | 0 | NA | NA |
| Bangalore | 18 | 18 | 16.7 | 3 | 0 | NA | NA |
| **Information Department** | | | | | | | |
| Bangalore | 32 | 29 | 0 | 2 | 0 | NA | - |
| **Total** | **63** | **60** | | | | | |

**REVENUE DEPARTMENT**

| District | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Gadag | 8271 | 9089 | 2.6 | 7 | 827 | 3 | 1 |
| Chitradurga | 11244 | 15515 | 2.1 | 5 | 702 | 7 | 2 |
| Mandya | 13624 | 16441 | 7.4 | 14 | 756 | 4 | 3 |
| Hassan | 16564 | 20424 | 17 | 26 | 974 | 1 | 4 |
| Yadgir | 9370 | 11223 | 14.9 | 25 | 851 | 2 | 5 |
| Bellary | 17775 | 21477 | 10.8 | 21 | 711 | 5 | 6 |
| Bijapur | 14333 | 17819 | 8.8 | 17 | 682 | 8 | 7 |
| Chikmagalur | 7765 | 9399 | 11.3 | 22 | 705 | 6 | 8 |
| Mysore | 19088 | 20800 | 6.4 | 13 | 658 | 10 | 9 |
| Koppal | 8435 | 9110 | 6.2 | 11 | 648 | 11 | 10 |
| Uttara Kannada | 8676 | 9854 | 0.1 | 2 | 619 | 15 | 11 |
| Chamarajanagar | 6429 | 9161 | 3 | 8 | 642 | 13 | 12 |
| Gulbarga | 16223 | 18559 | 7.6 | 15 | 648 | 11 | 13 |
| Davanagere | 11813 | 13633 | 6.3 | 12 | 621 | 14 | 14 |
| Udupi | 6436 | 6024 | 2.4 | 6 | 585 | 18 | 15 |
| Dharwad | 10981 | 13867 | 3.2 | 9 | 610 | 17 | 16 |
| Raichur | 12687 | 17317 | 23 | 28 | 667 | 9 | 17 |
| Chikkaballapura | 6602 | 10633 | 0 | 1 | 550 | 22 | 18 |
| Belgaum | 28831 | 33702 | 10.4 | 20 | 613 | 16 | 19 |
| Bangalore Rural | 5076 | 6160 | 8.1 | 16 | 564 | 20 | 20 |
| Shimoga | 9892 | 11307 | 9.9 | 19 | 581 | 19 | 21 |
| Haveri | 7079 | 9249 | 1.5 | 3 | 471 | 27 | 22 |
| Bagalkot | 9333 | 10796 | 4.7 | 10 | 518 | 25 | 23 |
| Dakshina Kannada | 7359 | 7960 | 1.5 | 3 | 367 | 29 | 24 |
| Kodagu | 2712 | 3532 | 9.4 | 18 | 542 | 24 | 25 |
| Kolar | 8151 | 11029 | 14.6 | 24 | 543 | 23 | 26 |
| Ramanagara | 5530 | 6502 | 30.7 | 30 | 553 | 21 | 27 |
| Tumkur | 12916 | 17888 | 22.3 | 27 | 496 | 26 | 28 |
| Bangalore | 21992 | 26648 | 12.5 | 23 | 231 | 30 | 29 |
| Bidar | 7643 | 10321 | 25.7 | 29 | 449 | 28 | 30 |
| **Total** | **332830** | **405439** | | | | | |

**1) Survey & Settlement Department**

| District | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Uttara Kannada | 2607 | 2796 | 0 | 1 | 186 | 1 | 1 |
| Chikkaballapura | 763 | 977 | 0 | 1 | 63 | 3 | 2 |
| Chitradurga | 1023 | 1184 | 0.4 | 6 | 63 | 3 | 3 |
| Koppal | 1140 | 1446 | 4.5 | 9 | 87 | 2 | 4 |
| Udupi | 655 | 965 | 6.5 | 11 | 59 | 5 | 5 |
| Dakshina Kannada | 914 | 1066 | 0 | 1 | 45 | 12 | 6 |
| Bagalkot | 924 | 999 | 7.2 | 12 | 51 | 8 | 7 |
| Belgaum | 2405 | 2409 | 10.7 | 16 | 51 | 8 | 8 |
| Mysore | 1664 | 2198 | 22.1 | 24 | 57 | 6 | 9 |
| Mandya | 975 | 1619 | 15.6 | 22 | 54 | 7 | 10 |
| Tumkur | 1290 | 1888 | 9.5 | 14 | 49 | 11 | 11 |
| Chikmagalur | 550 | 587 | 11.9 | 18 | 50 | 10 | 12 |
| Haveri | 439 | 499 | 0 | 1 | 29 | 19 | 13 |
| Shimoga | 723 | 1202 | 7.4 | 13 | 42 | 14 | 14 |
| Chamarajanagar | 208 | 309 | 0 | 1 | 20 | 22 | 15 |
| Gulbarga | 1131 | 1476 | 28 | 25 | 45 | 12 | 16 |
| Bijapur | 558 | 567 | 3.5 | 7 | 26 | 20 | 17 |
| Hassan | 611 | 896 | 13.8 | 20 | 35 | 17 | 18 |
| Bangalore Rural | 345 | 479 | 15.9 | 23 | 38 | 16 | 19 |
| Gadag | 172 | 200 | 4 | 8 | 17 | 24 | 20 |
| Yadgir | 448 | 362 | 95.6 | 30 | 40 | 15 | 21 |
| Raichur | 492 | 663 | 11.3 | 17 | 25 | 21 | 22 |
| Bangalore | 3258 | 5576 | 58 | 28 | 34 | 18 | 23 |
| Kolar | 257 | 366 | 10.4 | 15 | 17 | 24 | 24 |
| Kodagu | 88 | 190 | 14.2 | 21 | 17 | 24 | 25 |
| Bellary | 469 | 496 | 31.9 | 26 | 18 | 23 | 26 |
| Dharwad | 150 | 156 | 5.1 | 10 | 8 | 30 | 27 |
| Davanagere | 279 | 341 | 12.3 | 19 | 14 | 27 | 28 |
| Bidar | 234 | 245 | 39.2 | 27 | 13 | 28 | 29 |
| Ramanagara | 122 | 169 | 73.4 | 29 | 12 | 29 | 30 |
| **Total** | **24894** | **32326** | | | | | |

| District | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/One lakh population (E) | Ranking based on GSC Receipts/One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| 2) Inspector General of Registration & Stamps | | | | | | | |
| Ramanagara | 4181 | 4174 | 0 | 1 | 418 | 2 | 1 |
| Gadag | 2531 | 2526 | 0 | 1 | 253 | 9 | 2 |
| Udupi | 2960 | 2956 | 0.1 | 9 | 269 | 6 | 3 |
| Shimoga | 4526 | 4519 | 0.1 | 9 | 266 | 7 | 4 |
| Chikkaballapura | 2882 | 2882 | 0 | 1 | 240 | 12 | 5 |
| Mandya | 5999 | 5893 | 0.9 | 24 | 333 | 3 | 6 |
| Mysore | 8937 | 8919 | 0.8 | 22 | 308 | 4 | 7 |
| Bangalore Rural | 3936 | 4017 | 16.6 | 30 | 437 | 1 | 8 |
| Bangalore | 28143 | 27983 | 0.8 | 22 | 296 | 5 | 9 |
| Bidar | 4461 | 4440 | 0.4 | 20 | 262 | 8 | 10 |
| Hassan | 4238 | 4227 | 0.3 | 16 | 249 | 10 | 11 |
| Koppal | 2622 | 2633 | 0 | 1 | 201 | 17 | 12 |
| Dakshina Kannada | 4349 | 4334 | 0.1 | 9 | 217 | 14 | 13 |
| Kolar | 3241 | 3240 | 0.1 | 9 | 216 | 15 | 14 |
| Chikmagalur | 2705 | 2701 | 0.7 | 21 | 245 | 11 | 15 |
| Haveri | 2855 | 2855 | 0 | 1 | 190 | 22 | 16 |
| Bagalkot | 3999 | 3918 | 2.4 | 26 | 222 | 13 | 17 |
| Bijapur | 3630 | 3635 | 0 | 1 | 172 | 24 | 18 |
| Chamarajanagar | 1984 | 1991 | 0.3 | 16 | 198 | 18 | 19 |
| Kodagu | 964 | 962 | 0.2 | 14 | 192 | 20 | 20 |
| Dharwad | 3466 | 3462 | 0.3 | 16 | 192 | 20 | 21 |
| Raichur | 3777 | 3784 | 0.9 | 24 | 198 | 18 | 22 |
| Davanagere | 4076 | 4033 | 4.8 | 29 | 214 | 16 | 23 |
| Gulbarga | 3459 | 3449 | 0 | 1 | 138 | 28 | 23 |
| Yadgir | 1341 | 1337 | 0 | 1 | 121 | 29 | 25 |
| Bellary | 4329 | 4334 | 0.3 | 16 | 173 | 23 | 26 |
| Uttara Kannada | 2000 | 2000 | 0.1 | 9 | 142 | 27 | 27 |
| Belgaum | 8101 | 8110 | 2.4 | 26 | 172 | 24 | 28 |
| Chitradurga | 1768 | 1765 | 0.2 | 14 | 110 | 30 | 29 |
| Tumkur | 4380 | 4329 | 3.5 | 28 | 168 | 26 | 30 |
| Total | 135840 | 135408 | | | | | |

**RURAL DEVELOPMENT & PANCHAYAT RAJ DEPARTMENT**

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Gadag | 3167 | 3488 | 0 | 1 | 316 | 1 | 1 |
| Davanagere | 5907 | 5593 | 0 | 1 | 310 | 2 | 2 |
| Bagalkot | 4320 | 4101 | 0 | 1 | 240 | 3 | 3 |
| Mandya | 2980 | 3312 | 0 | 1 | 165 | 6 | 4 |
| Chamarajanagar | 1418 | 1332 | 0.2 | 11 | 141 | 7 | 5 |
| Bijapur | 3660 | 3764 | 1.8 | 19 | 174 | 5 | 6 |
| Gulbarga | 5230 | 5167 | 3.6 | 22 | 209 | 4 | 7 |
| Hassan | 2349 | 2334 | 0.3 | 14 | 138 | 8 | 8 |
| Kodagu | 367 | 363 | 0 | 1 | 73 | 14 | 9 |
| Uttara Kannada | 1025 | 1114 | 0 | 1 | 73 | 14 | 9 |
| Dakshina Kannada | 2050 | 2075 | 0.2 | 11 | 102 | 10 | 11 |
| Udupi | 1341 | 1278 | 0.5 | 15 | 121 | 9 | 12 |
| Haveri | 1366 | 1674 | 0.1 | 10 | 91 | 12 | 13 |
| Dharwad | 1228 | 1281 | 0 | 1 | 68 | 17 | 14 |
| Ramanagara | 989 | 1020 | 0.8 | 16 | 98 | 11 | 15 |
| Chikkaballapura | 801 | 877 | 0 | 1 | 66 | 18 | 16 |
| Bellary | 2047 | 2100 | 0.9 | 17 | 81 | 13 | 17 |
| Chitradurga | 580 | 623 | 0 | 1 | 36 | 20 | 18 |
| Koppal | 532 | 553 | 0.2 | 11 | 40 | 19 | 19 |
| Chikmagalur | 764 | 768 | 2.6 | 21 | 69 | 16 | 20 |
| Belgaum | 1600 | 1721 | 1.9 | 20 | 34 | 22 | 21 |
| Bangalore Rural | 326 | 385 | 5.5 | 25 | 36 | 20 | 22 |
| Kolar | 327 | 374 | 1.6 | 18 | 21 | 23 | 22 |
| Bidar | 325 | 349 | 4.9 | 23 | 19 | 24 | 24 |
| Shimoga | 252 | 358 | 5 | 24 | 14 | 26 | 25 |
| Tumkur | 462 | 647 | 10.2 | 28 | 17 | 25 | 26 |
| Mysore | 407 | 411 | 5.8 | 27 | 14 | 26 | 27 |
| Bangalore | 368 | 418 | 5.5 | 25 | 3 | 29 | 28 |
| Yadgir | 78 | 80 | 11.3 | 29 | 7 | 28 | 29 |
| Raichur | 52 | 45 | 20 | 30 | 2 | 30 | 30 |
| **Total** | **46318** | **47605** | | | | | |

**TRANSPORT DEPARTMENT**

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Uttara Kannada | 5977 | 6635 | 0 | 2 | 426 | 6 | 1 |
| Kodagu | 2831 | 2787 | 0.2 | 13 | 566 | 3 | 2 |
| Shimoga | 8958 | 9870 | 0.2 | 13 | 526 | 4 | 3 |
| Dakshina Kannada | 11686 | 12045 | 0.4 | 24 | 584 | 2 | 4 |
| Bangalore | 64320 | 60963 | 0.6 | 27 | 677 | 1 | 5 |
| Chikmagalur | 4776 | 5014 | 0.3 | 18 | 434 | 5 | 6 |
| Bangalore Rural | 3070 | 3072 | 0.1 | 9 | 341 | 9 | 7 |
| Haveri | 4172 | 3785 | 0 | 2 | 278 | 13 | 8 |
| Davanagere | 7530 | 6599 | 0.3 | 18 | 396 | 7 | 9 |
| Dharwad | 5861 | 5351 | 0.2 | 13 | 325 | 10 | 10 |
| Mysore | 11239 | 10588 | 0.3 | 18 | 387 | 8 | 11 |
| Hassan | 5164 | 5687 | 0.2 | 13 | 303 | 12 | 12 |
| Bellary | 6331 | 6631 | 0.1 | 9 | 253 | 14 | 13 |
| Ramanagara | 2375 | 2129 | 0 | 2 | 237 | 20 | 14 |
| Tumkur | 6394 | 5360 | 0.2 | 13 | 245 | 16 | 15 |
| Belgaum | 15014 | 15863 | 1.1 | 28 | 319 | 11 | 16 |
| Chamarajanagar | 2274 | 2353 | 0 | 2 | 227 | 23 | 17 |
| Raichur | 4400 | 4285 | 0.1 | 9 | 231 | 21 | 18 |
| Bagalkot | 4442 | 4615 | 0.5 | 26 | 246 | 15 | 19 |
| Chikkaballapura | 2397 | 2468 | 0 | 2 | 199 | 26 | 20 |
| Gulbarga | 6024 | 6389 | 0.4 | 24 | 240 | 17 | 21 |
| Koppal | 2528 | 2448 | 0 | 2 | 194 | 27 | 22 |
| Yadgir | 1743 | 1761 | 0 | 2 | 158 | 28 | 23 |
| Bijapur | 4574 | 5840 | 0.1 | 9 | 217 | 25 | 23 |
| Chitradurga | 3854 | 4377 | 1.3 | 29 | 240 | 17 | 25 |
| Mandya | 4150 | 4375 | 0.3 | 18 | 230 | 22 | 26 |
| Gadag | 2247 | 2667 | 0.3 | 18 | 224 | 24 | 28 |
| Bidar | 4071 | 4136 | 4.9 | 30 | 239 | 19 | 29 |
| Kolar | 2133 | 2346 | 0.3 | 18 | 142 | 29 | 30 |
| **Total** | **210535** | **210439** | | | | | |

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| **Transport Corporation (BMTC-KSRTC)** | | | | | | | |
| Mandya | 5340 | 5318 | 0 | 13 | 296 | 1 | 1 |
| Chikkaballapura | 2185 | 2182 | 0 | 13 | 182 | 2 | 2 |
| Kolar | 2084 | 1928 | 0 | 13 | 138 | 3 | 3 |
| Bangalore Rural | 460 | 459 | 0 | 13 | 51 | 7 | 4 |
| Bijapur | 1091 | 1091 | 0 | 13 | 51 | 7 | 4 |
| Chikmagalur | 777 | 769 | 0.1 | 25 | 70 | 4 | 6 |
| Chitradurga | 250 | 248 | 0 | 13 | 15 | 11 | 7 |
| Davanagere | 1231 | 1230 | 0.1 | 25 | 64 | 6 | 8 |
| Kodagu | 334 | 333 | 0.9 | 28 | 66 | 5 | 9 |
| Belgaum | 647 | 646 | 0 | 13 | 13 | 12 | 10 |
| Gadag | 4 | 0 | | 1 | 0 | 18 | 11 |
| Dakshina Kannada | 245 | 244 | 0 | 13 | 12 | 13 | 23 |
| Ramanagara | 100 | 43 | 0 | 13 | 10 | 14 | 24 |
| Shimoga | 303 | 303 | 0.3 | 27 | 17 | 10 | 25 |
| Koppal | 35 | 34 | 0 | 13 | 2 | 16 | 25 |
| Hassan | 356 | 701 | 21.8 | 30 | 20 | 9 | 27 |
| Bangalore | 98 | 98 | 0 | 13 | 1 | 17 | 28 |
| Chamarajanagar | 1 | 1 | 0 | 13 | 0 | 18 | 29 |
| Mysore | 87 | 90 | 4.4 | 29 | 3 | 15 | 30 |
| **Total** | **15628** | **15718** | | | | | |
| **BMTC** | | | | | | | |
| Bangalore | 5402 | 5403 | 0.1 | 1 | 56 | 1 | 1 |
| **North-East KRTC** | | | | | | | |
| Bidar | 2846 | 2839 | 0 | 2 | 167 | 1 | 1 |
| Yadgir | 602 | 602 | 0 | 2 | 54 | 3 | 2 |
| Bijapur | 894 | 889 | 0 | 2 | 42 | 4 | 3 |
| Raichur | 1810 | 1806 | 0.1 | 7 | 95 | 2 | 4 |
| Gulbarga | 415 | 415 | 0 | 2 | 16 | 5 | 5 |
| Bellary | 347 | 318 | 0 | 2 | 13 | 6 | 6 |
| **Total** | **6914** | **6869** | | | | | |
| **North-West KRTC** | | | | | | | |
| Bagalkot | 2295 | 2226 | 0 | 3 | 127 | 1 | 1 |
| Uttara Kannada | 1165 | 1153 | 0 | 3 | 83 | 2 | 2 |
| Dharwad | 133 | 132 | 0 | 3 | 7 | 3 | 3 |
| Gadag | 67 | 67 | 0 | 3 | 6 | 4 | 4 |
| **Total** | **31604** | **31568** | | | | | |

## WOMEN & CHILD DEVELOPMENT DEPARTMENT

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Chikkaballapura | 1487 | 1485 | 0 | 3 | 123 | 2 | 1 |
| Gadag | 643 | 643 | 0 | 3 | 64 | 3 | 2 |
| Haveri | 802 | 801 | 0 | 3 | 53 | 4 | 3 |
| Dharwad | 868 | 868 | 0 | 3 | 48 | 5 | 4 |
| Mysore | 918 | 918 | 0 | 3 | 31 | 7 | 5 |
| Shimoga | 412 | 412 | 0 | 3 | 24 | 8 | 6 |
| Chitradurga | 375 | 375 | 0 | 3 | 23 | 9 | 7 |
| Davanagere | 385 | 385 | 0 | 3 | 20 | 10 | 8 |
| Dakshina Kannada | 306 | 308 | 0 | 3 | 15 | 12 | 9 |
| Bijapur/ | 321 | 321 | 0 | 3 | 15 | 12 | 9 |
| Bangalore Rural | 3227 | 3332 | 12.4 | 29 | 358 | 1 | 11 |
| Ramanagara | 132 | 132 | 0 | 3 | 13 | 14 | 12 |
| Kolar | 192 | 192 | 0 | 3 | 12 | 15 | 13 |
| Udupi | 138 | 138 | 0 | 3 | 12 | 15 | 13 |
| Belgaum | 1642 | 1631 | 1.3 | 26 | 34 | 6 | 15 |
| Hassan | 185 | 185 | 0 | 3 | 10 | 18 | 16 |
| Koppal | 121 | 145 | 0 | 3 | 9 | 19 | 17 |
| Kodagu | 46 | 46 | 0 | 3 | 9 | 19 | 17 |
| Mandya | 349 | 354 | 0.3 | 25 | 19 | 11 | 19 |
| Bellary | 140 | 140 | 0 | 3 | 5 | 22 | 20 |
| Bagalkot | 95 | 95 | 0 | 3 | 5 | 22 | 20 |
| Uttara Kannada | 60 | 61 | 0 | 3 | 4 | 24 | 22 |
| Bangalore | 291 | 291 | 0 | 3 | 3 | 25 | 23 |
| Chikmagalur | 136 | 136 | 1.5 | 27 | 12 | 15 | 24 |
| Gulbarga | 64 | 64 | 0 | 3 | 2 | 27 | 25 |
| Yadgir | 28 | 28 | 0 | 3 | 2 | 27 | 25 |
| Tumkur | 0 | 0 | | 1 | 0 | 29 | 27 |
| Bidar | 0 | 0 | | 1 | 0 | 29 | 27 |
| Chamarajanagar | 64 | 223 | 12.1 | 28 | 6 | 21 | 29 |
| Raichur | 70 | 85 | 18.8 | 30 | 3 | 25 | 30 |
| **Total** | **13497** | **13794** | | | | | |

**OTHER DEPARTMENTS:**

| District | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ One lakh population (E) | Ranking based on GSC Receipts/ One lakh population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| **Fisheries Department** | | | | | | | |
| Udupi | 59 | 68 | 26.5 | 30 | 5 | 1 | NA |
| Uttara Kannada | 17 | 17 | 0 | 28 | 1 | 2 | NA |
| Dakshina Kannada | 5 | 5 | 0 | 28 | 0 | 3 | NA |
| **Total** | **81** | **90** | | | | | |
| | | | | | | | |
| **DPAR** | | | | | | | |
| Bangalore | 58 | 67 | 49.3 | 1 | 0 | 1 | 1 |
| | | | | | | | |
| | | | | | | | |
| **AYUSH DEPARTMENT** | | | | | | | |
| Dharwad | 6 | 6 | 0 | 26 | 0 | NA | NA |
| Uttara Kannada | 5 | 6 | 0 | 26 | 0 | NA | NA |
| Chitradurga | 2 | 2 | 0 | 26 | 0 | NA | NA |
| Belgaum | 10 | 10 | 0 | 26 | 0 | NA | NA |
| Bangalore | 1 | 2 | 0 | 26 | 0 | NA | NA |
| Bangalore | 1 | 2 | 0 | 26 | 0 | NA | NA |
| **TOTAL** | **24** | **26** | | | | | |

# Chapter 3A

## SERVICE WISE PENDENCY

## I.  Department & Service Impacted  Wise pendency

| SL NO | DEPARTMENT | NO. OF PENDENCY AFTER DUE DATE | IMPACTED SERVICES-APPLICATIONS COUNT |
|---|---|---|---|
| 1 | REVENUE DEPARTMENT | 65013 | Sandhya Suraksha  -16759<br>All types of Caste Certificate  -15500<br>Destitute Widow pension   -11918<br>All types of Income Certificate   -5968<br>Residence Certificate  -4292<br>Indira Gandhi Old Age Pension  -2505<br>Conversion of agriculture land to non agriculture purpose -1213<br>RTC Typological errors corrections  -1146<br>Surviving Family member Certificate     -977<br>No tenancy certificate    -965<br>Small and Marginal Farmer Certificate    -728<br>Agricultural Family member Certificate  -553<br>Record of Rights Certificate  -487<br>Domicile Certificate  -402<br>Agricultural Labour Certificate  -246<br>Mutation Extract  -239<br>Agriculturist Certificate -238<br>Landless Certificate  -197<br>Change of Khata (Undisputed cases)  -144 |
| 2 | HOME DEPARTMENT | 2817 | Reciept and Disposal of Petitions  -1021<br>NoC for Passport Verification  -564<br>Service Verification  -487<br>Arms License Issue and Renewal Verification -478 |
| 3 | INSPECTOR GENERAL OF REGISTRATION AND STAMPS | 1626 | Registration of Land / property -1626 |
| 4 | SERVEY AND SETTELMENT COMMISSIONER | 966 | Issue of Duplicate Copies in Survey Section (Aakar Band)-    374<br>Issue of Duplicate Copies in Survey Section (Tippan)-210<br>Issue of Duplicate Copies in Survey Section (Atlas)  -184<br>Issue of Duplicate Copies in Survey Section (Pakka Tippan)-114 |

| SL NO | DEPARTMENT | NO. OF PENDENCY AFTER DUE DATE | IMPACTED SERVICES-APPLICATIONS COUNT |
|---|---|---|---|
| 5 | BRUHAT BANGALORE MAHANAGARA PALIKE | 592 | Transfer of Khatha -460<br><br>Sanction of Building Plan in sites upto -2400 sq.ft. Dimension for residential single dwelling unit. (Not Computerized) -68<br><br>Khatha Extract/Certificate -34 |
| 6 | COMMERCIAL TAXES DEPARTMENT | 258 | Issue of C Form declarations under the CST Act, 1956 -185<br><br>Issue of registration under the KVAT Act, 2003 -66 |
| 7 | PRE-UNIVERSITY BOARD | 225 | Registration for Opening of new Private PU Colleges- 204<br><br>Photocopying answer scripts of the 2nd PUC final examination- 18 |
| 8 | RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT | 191 | Maintenance of drinking water -78<br>Maintenance of Street Lights -63<br>Alteration to Assessment List -28 |
| 9 | TRANSPORT DEPARTMENT | 190 | Registration of Vehicle - 148<br>Learning Licence - 22 |
| 10 | FOOD AND CIVIL SUPPLIES DEPARTMENT | 127 | Modification in Existing Ration Card-127 |
| | **Total** | **72005** | |

*Details as of 4/5/2013

# Chapter 3B

## Taluk Rankings:

| Taluk | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ Ten thousand population (E) | Ranking based on GSC Receipts/ Ten thousand population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Karwar | 7222 | 7406 | 0 | 14 | 481 | 6 | 1 |
| Haliyal | 4273 | 4429 | 0 | 10 | 388 | 10 | 2 |
| Dharwad | 15795 | 16131 | 0.9 | 36 | 658 | 5 | 3 |
| Sirsi | 6492 | 6610 | 0.1 | 20 | 360 | 12 | 4 |
| Bangalore South | 77261 | 75374 | 1.4 | 47 | 4292 | 2 | 5 |
| Chikkaballapura | 6721 | 7688 | 0 | 15 | 320 | 18 | 6 |
| Bagalkot | 12765 | 13046 | 1.1 | 41 | 455 | 7 | 7 |
| Hubli | 12809 | 13909 | 1.7 | 49 | 914 | 4 | 8 |
| Honavar | 4602 | 5206 | 0 | 11 | 287 | 25 | 9 |
| Madikeri | 6222 | 6369 | 1.9 | 53 | 444 | 8 | 10 |
| Gadag | 11918 | 12433 | 1.1 | 40 | 331 | 16 | 11 |
| Haveri | 8237 | 8490 | 0.3 | 24 | 294 | 24 | 12 |
| Koppal | 11185 | 11410 | 0.8 | 32 | 302 | 21 | 13 |
| Mangalore | 29794 | 29896 | 0.9 | 37 | 304 | 20 | 14 |
| Bangalore East | 48004 | 50256 | 3.5 | 83 | 5333 | 1 | 15 |
| Ramanagara | 8945 | 8373 | 2.2 | 58 | 344 | 13 | 16 |
| Sagar | 6349 | 6942 | 1.4 | 46 | 317 | 19 | 17 |
| Puttur | 9371 | 9947 | 2.4 | 62 | 334 | 14 | 18 |
| Ankola | 2187 | 2328 | 0 | 4 | 218 | 41 | 19 |
| Bangalore North | 67491 | 69461 | 4.3 | 95 | 2249 | 3 | 20 |
| Chikmagalur | 11736 | 12500 | 3.4 | 81 | 391 | 9 | 21 |
| Mandya | 13500 | 13762 | 2.4 | 63 | 329 | 17 | 22 |
| Kumta | 3248 | 3441 | 0 | 8 | 216 | 42 | 23 |
| Maddur | 6707 | 6989 | 0.1 | 21 | 231 | 38 | 24 |
| Chitradurga | 10630 | 12574 | 1 | 39 | 253 | 31 | 25 |

| Taluk | No. of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No. of GSC receipts/ Ten thousand population (E) | Ranking based on GSC Receipts/ Ten thousand population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Shimoga | 14833 | 15089 | 2.9 | 73 | 296 | 23 | 26 |
| Yellapur | 1284 | 1393 | 0 | 1 | 183 | 54 | 27 |
| Gauribidanur | 5447 | 6460 | 0 | 13 | 187 | 51 | 28 |
| Mysore | 30256 | 30401 | 1.9 | 54 | 238 | 35 | 29 |
| Bijapur | 17375 | 19997 | 2.2 | 59 | 244 | 33 | 30 |
| Gulbarga | 19298 | 21231 | 1.8 | 52 | 232 | 37 | 31 |
| Sakleshpur | 3994 | 4284 | 5.6 | 108 | 332 | 15 | 32 |
| Udupi | 10995 | 10617 | 0.9 | 35 | 196 | 47 | 33 |
| Belgaum | 26006 | 26834 | 3.8 | 87 | 273 | 28 | 34 |
| Hunsur | 7885 | 8533 | 4.3 | 94 | 281 | 26 | 35 |
| Mudhol | 5236 | 5539 | 1.2 | 44 | 187 | 50 | 36 |
| Chamarajanagar | 7841 | 8642 | 2.9 | 71 | 224 | 39 | 37 |
| Davanagere | 19027 | 19517 | 5.6 | 109 | 279 | 27 | 38 |
| Bilgi | 3763 | 3933 | 4 | 89 | 235 | 36 | 39 |
| Anekal | 18512 | 20891 | 12.5 | 150 | 370 | 11 | 40 |
| Nelamangala | 5978 | 6450 | 7.6 | 125 | 298 | 22 | 41 |
| Devanahalli | 4274 | 4805 | 3.3 | 78 | 213 | 43 | 42 |
| Kolar | 9124 | 9816 | 4.9 | 101 | 240 | 34 | 43 |
| Malavalli | 5216 | 5263 | 2.4 | 61 | 186 | 53 | 44 |
| Hospet | 9636 | 10892 | 3.4 | 80 | 209 | 45 | 45 |
| Jamkhandi | 8915 | 8985 | 2.9 | 72 | 189 | 49 | 46 |
| Karkal | 3494 | 3660 | 0.9 | 34 | 166 | 66 | 47 |
| Sidlaghatta | 3345 | 4257 | 0 | 9 | 159 | 77 | 48 |
| Honnali | 3940 | 4069 | 1.3 | 45 | 171 | 62 | 49 |
| Gudibanda | 804 | 907 | 0.1 | 17 | 160 | 74 | 50 |

| Taluk | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/Ten thousand population (E) | Ranking based on GSC Receipts/Ten thousand population (F) | Final Ranking(30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Raichur | 12952 | 13808 | 7.9 | 126 | 264 | 30 | 51 |
| Bidar | 11528 | 12023 | 7.5 | 123 | 250 | 32 | 52 |
| Ramdurg | 4456 | 4513 | 2.7 | 68 | 178 | 56 | 53 |
| Channarayapatna | 5450 | 6394 | 4.1 | 92 | 201 | 46 | 54 |
| Krishnarajpet | 5081 | 6121 | 4.5 | 97 | 195 | 48 | 55 |
| Tiptur | 3886 | 4441 | 3.1 | 76 | 176 | 57 | 56 |
| Hassan | 10641 | 11512 | 9.9 | 142 | 272 | 29 | 57 |
| Tumkur | 13242 | 12618 | 6.6 | 117 | 224 | 40 | 58 |
| Chikodi | 11596 | 11947 | 4 | 90 | 187 | 52 | 59 |
| Harihar | 4014 | 3953 | 1 | 38 | 160 | 75 | 60 |
| Chintamani | 4364 | 5334 | 0 | 12 | 150 | 87 | 61 |
| Savadatti | 6274 | 7760 | 4.1 | 93 | 179 | 55 | 62 |
| Sringeri | 482 | 495 | 2.2 | 57 | 160 | 73 | 63 |
| Navalgund | 2884 | 3215 | 0.7 | 31 | 151 | 85 | 64 |
| Bellary | 16675 | 16816 | 8.2 | 128 | 213 | 44 | 65 |
| Alur | 1304 | 1637 | 3.1 | 75 | 163 | 67 | 66 |
| Supa | 694 | 754 | 0.1 | 16 | 138 | 93 | 67 |
| Kundapura | 6295 | 6175 | 2.7 | 69 | 161 | 71 | 68 |
| Siddapur | 1184 | 1400 | 0 | 2 | 131 | 104 | 69 |
| Bantval | 5419 | 5587 | 0.4 | 26 | 138 | 94 | 70 |
| Tirthahalli | 2279 | 2508 | 4.1 | 91 | 162 | 68 | 71 |
| Sulya | 1904 | 1934 | 0.5 | 27 | 136 | 96 | 72 |
| Hagari bommanahalli | 3064 | 3111 | 3.9 | 88 | 161 | 70 | 73 |
| Badami | 4728 | 5153 | 1.2 | 43 | 143 | 90 | 74 |
| Mundargi | 1776 | 1840 | 0.9 | 33 | 136 | 95 | 75 |

| Taluk | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/Ten thousand population (E) | Ranking based on GSC Receipts/Ten thousand population (F) | Final Ranking(30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Nagamangala | 3119 | 3556 | 7.5 | 122 | 173 | 59 | 76 |
| Nargund | 1527 | 1813 | 2.6 | 65 | 152 | 84 | 77 |
| Shikarpur | 3704 | 4254 | 3 | 74 | 154 | 82 | 78 |
| Bhatkal | 1982 | 2026 | 0 | 3 | 123 | 116 | 79 |
| Pandavapura | 2903 | 3733 | 6.6 | 116 | 161 | 69 | 80 |
| Mundgod | 1264 | 1399 | 0.1 | 18 | 126 | 111 | 81 |
| Shorapur | 7167 | 7490 | 10.4 | 145 | 174 | 58 | 82 |
| Hosakote | 4621 | 4882 | 9.2 | 134 | 171 | 63 | 83 |
| Mudigere | 1916 | 1893 | 5.4 | 104 | 159 | 76 | 84 |
| Kalghatgi | 1992 | 2106 | 1.5 | 48 | 132 | 102 | 85 |
| Basavana Bagevadi | 4943 | 5332 | 3.6 | 84 | 145 | 88 | 86 |
| Hungund | 4592 | 4677 | 3.5 | 82 | 143 | 89 | 87 |
| Bailahongal | 5918 | 6739 | 5.4 | 105 | 155 | 81 | 88 |
| Bagepalli | 2077 | 2408 | 0 | 5 | 115 | 127 | 89 |
| Yelandur | 1019 | 1230 | 1.8 | 50 | 127 | 108 | 90 |
| Koratagere | 2755 | 2864 | 16.8 | 166 | 172 | 60 | 91 |
| Dod Ballapur | 4994 | 5243 | 17.6 | 167 | 172 | 61 | 92 |
| Channagiri | 4031 | 4259 | 3.3 | 77 | 134 | 100 | 93 |
| Gangawati | 7451 | 7402 | 10.4 | 144 | 161 | 72 | 94 |
| Channapatna | 4359 | 4187 | 15.8 | 161 | 167 | 65 | 95 |
| Savanur | 2122 | 2849 | 3.4 | 79 | 132 | 103 | 96 |
| Arkalgud | 3408 | 4472 | 24.1 | 175 | 170 | 64 | 97 |
| Piriyapatna | 3620 | 3162 | 7.6 | 124 | 150 | 86 | 98 |
| Ranibennur | 3720 | 3722 | 0.4 | 25 | 112 | 130 | 99 |
| Kollegal | 3843 | 5683 | 0.1 | 19 | 109 | 133 | 100 |

| Taluk | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ Ten thousand population (E) | Ranking based on GSC Receipts/ Ten thousand population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Shrirangapattana | 2692 | 3377 | 11.4 | 148 | 158 | 78 | 101 |
| Yadgir | 6091 | 6759 | 12.1 | 149 | 156 | 80 | 102 |
| Tirumakudal – Narsipur | 3540 | 3572 | 2.4 | 60 | 122 | 119 | 103 |
| Bhalki | 4179 | 4738 | 10.5 | 146 | 154 | 83 | 104 |
| Holalkere | 2451 | 2516 | 2.6 | 66 | 122 | 118 | 105 |
| Muddebihal | 4050 | 4854 | 8.3 | 129 | 139 | 92 | 106 |
| Afzalpur | 2787 | 2682 | 3.7 | 85 | 126 | 112 | 107 |
| Siruguppa | 3602 | 5534 | 7.2 | 119 | 133 | 101 | 108 |
| Hole Narsipur | 2851 | 3509 | 20.1 | 172 | 158 | 79 | 109 |
| Tarikere | 2836 | 3319 | 6.2 | 111 | 128 | 106 | 110 |
| Hirekerur | 2295 | 2553 | 0 | 6 | 99 | 151 | 111 |
| Hosdurga | 2390 | 2721 | 0.7 | 30 | 103 | 141 | 112 |
| Hiriyur | 2895 | 3748 | 0.5 | 28 | 103 | 142 | 113 |
| Koppa | 893 | 841 | 2 | 55 | 111 | 131 | 114 |
| Chitapur | 5171 | 5734 | 6.9 | 118 | 129 | 105 | 115 |
| Narasimharaja pura | 812 | 897 | 9.4 | 135 | 135 | 98 | 116 |
| Belur | 2202 | 2476 | 4.5 | 96 | 122 | 117 | 117 |
| Gokak | 8763 | 9741 | 14 | 157 | 143 | 91 | 118 |
| Hukeri | 3922 | 4578 | 0.2 | 23 | 100 | 150 | 119 |
| Athni | 6138 | 5956 | 3.7 | 86 | 118 | 124 | 120 |
| Bangarapet | 5686 | 6886 | 6.2 | 112 | 126 | 113 | 121 |
| Challakere | 3918 | 5733 | 2.5 | 64 | 108 | 134 | 122 |
| Hangal | 2384 | 2781 | 0 | 7 | 91 | 162 | 123 |
| Mulbagal | 3183 | 3842 | 8.9 | 132 | 127 | 109 | 124 |
| Kadur | 3717 | 4024 | 9.5 | 137 | 128 | 107 | 125 |

| Taluk | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ Ten thousand population (E) | Ranking based on GSC Receipts/ Ten thousand population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Beltangadi | 2607 | 2869 | 1.2 | 42 | 100 | 148 | 126 |
| Krishnarajanagara | 3007 | 3478 | 5.3 | 103 | 120 | 122 | 127 |
| Magadi | 2738 | 3194 | 16.3 | 163 | 136 | 97 | 128 |
| Lingsugur | 5150 | 6290 | 14.7 | 160 | 135 | 99 | 129 |
| Shirhatti | 2082 | 2267 | 2.7 | 67 | 104 | 139 | 130 |
| Hadagalli | 2334 | 2262 | 4.6 | 98 | 116 | 126 | 131 |
| Arsikere | 3743 | 4309 | 5.5 | 107 | 120 | 123 | 132 |
| Indi | 5371 | 6032 | 9.5 | 138 | 127 | 110 | 133 |
| Bhadravati | 4131 | 4202 | 8.2 | 127 | 125 | 115 | 134 |
| Jagalur | 2139 | 2375 | 9.1 | 133 | 125 | 114 | 135 |
| Jevargi | 3529 | 3553 | 7.3 | 120 | 121 | 121 | 136 |
| Kushtagi | 3233 | 3644 | 6 | 110 | 115 | 128 | 137 |
| Byadgi | 1235 | 1325 | 0.7 | 29 | 88 | 163 | 138 |
| Shiggaon | 1446 | 1646 | 0.2 | 22 | 80 | 167 | 139 |
| Harapanahalli | 3682 | 3645 | 9.7 | 141 | 122 | 120 | 140 |
| Somvarpet | 2213 | 2389 | 6.4 | 113 | 110 | 132 | 141 |
| Sorab | 2331 | 2930 | 8.6 | 131 | 116 | 125 | 142 |
| Hosanagara | 1035 | 1232 | 2.1 | 56 | 94 | 158 | 143 |
| Virajpet | 2060 | 2435 | 5.3 | 102 | 103 | 140 | 144 |
| Ron | 2533 | 3134 | 2.8 | 70 | 97 | 155 | 145 |
| Malur | 2425 | 2629 | 6.4 | 114 | 105 | 137 | 146 |
| Molakalmuru | 1236 | 1325 | 1.8 | 51 | 88 | 164 | 147 |
| Sedam | 2253 | 2389 | 9.6 | 139 | 107 | 135 | 148 |
| Gundlupet | 2150 | 2373 | 4.8 | 99 | 97 | 154 | 149 |
| Aland | 3581 | 4043 | 9.6 | 140 | 105 | 138 | 150 |

| Taluk | No.of GSC receipts during the month (A) | No. of GSC disposal during the month (B) | % of delayed disposals (C) | Ranking based on delayed disposals (D) | No.of GSC receipts/ Ten thousand population (E) | Ranking based on GSC Receipts/ Ten thousand population (F) | Final Ranking (30% weightage on (D) and 70% weightage on (F)) |
|---|---|---|---|---|---|---|---|
| Sindgi | 3790 | 4250 | 5.5 | 106 | 97 | 156 | 151 |
| Raybag | 3778 | 4393 | 4.9 | 100 | 94 | 160 | 152 |
| Devadurga | 3217 | 4676 | 28.1 | 177 | 114 | 129 | 153 |
| Sindhnur | 3980 | 4383 | 10.2 | 143 | 102 | 145 | 154 |
| Shahpur | 3695 | 4377 | 12.8 | 151 | 102 | 144 | 155 |
| Aurad | 2908 | 3369 | 23.1 | 174 | 107 | 136 | 156 |
| Kunigal | 2204 | 2823 | 14.1 | 158 | 100 | 147 | 157 |
| Basavakalyan | 3435 | 4391 | 16 | 162 | 101 | 146 | 158 |
| Kanakapura | 3592 | 4217 | 18.8 | 170 | 102 | 143 | 159 |
| Yelbarga | 2154 | 2557 | 7.5 | 121 | 82 | 166 | 160 |
| Nanjangud | 3739 | 3921 | 13.6 | 155 | 98 | 152 | 161 |
| Srinivaspur | 1944 | 2254 | 13.5 | 154 | 97 | 153 | 162 |
| Heggadadevan kote | 2615 | 2853 | 16.6 | 164 | 100 | 149 | 163 |
| Kundgol | 1400 | 1567 | 8.6 | 130 | 87 | 165 | 164 |
| Homnabad | 2073 | 2443 | 6.5 | 115 | 62 | 175 | 165 |
| Khanapur | 2354 | 2677 | 13.1 | 153 | 94 | 159 | 166 |
| Chincholi | 2387 | 2623 | 16.8 | 165 | 95 | 157 | 167 |
| Turuvekere | 1476 | 1757 | 13.7 | 156 | 92 | 161 | 168 |
| Kudligi | 2388 | 2706 | 9.4 | 136 | 74 | 172 | 169 |
| Pavagada | 1876 | 2219 | 14.7 | 159 | 78 | 169 | 170 |
| Gubbi | 1857 | 2541 | 13.1 | 152 | 71 | 174 | 171 |
| Sandur | 1560 | 1846 | 10.9 | 147 | 57 | 177 | 172 |
| Yelahanka | 3998 | 5367 | 18.7 | 169 | 79 | 168 | 173 |
| Manvi | 2845 | 3697 | 18.2 | 168 | 76 | 170 | 174 |
| Sira | 2249 | 3170 | 19.4 | 171 | 72 | 173 | 175 |
| Madhugiri | 1937 | 3061 | 26.4 | 176 | 74 | 171 | 176 |
| Chiknayakanhalli | 1213 | 1788 | 20.9 | 173 | 57 | 176 | 177 |

# Chapter 3C:
## Analytics

| | | Best Performing Top 20 Services - in Terms of Speed in Delivery Time | | | | |
|---|---|---|---|---|---|---|
| Rank | Service Name | Department Name | Disposals | Stipulated Time | Avg. Taken Time | Disposal Index |
| 1 | Registration under Motor Transport Workers Act,1961 | LABOUR DEPARTMENT | 4 | 30 | 1.5 | 25 |
| 2 | BUILDING LICENCE | RDPR | 7241 | 60 | 7.37 | 24.95 |
| 3 | Issuance of Arms License | REVENUE | 22 | 55 | 11.73 | 22.88 |
| 4 | Reciept and Disposal of Petitions | HOME | 10134 | 45 | 5.39 | 21.49 |
| 5 | Natural Calamity Relief Claims - Crop Loss | REVENUE | 1 | 21 | 1 | 21 |
| 6 | Issue of Disability Certificate | HEALTH AND FAMILY WELFARE | 2926 | 30 | 6.09 | 20.43 |
| 7 | Approval of Building Plan for construction of House in sites of 250 Sq.mtrs of area | KARNATAKA HOUSING BOARD | 11 | 30 | 3.73 | 19.51 |
| 8 | GENERAL LICENCE (TRADE LICENCE) | RDPR | 1427 | 45 | 9.18 | 19.32 |
| 9 | ISSUING OF RECORDS (POPULATION,CROP,CATTLE CENSUS,BPL LIST) | RDPR | 1236 | 30 | 5.9 | 17.17 |
| 10 | Sanction of Investment Promotion subsidy for Micro, Small and Medium Enterprises | COMMERCE AND INDUSTRIES | 28 | 30 | 9.11 | 16.58 |
| 11 | ISSUE OF JOB CARD TO UNSKILLED LABOURES UNDER MGNREGS | RDPR | 6934 | 30 | 3.6 | 16.28 |
| 12 | NOC TO ESCOMS | RDPR | 3552 | 45 | 10.61 | 16.13 |
| 13 | RTC Typological errors corrections | REVENUE DEPARTMENT | 24 | 40 | 8.62 | 15.16 |
| 14 | Issue of Bus Passes to Physically challenged | NWKRTC | 36 | 15 | 1 | 15 |
| 15 | Issue of Free Bus Passes to freedom fighters | NWKRTC | 1 | 15 | 1 | 15 |
| 16 | Issue of Free Bus Passes to freedom fighters | NWKRTC | 1 | 15 | 1 | 15 |
| 17 | Driving Licence | TRANSPORT DEPARTMENT | 36427 | 30 | 10.33 | 13.94 |
| 18 | Issue of Free Bus Passes to freedom fighters | TRANSPORT CORPORATIONS(KSRTC/BMTC) | 40 | 15 | 1.5 | 13.89 |
| 19 | Issuing Duplicate MarksCard - General Case - Other Exams | DPI | 25 | 30 | 3.36 | 13.36 |
| 20 | Issue of Free Bus Pass for Blind Person | NWKRTC | 16 | 15 | 1 | 13.12 |

## Bottom 20 offices in terms of Defaults (Delayed Disposals)

| Rank | Sakala Delivery Office Name | Department Name | RCPTS | DISP | Rejections | Defaults | District | Taluk |
|---|---|---|---|---|---|---|---|---|
| 1 | Survey Supervisor, Taluk Office , Anekal | SERVEY AND SETTLEMENT | 3020 | 3699 | 14 | 2753 | Bangalore | Anekal |
| 2 | RTO - Bijapur | TRANSPORT | 3526 | 4861 | 132 | 1674 | Bijapur | Bijapur |
| 3 | VSO 522 - Sedam | COMMERCIAL TAXES | 2123 | 1031 | 1088 | 989 | Gulbarga | Sedam |
| 4 | TAHSILDAR OFFICE,SIRA | FOOD AND CIVIL SUPPLIES | 4442 | 4419 | 22 | 882 | Tumkur | Sira |
| 5 | City Corporation Davanagere | CITY COPN.(Other than BBMP) | 956 | 787 | 48 | 638 | Davanagere | Davanagere |
| 6 | OFFICE OF THE AC, BLR SOUTH | REVENUE | 986 | 675 | 94 | 484 | Bangalore | Bangalore South |
| 7 | Survey Sup.Taluk Office , Shorapur | SERVEY AND SETTLEMENT COMMISSIONER | 373 | 424 | 0 | 424 | Yadgir | Shorapur |
| 8 | Survey Supervisor,Taluk Office , Bangalore East | SERVEY AND SETTLEMENT | 908 | 990 | 0 | 400 | Bangalore | Bangalore East |
| 9 | Survey Supervisor, Taluk Office , Bangalore North | SERVEY AND SETTLEMENT COMMISSIONER | 392 | 356 | 0 | 329 | Bangalore | Bangalore North |
| 10 | City Municipal Council Gangavati | CITY MUNICIPAL COUNCIL | 449 | 374 | 9 | 284 | Koppal | Gangawati |
| 11 | Sub Registrar Nelamangala | INSPECTOR GENERAL OF REGISTRATION AND STAMPS | 932 | 1024 | 0 | 273 | Bangalore Rural | Nelamangala |
| 12 | DEPUTY DIRECTOR,BANGALORE NORTH | FOOD AND CIVIL SUPPLIES DEPARTMENT | 14536 | 14417 | 35 | 272 | Bangalore | Anekal |
| 13 | Survey Supervisor, Taluk Office , Nanjangud | SERVEY AND SETTLEMENT COMMISSIONER | 195 | 288 | 0 | 262 | Mysore | Nanjangud |
| 14 | RTO - Bangalore West | TRANSPORT DEPARTMENT | 8399 | 6746 | 25 | 216 | Bangalore | Bangalore North |
| 15 | Survey Supervisor, Taluk Office , Chincholi | SERVEY AND SETTLEMENT COMMISSIONER | 381 | 291 | 21 | 206 | Gulbarga | Chincholi |
| 16 | Sub Registrar Doddaballapura | INSPECTOR GENERAL OF REGISTRATION AND STAMPS | 862 | 842 | 0 | 197 | Bangalore Rural | Dod Ballapur |
| 17 | Sub Registrar Hosakote | INSPECTOR GENERAL OF REGISTRATION AND STAMPS | 867 | 875 | 0 | 188 | Bangalore Rural | Hosakote |
| 18 | Tahsildhar Office,Bellary | SERVEY AND SETTLEMENT COMMISSIONER | 165 | 180 | 11 | 179 | Bellary | Bellary |
| 19 | Survey Supervisor, Taluk Office , Gubbi | SERVEY AND SETTLEMENT COMMISSIONER | 340 | 214 | 56 | 172 | Tumkur | Gubbi |
| 20 | RTO - Banneraghatta, Bangalore. | TRANSPORT DEPARTMENT | 6331 | 5454 | 153 | 167 | Bangalore | Bangalore South |

*Data as of 31 March 2013

| | Best Performing offices - on Service Delivery Time with respect to Stipulated Time | | | | | | |
|------|-----------------------------------------|--------------------|-----------|----------|-------------------|--------------------|------------|
| Rank | Sakala Delivery Office Name | Department Name | Disposals | Defaults | Disposal Index | District | Taluk |
| 1 | GRAMA PANCHAYAT OFFICE,CHIKKANDIGOL | RDPR | 380 | 0 | 37.44 | Gadag | Gadag |
| 2 | GRAMA PANCHAYAT OFFICE,KOTBAL | RDPR | 288 | 0 | 36.54 | Gadag | Ron |
| 3 | GRAMA PANCHAYAT OFFICE,CHIKKANARAGUND | RDPR | 346 | 0 | 35.57 | Gadag | Nargund |
| 4 | GRAMA PANCHAYAT OFFICE,KUDITHINI | RDPR | 131 | 0 | 35.25 | Bellary | Bellary |
| 5 | GRAMA PANCHAYAT OFFICE,RAMAPUR | RDPR | 292 | 0 | 34.66 | Gadag | Ron |
| 6 | GRAMA PANCHAYAT OFFICE,KURTAKOTI | RDPR | 147 | 0 | 33.8 | Gadag | Gadag |
| 7 | GRAMA PANCHAYAT OFFICE,PAVOOR | RDPR | 201 | 0 | 31.48 | Dakshina Kannada | Mangalore |
| 8 | GRAMA PANCHAYAT OFFICE,BANAHATTI | RDPR | 350 | 0 | 31.4 | Gadag | Nargund |
| 9 | GRAMA PANCHAYAT OFFICE,SHIROL | RDPR | 352 | 0 | 30.54 | Gadag | Nargund |
| 10 | GRAMA PANCHAYAT OFFICE,MENASAGI | RDPR | 200 | 0 | 25.49 | Gadag | Ron |
| 11 | GRAMA PANCHAYAT OFFICE,CHELAIRU | RDPR | 112 | 0 | 25.29 | Dakshina Kannada | Mangalore |
| 12 | GRAMA PANCHAYAT OFFICE,SURANAGI | RDPR | 110 | 0 | 24.73 | Gadag | Shirhatti |
| 13 | GRAMA PANCHAYAT OFFICE,SURASHETTIKOPPA | RDPR | 380 | 0 | 24.44 | Dharwad | Kalghatgi |
| 14 | GRAMA PANCHAYAT OFFICE,HIREHARAKUNI | RDPR | 277 | 0 | 23.99 | Dharwad | Kundgol |
| 15 | GRAMA PANCHAYAT OFFICE,BALLUPETE | RDPR | 102 | 0 | 23.75 | Hassan | Sakleshpur |
| 16 | GRAMA PANCHAYAT OFFICE,ASUNDI | RDPR | 132 | 0 | 23.67 | Gadag | Gadag |
| 17 | GRAMA PANCHAYAT OFFICE,HULLUR | RDPR | 454 | 0 | 22.71 | Gadag | Ron |
| 18 | GRAMA PANCHAYAT OFFICE,HALLIGERI | RDPR | 282 | 0 | 21.64 | Dharwad | Dharwad |
| 19 | GRAMA PANCHAYAT OFFICE,LAKKUNDI | RDPR | 201 | 0 | 21.04 | Gadag | Gadag |
| 20 | GRAMA PANCHAYAT OFFICE,GOJANUR | RDPR | 219 | 0 | 20.96 | Gadag | Shirhatti |

| Rank | Service Name | Department Name | Disposals | Stipulated Time | Avg. Taken Time | Disposal Index |
|---|---|---|---|---|---|---|
| | **Worst Performing 20 Services - in Terms of Service Delivery Time** | | | | | |
| 1 | Surviving Family member Certificate | REVENUE | 1 | 7 | 48 | 0.15 |
| 2 | Residence Certificate | REVENUE | 7 | 7 | 46.43 | 0.17 |
| 3 | Agricultural Family member Certificate | REVENUE | 1 | 7 | 39 | 0.18 |
| 4 | Small and Marginal Farmer Certificate | REVENUE | 2 | 7 | 37.5 | 0.18 |
| 5 | No Government Job Certificate for Compassionate Appointments | REVENUE | 1 | 7 | 33 | 0.21 |
| 6 | All types of Caste Certificate | REVENUE | 150 | 21 | 40.41 | 0.62 |
| 7 | Issue of copy of FIR to the complainant | HOME | 12071 | 1 | 1 | 0.65 |
| 8 | All types of Income Certificate | REVENUE | 83 | 21 | 37.25 | 0.69 |
| 9 | Arms License Issue and Renewal Verification | HOME | 41 | 30 | 51.46 | 0.78 |
| 10 | Missing Report of documents, Mobile phone etc | HOME | 4342 | 1 | 1 | 0.83 |
| 11 | RESPONSE TO FIRECALLS | FIRE SERVICES | 377 | 1 | 1.17 | 0.85 |
| 12 | NOC for petrol pump, gas agency,hotel,bar etc. | HOME DEPARTMENT | 16 | 7 | 44.06 | 0.91 |
| 13 | Issue of discharge certificate and sterilization certificate | HEALTH AND FAMILY WELFARE | 3393 | 1 | 1.06 | 0.91 |
| 14 | Issue of IEM Part-II Acknowledge-ment for Micro, Small and Medium Enterprises | COMMERCE AND INDUSTRIES | 903 | 1 | 1.03 | 0.99 |
| 15 | Registration of Land / property | IGR | 116121 | 1 | 1.04 | 0.99 |
| 16 | Issue of IEM Part-I Acknowledgment for Micro, Small and Medium Enterprises | COMMERCE AND INDUSTRIES | 1091 | 1 | 1.02 | 1 |
| 17 | Unemployment Certificate | REVENUE | 1 | 7 | 7 | 1 |
| 18 | Payment of medical expenses to artists | KANNADA and CULTURE | 9 | 3 | 3 | 1 |
| 19 | RESPONSE TO RESCUE/SPECIAL CALLS | FIRE SERVICES | 8 | 1 | 1 | 1 |
| 20 | Issue of order for disposal of fishing rights under the jurisdiction of district level officer. | FISHERIES | 1 | 45 | 44 | 1.02 |

| **Highest 20 offices in terms of Rejections - Absolute Number** |
|---|---|---|---|---|---|---|---|
| **Rank** | **Sakala Delivery Office Name** | **Department Name** | **Receipts** | **Dispo sals** | **Rejec tions** | **District** | **Taluk** |
| 1 | LVO 110 - Bengaluru | COMMERCIAL TAXES | 5110 | 4806 | 1224 | Bangalore | Bangalore East |
| 2 | VSO 522 - Sedam | COMMERCIAL TAXES | 2123 | 1031 | 1088 | Gulbarga | Sedam |
| 3 | LVO 090 - Bengaluru | COMMERCIAL TAXES | 1812 | 1344 | 613 | Bangalore | Bangalore East |
| 4 | LVO 025 A - Bengaluru | COMMERCIAL TAXES | 3719 | 2674 | 577 | Bangalore | Bangalore South |
| 5 | LVO 330 - Hubli | COMMERCIAL TAXES | 1648 | 1494 | 549 | Dharwad | Hubli |
| 6 | LVO 130 - Bengaluru | COMMERCIAL TAXES | 1313 | 900 | 480 | Bangalore | Bangalore East |
| 7 | LVO 020 - Bengaluru | COMMERCIAL TAXES | 4364 | 4021 | 453 | Bangalore | Bangalore South |
| 8 | LVO 100 - Bengaluru | COMMERCIAL TAXES | 1980 | 2159 | 448 | Bangalore | Bangalore East |
| 9 | LVO 010 - Bengaluru | COMMERCIAL TAXES | 1410 | 1109 | 413 | Bangalore | Bangalore South |
| 10 | LVO 010 A - Bengaluru | COMMERCIAL TAXES | 2492 | 2248 | 406 | Bangalore | Bangalore South |
| 11 | LVO 045 - Bengaluru | COMMERCIAL TAXES | 1664 | 1720 | 366 | Bangalore | Bangalore South |
| 12 | LVO 120 - Bengaluru | COMMERCIAL TAXES | 1365 | 1180 | 328 | Bangalore | Bangalore East |
| 13 | RTO - Chitradurga | TRANSPORT | 3073 | 2999 | 328 | Chitradurga | Chitradurga |
| 14 | LVO 015 A - Bengaluru | COMMERCIAL TAXES | 1515 | 1404 | 316 | Bangalore | Bangalore South |
| 15 | Commissioner Of Police Bangalore City | HOME DEPARTMENT | 1927 | 1433 | 267 | Bangalore | Bangalore North |
| 16 | LVO 205-Mysuru | COMMERCIAL TAXES | 502 | 491 | 214 | Mysore | Hunsur |
| 17 | LVO 380 - Belgaum | COMMERCIAL TAXES | 1010 | 1224 | 205 | Belgaum | Belgaum |
| 18 | LVO 080 - VTK-080 | COMMERCIAL TAXES | 953 | 672 | 204 | Bangalore | Bangalore East |
| 19 | RTO - Bagalkot | TRANSPORT | 2602 | 2081 | 200 | Bagalkot | Bagalkot |
| 20 | LVO 060 A - Bangalore | COMMERCIAL TAXES | 1541 | 1239 | 184 | Bangalore | Bangalore South |

# Chapter 3D:

# ABSTRACT of 625 Services Identified:

| Sl.No. | DEPARTMENT Name | Services already in SAKALA | Services Proposed for addition in SAKALA | Services Identified from E-GOV list for NEXT phase |
|---|---|---|---|---|
| 1 | Rajiv Gandhi Rural Housing Corporation Ltd. | 0 | 0 | 4 |
| 2 | Karnataka Housing Board | 3 | 0 | 7 |
| 3 | Karnataka State Finance Corporation | 0 | 0 | 16 |
| 4 | Commercial Tax Department | 10 | 0 | 14 |
| 5 | Sericulture Department | 0 | 5 | 0 |
| 6 | Ambedkar Development Corporation | 0 | 0 | 110 |
| 7 | Treasury Department | 0 | 0 | 38 |
| 8 | AYUSH DEPARTMENT | 3 | 0 | 3 |
| 9 | Fisheries Department | 3 | 0 | 18 |
| 10 | Public Instruction | 12 | 0 | 103 |
| 11 | FOOD AND CIVIL SUPPLIES DEPARTMENT | 4 | 0 | 34 |
| 12 | Health and Family Welfare | 4 | 1 | 1 |
| 13 | Industries and Commerce | 7 | 0 | 6 |
| 14 | INSPECTOR GENERAL OF REGN. AND STAMPS | 1 | 0 | 4 |
| 15 | Karnataka Industrial Area Development Board | 0 | 0 | 8 |

| 16 | MUNICIPAL CORPORATIONS/CMC/TMC/TOWN PANCHAYAT | 20 | 0 | 4 |
|---|---|---|---|---|
| 17 | RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPT | 11 | 0 | 79 |
| 18 | TRANSPORT DEPARTMENT | 11 | 0 | 121 |
| 19 | WOMEN AND CHILD WELFARE DEPARTMENT | 5 | 0 | 55 |
| 20 | Govt Press | 1 | 0 | 0 |
| 21 | BBMP | 7 | 0 | 0 |
| 22 | BDA | 12 | 0 | 0 |
| 23 | BWSSB | 3 | 0 | 0 |
| 24 | Revenue Dept | 48 | 0 | 0 |
| 25 | Home Dept | 23 | 0 | 0 |

| SL.No. | DEPARTMENT Name | Services already in SAKALA | Services Proposed for addition in SAKALA | Services Identified from E-GOV list for NEXT phase |
|---|---|---|---|---|
| 26 | P.U Board | 6 | 0 | 0 |
| 27 | Drugs Control Dept | 5 | 0 | 0 |
| 28 | Labour Dept | 13 | 0 | 0 |
| 29 | ESI | 5 | 0 | 0 |
| 30 | Fact & Boilers | 9 | 0 | 0 |
| 31 | PWD | 2 | 0 | 0 |
| 32 | KSPCB | 5 | 0 | 0 |
| 33 | Kan & Culture, Archives | 6 | 0 | 0 |
| 34 | Info Dept | 2 | 0 | 0 |
| 35 | DPAR | 21 | 0 | 0 |
| 36 | Karnataka Slum Dev Board | 3 | 0 | 0 |
| 37 | Dept of collegiate Education | 0 | 18 | 0 |
| 38 | Co-operative dept - warehouse corp. | 0 | 2 | 0 |
| 39 | Co-operative dept - RCS | 0 | 9 | 0 |
| 40 | Co-operative dept - Ag Mktng | 0 | 27 | 0 |

| 41 | Dept of Libraries | 0 | 2 | 0 |
|---|---|---|---|---|
| 42 | CPI -emp services | 0 | 21 | 0 |
| 43 | Excise Dept -emp services | 0 | 21 | 0 |
| 44 | Energy Dept -emp services | 0 | 21 | 0 |
| 45 | Higher_Education_Dept | 0 | 73 | 0 |
| | TOTAL | 265 | 200 | 625 |

# Chapter IVA

# From the Call Centre:

Status of Sakala Complaints: During the last 3 months, Sakala complaints have gone up. Ever since new services were introduced in December 2012, complaints have gone up. Refer below for the trends in the complaints for the month:



You will observe that in the months of February & March 2013, close to 364 complaints were closed. Here are some observations.

- Officers do not get in touch with citizens once the service is ready. Though officers claim that SMS are sent, citizens say otherwise. Some staff needed a stick to ensure they deliver.
- Attitude of officers to ask citizens to come again, asking them to reapply or simply refusing them the service in spite of a valid GSC number.
- Citizens do not follow up after complaint is done. They fell that the complaint is the last step in getting their services. We have educated them and told them that  it is in fact the first step in exercising their  rights!
- One major observation is that citizens do not give their contact numbers while complaining. Hence to get a confirmation that the service has actually been received could not be ascertained in some cases. This could be a possible reason for the communication gap between the officer and the citizen.
- Citizens also complain if their services are rejected for the right reasons. We had quite a few such cases. We have educated them.

- The fact that service is more important than compensation still holds true. More than 90% of the complainants feel that if the service is received, they are happy (which was not the case a year back).

- Citizens are really happy when the Mission team calls them for follow up. It is a new era where officers from the Mission follow up complaints to close.

- Here is a case of a complaint follow up: A Citizen running a Children's home had a problem: He reported that a specific children home that was inundated with drainage water for over one year was not resolved in spite of several reminders to the officers. The Mission team took up the cause and ensured the service was delivered.

**Situation Before:**



**Situation NOW (After resolution of Complaint):**



Total Sakala Complaints received in the month was 1712, Non Sakala was 2172.Bangalore (573), Davanagere (110) & Tumkur (89) continue to show high complaints under Sakala.

# Chapter IVB:

# Feedback:

Hi Darshan & Team,

I want to specially thank your team for the follow up of this issue. I applied for DC under sakala initially but RI rejected my application without proper reason. After i escalated this issue, your team took this issue on top priority.

I like the professional approach of your team in handling this issue. Your team followed up with me as well as Tahsildhar in a professional way.

Initially when my first DC application got rejected, i thought i won't get this service without bribing the government official even though i submitted all the valid documents. But your team made sure that i will get this service on time and more important thing is without bribe i got this service. All this happened because of your team's professional approach.

I want to appreciate your team for this great service. My citizen right to get this service happened only because of your team's great service.

I received Domicile certificate today. I am very happy that i got this service on time. Thanks everyone for their support in getting this certificate.

*Mr Promod in a e mail to the Mission dated 24/4/2013.*

To.

VaraprasadReddy/ Subramanian Srilal/Devraj
Sakala Mission
Bangalore.

Respected sirs,

With love and prayers i would like thank you for taking immediate action towards our problem. yes sir we and all our children are happy and prayed for sakal mission, and all the staffs, " Hope " is one of Gods greatest gift to us, and we hope sakal mission. by you and your follow-up work, it will finish....soon ,
With prayers and gratitude,

*Rev.Fr.P.christopher, wadi jn, Gulbaraga dist*

The Revenue Department is very bad here. They have no intention of service to citizens. People are harassed and asked to come again & again, in spite of a valid GSC number. If we go to the higher ups (they are not any better) but the juniors take revenge. This must stop. Strict action for such officers must be taken, no use to only put penal clauses in Act. It should be implemented.

*Mr.Parag M Gulhane, Davanagere*

When citizens apply for RTC – some of the Tahsildhars say that it is lost. Now how can the records get lost? What sense does it make to say the old records are lost? How can RTC be re created? This is total irresponsibility of the government. People should make a movement. Sakala is a forum, but needs to have more powers to arrest such fraudulent officers.

*Sri.Gopinath Munde – Tumkur*

Sakala has made a great difference to my life. When i wanted a passport verification to be done in time, it happened and am thrilled about it. Such services are boons to our otherwise dead system.

*Manik Pherwani – Mysore.*

The BBMP's Khatha transfer process is very cumbersome. People are harassed very badly. Money only talks everywhere, People don't care for Sakala or whatever.

Action Point: The mission has sent the case to BBMP for action

**To,**

**The Commissioner BBMP, Bangalore**

Dear Sir,

Normally I pay my property tax by 10th April every year. Accordingly I made the payment this morning at Ganganagar Ward Office. Whether u like it or not let me give my feedback.

1. Instead of reducing the content and documents they are increased. For no reason an additional sheet is introduced for SWM payment. Example In USA when I was to get my renewal of driving license. I had to submit my expired card. Lady at the counter could retrieve my entire personal info on her PC from the data available. No form to be filled except eye test at the sight itself and a new photo was taken at the spot. Within the next 3 minutes my new renewed driving license was in my hand.. BBMP may consider reducing the paper work instead of asking for data which are available with BBMP data bank and ask for changed info like address etc.

2. Staff at the counter gave me acknowledgment but asked me to come in the evening for receipt as Revenue Officer was not present. When I pay at the Bangalore one counter lady initials and give the receipt. Don't u think that the signature of revenue Officer is redundant (he would be wasting his time signing) and causes unnecessary harassment to citizens by repeated visit to BBMP. at the cost of their preoccupation with other engagements ? 90 % Government Officers sign papers while talking to their guests as their staff show places for signing. This means that all these signatures are a formality that can be avoided, saving the time of Officers as well as faster delivery of services to citizens

Sri Nagaraj - in a feedback obtained by our Call Centre.

*A Feedback received from a citizen in Bangalore on property tax procedures being simplified.*

Dear Madam,

Thank you very much your help and initiative to clean up the system.

With help of Pavan today I am able to get my DC within 4 hours.

At 11:30 AM we reached Jayanagar office and Pavan initiated conversation with Deputy Tahsildhar and told about my case.

Then he ordered internal enquiry to find where is my file. But he could not trace it and also confirmed that they did not have it.Then Tahsildhar after conversation with Pavan asked me to reapply for DC again and assured me to give DC in few minutes once I get my file signed from Revenue inspector. I reapplied and then asked me go to Kandhaya bhavan with my file for revenue inspectors signature."

This time the RI. was taking very nicely with me(as he was very arrogant last time) and completed his work in few minutes.

Then after that I came back to Jayanagar office and Deputy Tahsildhar took the initiative completed work in 5 minutes. During all this Pavan - DITC was guiding me and it has helped me a lot in getting DC very quickly.

**Thanks a lot for all your help once again.**

My Story:

I applied for Domicile Certificate in Jayanagar 4th block complex 3rd floor giving Rs.15 on 16th (they took Rs30 from me), they gave ack with 7 days period for DC. I went yesterday( On 2nd March) to collect the same (nearly after 16 days), but it was rejected saying reason "After 7 days completed" Then I asked them why it got rejected, they told me that in 7 days Department could not complete the task so they rejected my application. I took this up with Sakala Mission.

*Ramaprasad Alevoor from Bangalore*

# Chapter VA:

# Evaluation Study:

**The Karnataka Evaluation Authority (KEA) has appointed an independent agency for carrying out an evaluation study of Sakala. The study will give a comprehensive picture on the impacts of Sakala and ways to inch ahead in terms of quality, speed and additions. Shown below is a quick write-up by IMRB – the research agency who will conduct the study.**

As you are aware, Karnataka State Legislature passed a bill to provide guarantee of services to its citizens within the stipulated time, which in turn is commonly referred to as Sakala (Meaning "in time" in Kannada language). CSMM (Customer Satisfaction Management and Measurement), a specialist unit of IMRB, which is into stakeholder management, is currently conducting a study to evaluate the performance of the existing portfolio of services offered by Sakala. The Key Objectives of the study are:

*Citizen Focused*:    To measure the performance of Sakala in terms of its effectiveness in delivering timely services to its citizens.

To check whether citizens are satisfied with the existing portfolio of services and whether the services are meeting their expectations. o    To understand the differences perceived by the citizens before and after the implementation of Sakala. ·

*Employee Focused:*  In addition to this, we also try to find out the impact that these services have created on the revenue generation for the state and also in the lives of employees in terms of their performance appraisal system. The details on the Methodology are given below:·

The target group includes the citizens, who have availed these services and the employees responsible for delivering the services, as well. For the employee module, 2 front-line staff (1 rural and 1 urban) will be considered for each of the 265 services. Additionally, 3 officers in different hierarchical levels for each one of the departments will also be considered which includes an additional 100 employees to be surveyed under this category.

*Research Plan and Sample Plan:* The study would be conducted in two phases; Pilot phase and the Main phase. Before the pilot phase an exploratory phase was conducted with the key stakeholders of Sakala to have an understanding of the process for designing the research instrument. The purpose of the pilot phase is to check the research instrument parameters on aspects related to its understandability and relevance, which in turn will ensure seamlessness of execution for the main study. I am also enclosing the questionnaire for your reference. For the pilot phase, 3 service each coming under Revenue and RDPR departments were chosen and currently, the survey is on for these services. The sample plan for the pilot phase is as given below.

| Revenue Department(Urban & rural) | | | RDPR(Only rural) | |
|---|---|---|---|---|
| Services | Rural sample | Urban sample | Rural sample | |
| Caste Certificate | 60 | 60 | Drinking Water | 35 |
| Conversion Certificate | 60 | 60 | Street lights | 35 |
| Katha Transfer | 55 | 55 | Sanitation | 30 |
| Sample to be covered | 350 | | 100 | |
| Total Sample | 450 | | | |

The *methodology* involves face to face interviews with the citizens. The database was provided by Sakala and the respondents will be chosen through random sampling. Post completion of the pilot phase a draft report will be submitted on the findings before the technical committee, which in turn will be reviewed by the committee and the changes suggested will be incorporated in the main phase. The main phase involves a bigger sample, as given below, covering 150 top services of Sakala for the citizen module. The districts will be finalized in consultation with the technical committee.

| Districts/Service | Service 1: All types of Caste Certificate | Service 2: All types of Income Certificate | Service 3:Issue of C Form declarations under the CST Act, 1956. | Service 4: Modification in Existing Ration Card | Service 5: Registration of Vehicle | ... | ... | ... | Service 150: Sanction of Medical Reimbursements Bill of IPs | District Total |
|---|---|---|---|---|---|---|---|---|---|---|
| Bangalore | 10 | 10 | 10 | 10 | 10 | ... | ... | ... | 10 | 1500 |
| Mysore | 10 | 10 | 10 | 10 | 10 | ... | ... | ... | 10 | 1500 |
| Mangalore | 10 | 10 | 10 | 10 | 10 | ... | ... | ... | 10 | 1500 |
| Belgaum | 10 | 10 | 10 | 10 | 10 | ... | ... | ... | 10 | 1500 |
| Yadgir | 10 | 10 | 10 | 10 | 10 | ... | ... | ... | 10 | 1500 |
| Service Total | 50 | 50 | 50 | 50 | 50 | ... | ... | ... | 50 | 7500 |

For the employee module, there will be a web based survey for the 100 senior level employees and a face to face survey for the front-line employees for the same set of services.

| Service | Service 1: All types of Caste Certificate | Service 2: All types of Income Certificate | Service 3:Issue of C Form declarations under the CST Act, 1956. | Service 4: Modification in Existing Ration Card | Service 5: Registration of Vehicle | ... | ... | ... | Service 150: Sanction of Medical Reimbursements Bill of IPs | District Total |
|---|---|---|---|---|---|---|---|---|---|---|
| Front-line Employees | 2 | 2 | 2 | 2 | 2 | ... | ... | ... | 2 | 300 |
| Senior Employees | 1 | 1 | 1 | 1 | 1 | ... | ... | ... | 1 | 100 |

The field work for the pilot phase is likely to get over by mid of May 2013 followed by analysis and presentation of findings on the Pilot phase by the month end. Post this, the main phase will kick-start and the same will be completed from 11-12 weeks from the date of inception.  Key challenges that we have faced so far is the delay in Pilot phase - This is happening owing to state level activities due to election because of which the state level employees are busy and could not provide us with the database of the Citizens. The database that we have received is incomplete as it does not have the complete addresses and contact details of the Citizens. We are trying to work around these challenges.

## Additional Inputs from Mission Director:

We need to update you on the fact that although many citizens are not aware of the word Sakala their services are being delivered on time. The reason is that Sakala portal has built push and pull features to draw applicant wise data from respective dept softwares. For the convenience of the employee, no additional work is created to prevent resistance to change. Hence a citizen may be going to food revenue or transport dept as usual and may not be explicitly informed about provisions of Act but the fact remains that the employees now know that they are being monitored at the highest level which was not the case earlier. As a result we find 70 percent of services delivered in less than half the stipulated time and 98per cent in time. Hence the critical success factor is not citizen awareness as much as it is employee awareness about being monitored. Hence if a question to citizen asking whether you know about Sakala may give a negative reply, a question  whether you got your service in time or not, or do you feel better service delivery in govt office now coming under Sakala would reflect more appropriately about the program implementation.

Hence our deliberate focus is on outcome through internal discipline and work culture. We believe that as the citizens get the taste of good service Sakala will get word of mouth publicity.

# Chapter VB:

Article on Sakala by **Prof. Anil K Gupta** Founder, honey bee network

**Indian Institute of management, vastrapur, Ahmadabad 380015**

Re-innovation in government:  Competitive accountability

The demand for greater accountability of public systems is becoming more and more eloquent all over the country.  Strangely and may be not so strangely, in a state with a political instability, some of the most interesting reforms have taken place.  I am not suggesting that political stability reduces the incentives for bureaucracy to experiment and innovate.  But, in the event of secure constituency, the leaders may have less pressure to perform.  May be, a little bit of instability is not bad.  Let me illustrate.

The Sakala scheme of public accountability in Karnataka seems to have created a new global benchmark in raising expectation of the people and then meeting them in almost 98 per cent of the cases.  More than 1.75 crore requests for different services were met within the time promised and with full satisfaction of the people.  There were hardly 500 complaints in an interface of this scale.  How did a state government do it?  And why wouldn't people all over the country  expect similar efficiency in providing public services in a transparent and accountable manner? Just about five officers achieved this breakthrough by applying IT tools and training the staff dealing with 256 services.  The staff union not only cooperated with the administration but in fact enthusiastically supported the scheme.  It was insisted that people while submitting a request for a service provide their mobile number.  Likewise, the mobile number of all the functionaries were also fed into the system.  If a particular certificate or copy of a property record was to be provided within seven days, then the concerned officer would receive a reminder in the morning about the pending cases.  And again would receive a message in the evening about the cases disposed and balance to be completed.  The people will get a message when their job was done.  One might suspect that other departments dealing with 1600 more services might like to avoid coming under pressure of such a high performance expectation.  But as the chief secretary, Mr. Ranganathan explained, several departments not covered so far were vying with each other to be included in this scheme.


Why were different departments competing with each other to become more and more accountable?  There was a small fine of `.20 to be deducted from the personal salary of the concerned staff who delayed a particular request by a day.  Issue was not just the amount but the stigma that it was perceived to attach.  As if results were not sufficient guarantee of performance,  IIM Bangalore was requested to

evaluate the performance every month. What would be the motivation for Shalini Goel, the secretary in charge of the Sakala scheme to constrain herself through such institutional arrangements of accountability? Wouldn't it be easy to have a compliant academic institution to give a good report rather than entrust one of the most reputed institution to do the performance audit concurrently? A new idiom of accountability is emerging in the country. Excellence, efficiency, empathy, and equity in provision of services makes the entire chain of administrators feel good about themselves. Swantah Sukhay, for one's own inner happiness seems to be the most sustainable intrinsic motivation for bringing about social or professional change.

The cabinet secretariat organized a meeting of more than 70 departments of Govt. of India to identify the framework conditions that will generate innovations in the government. My submission at the meeting was that by all means, we should generate new innovations. But, if we do not track the existing innovations, wouldn't a valuable opportunity have been lost? How many people recall that each one of us had to stand in the queue to pay road tax of our vehicle every year? And then one day a Transport Commissioner recognized that three fourth of the revenue came from one fourth of the people, whereas the queue is comprised the other three fourth of the people a well. He started a scheme for payment of tax for three to five years at one go. Today we pay, lifetime tax only once. What a relief. All because of one person sticking his neck out. Similarly, auto emission checks, when introduced first time, were opposed by the automobile manufacturers. Today, it is not only obligatory but it is also complied by most people. There are a large number of experiments being done in the government by well-meaning officials who want to make a difference. Wouldn't it be worthwhile to track such innovations, replicate them by adapting the same to local conditions and improve the citizen satisfaction with the services of the state. People of this country deserve the best. And they are now realizing that it is they who are partly responsible for the continued apathy of the system by not desiring it and asserting their desire. Accountability, accessibility and affordability are the three fulcra on which design of future delivery and demand systems would be balanced. Hope that the inertia and resilience of the administrative system will give way to innovation and inclusion.

## Chapter VI:
## Events & News clips:

### a) News clips:

# The Statesman

**Because we are different.**

## Sakala to go online

5 April 2013

### Tyagaraj Sharma

BANGALORE, 5 APRIL: Karnataka is set to pioneer a major initiative by making available, online, some of the basic services covered under the Guarantee of Public Service Act or Sakala or "on time service" that was introduced this day last year.

Under the proposal, the general public will be able to access services like ration cards, land records, no-objection certificates for passport verification and age certificate, among others, without the need to visit a government office or department.

All that the citizen would be required to do is to log on to his or her computer, and visit the Sakala website for these services, though he or she would have to provide the required documents where necessary.

To start with, as many as 128 of the 265 services, spread across 30 departments, which are available at present under the Guarantee of Public Services Act would be provided "online." This is perhaps the first time that any of the 12 states currently implementing the Right to Services Act, under the Citizens Charter, is proposing to introduce the online facility. This is not all.

It is not just the educated elite or those possessing laptops or desktops that would benefit. The government wants to rope in thousands of internet cafes across the state to make available this facility to the general public.

In other words, a citizen would be able to walk into an internet café and log into the Sakala website and place his demand accordingly, in Kannada or English.

Under the present Act in Karnataka, the government has made it compulsory for the government babu to make available the services that a citizen may require on demand.

For each of these services, a time limit has been stipulated as per the enactment within which the concerned officer or department head has to ensure delivery. Failure to do so causes him or her to lose Rs 20 a day with the maximum penalty reaching up to Rs 500.

This amount is deducted from the guilty officer or babu's salary and given to the aggrieved party in the event he or she does not get the desired service. Till now only seven aggrieved parties are said to have collected these "compensations or penalties."

Karnataka , incidentally, had taken the cue from Bihar, learning from its experience in 2011 in enacting the Right to Services Act. It, however, improved on the initial exercise to become the only state to bring in 265 services under the Act ,against 50 odd by others.

The only difference though is that the fine that Karnataka imposes is much less than what states like Madhya Pradesh and others levy on the defaulting babus which, at times, comes to Rs 5000.

Karnataka 's lead over other states has much to do with the availability of technical and computer literate people and bureaucrats and its success in launching the path breaking "Bhoomi" or the computerized land record system earlier.

Following the easy availability of technical and trained software personnel , thanks to the surfeit of engineering colleges here, the state has been able to computerize the Sakala services ;even providing details of the services rendered to the applicants on SMS.

Besides, its call centres monitor the progress of the applications and the delivery of the services regularly, much to the delight of a dazed public.

Encouraged by the effort and the subsequent response with over two crore citizens having applied for the much needed services during the first year of Sakala's introduction , the government planned to bring more services under the new act.

It found that majority of the 1800 services provided by different departments, could be brought under Sakala; something that perhaps the new government which takes charge after assembly polls may implement.

\* The following Article was browsed through the internet:



# Sakala the answer to all our woes?

Arunima Rajan | April 2, 2013 |



Karnataka's Sakala scheme, aimed at ensuring that timely service is provided by government bodies, is an excellent model that would alleviate many of the problems that citizens of Andhra Pradesh face.

There are surely many of us who have been annoyed by the sheer slackness with which the wheels of our bureaucracy operate. Do you feel the government does not respond to your basic needs like getting a passport, driver's licence or ration card on time? The fact that government is slow and inefficient has been repeated so often that it has become a truism. However, things are slowly changing in Karnataka with the launch of the state's latest citizen friendly scheme, Sakala.

Sakala, which translates to 'in time' or 'good time', was launched in April 2012 in Bangalore. It is the state's guarantee of services to citizens' programme, which is aimed at reducing corruption, bribe and red-tapism and bring about transparency in administration. Under the scheme, citizens are entitled to receive a wide list of government services within a scheduled period and if the service is delayed, the bureaucrat responsible has to pay a fine to the citizen — from his own pocket. Hence, it stays true to its tag line: "It is your right to obtain citizen related services in time."

## Back in focus

Sakala is back in focus again as the Centre is currently planning to pass a national legislation which provides time-bound delivery of government services. The Right of Citizens for Time-Bound Delivery of Goods and Services and Redressal of their Grievances Bill was approved by the Union Cabinet on March 7. According to Ramesh G, associate professor at the Centre for Public Policy, Indian Institute of Management- Bangalore, the intent of Sakala is to ensure that government agencies deliver according to the services as per various provisions and act with predefined timeliness. This shifts the onus of service delivery to the provider and enables citizen groups to put pressure. However, he notes that the time-frame of service delivery is lax and needs to be reset and be preceded by re-engineering.

However, this Bill has come under severe criticism from the Opposition on the ground that it seeks to overturn stronger laws on the same topic passed by various state governments, including Karnataka. One of the important aspects of Karnataka's Sakala is that, with 265 different government services, the state has brought the maximum number of services for time-bound delivery.

## Transparency in the system

Efforts to make the government more transparent began with the Right to Information Act in 2005. However, the RTI Act merely provided information about the status of various governments' activities and schemes and didn't have the power to fix it. Sakala and other similar laws passed by other states go one step further and ensure that citizens' demands are met on time. "There is much to appreciate about Sakala which does try and see the citizen as recipient customer and government as a service provider," says V Ravichandar, a civic analyst. It's a good initiative and a wider range of government services can be covered under the scheme, adds Ravichandar.

An interesting aspect about various time-bound service delivery legislations is that they were government-initiated and, unlike the RTI Act, did not come due to any civil society movement. Madhya Pradesh was the first state to enact the Right to Service Act in August 2010. This was followed by Bihar, Karnataka, Delhi, Punjab, Kerala, Uttar Pradesh among many others.

## Low level of awareness

The Centre for Public Policy at Indian Institute of Management-Bangalore (IIM-B) conducted a study between March and May 2012 on the pilot projects carried out by the Sakala mission. A field study in Puttur Taluk of Dakshina Kannada district found that the level of awareness of Sakala was very less and a majority of the citizens were unaware of the scheme. Sridhar Pabbisetty, the in-charge of the pilot project, says it takes time to successfully implement any citizen charter programme.

"Even though a stipulated time frame was set for citizen services, it was not enforceable before Sakala. In the near future, close to 1,800 services will be brought under the ambit of the scheme," he notes.According to Sridhar, who is also an advisor to the State government on Sakala, the scheme will also weed out middlemen from the system.

"In the long run, it will definitely reduce corruption and enable citizens to access government services, without the help of agents," explains Sridhar.

## Operational difficulties

Some of the operational difficulties for implementing the scheme include vacancies in government offices, poor IT skills of government employees as well as loop holes in the grievance redress mechanism.

So, what is the one thing that one can change about Sakala, which will make it more effective? "Setting up a Quarterly Review Board for monitoring the time frame of services as well as discussing suggestions for reengineering processes will strengthen Sakala," concludes Sridhar.
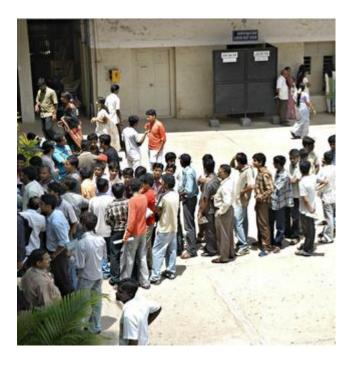
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**Today's Paper» NATIONAL» KARNATAKA**

**Bangalore,April 5, 2013**

# Sakala to assist college students soon



The Department of Collegiate Education is set to join 18 other departments under the Karnataka Guarantee of Services to Citizens Act.— FILE PHOTO: K. Gopinathan

The Karnataka Guarantee of Services to Citizens Act (2011) or Sakala which was implemented in schools in April 2012 will soon cover government degree colleges as the Department of Collegiate Education is set to join 18 other departments under the Act.

As part of the Sakala initiative for government degree colleges, services such as retotalling of marks secured in examination, revaluation of examination papers, issue of duplicate marks card or certificates will be made simple and more accessible to students.

Apart from these, there will be some more special services that will be included, according to the needs of the department, said a senior official from the Department of Personnel and Administrative Reforms (DPAR), which is implementing Sakala.

Resource persons from DPAR have begun training Department of Collegiate Education staff to consolidate data and simplify the processes.

Colleges have been instructed to co-operate with DPAR officials who will be installing notice boards in government colleges regarding Sakala to create awareness among students and the public.

According to Venugopal, Principal, Government Ramnarayan Chellaram College, Bangalore, colleges are swift in taking action on requests of students. "The problem is when the colleges need to source documents from the universities. It is at that level that we need programmes such as Sakala which will create some fear among the staff to act in time and move files quickly," he said.

T.M. Manjunath, president, Karnataka Government College Teachers' Association, said that training all government college administrative staff to serve students quickly is important.

"Efficiency of the staff is subject to which college they belong to; while some colleges are quick in moving files, others fail as their staff is not efficient. Once that is done, the students will surely benefit. Also, the same initiative should be implemented at the university level to help papers move smoothly," Mr. Manjunath said

Point of View: An Article picked from the Internet:



# Sakala, Uncertainty and Bureaucratic Indifference

Nafis Hassan Posted on April 1, 2013

**The Limits of Sakala**

To be sure, Sakala (Karnataka Guarantee of Services to Citizens Act, 2011), in its attempt to control the time taken by the bureaucracy to deliver a service to a citizen, is restricting its role to the *process* of service delivery, and not extending itself to the *outcome.* The clock starts ticking only from the moment an application along with necessary documents is accepted by a bureaucrat to the time till a written communication (either the service like a certificate or an explanation for non-delivery) is produced, either in printed form or a hand written document.[i] If this process exceeds the stipulated time for a particular service, there is a possibility for

remedial action at the behest of the applicant. Sakala does not concern itself with the time and effort taken to submit an application along with prescribed documents in the first place nor with the time elapsed between the production of an outcome and its receipt by the applicant. We would like to propose that by imposing a fixed time within which the process for the delivery of a service must be completed; Sakala is squarely attempting to reduce uncertainty within the bureaucratic process.

**Framework for Uncertainty**

While we continue to debate the timing and motivation behind this measure, we are also simultaneously attempting to create a theoretical framework which will direct the manner in which we collect material from the field of action. To begin with we propose that uncertainty of service is said to exist when a citizen who has made an application complete and clear in every respect is not sure of when she can expect to get the service delivered or an explanation in case the service cannot be delivered to her. This we hypothesize might happen on account of the following.

1. When bureaucrats involved in service provision deliberately hold back the service in anticipation of a bribe
2. When bureaucrats involved in service provision are indifferent and unresponsive, even though they are not expecting a bribe
3. When there is too much of pressure on the system which can be either because of the inadequacies in the system or because of unpredictable demands placed on the system, causing genuine problems for the bureaucrats to deliver a service within a definite time frame.

**Notion of Indifference in Literature**

The notion of bureaucratic indifference, central to our model of uncertainty, has been dealt with extensively by Anthropologists attempting to study the cultural construction of the state in the realm of everyday life. Prominent among them is Michael Herzfeld, who in his 'The Social Production of Indifference (1992) gives us the conceptual handle to understand the metaphorical and symbolic ramifications of an encounter that a client has with an indifferent bureaucrat. Herzfeld embarks upon an ontological analysis of the roots of indifference, arguing that both the roots of the indifference and the means by which a client explains it to herself, lie outside the bureaucratic structure, and in the realm of everyday social life. By this I mean that Herzfeld (as others have done before him) attempts to capture the essence of

the modern western nation-state in symbols and metaphors that are inherently part of daily social life and show us how they are "co-opted" and "re-presented" by the state and reified as "culture", in order to defend its existence. He speaks of familiar metaphors such as blood, race and kinship, historically been associated with small societies and which are "emotionally manipulated" by the state. Herzfeld points to the extreme utility in these symbols, pointing out that "unobtrusive symbols… are often the most potent of all. Their connections with received ideas about self and body, family and foes, give them unusual potential for manipulation." (1992:11). His larger point is that the roots of bureaucratic unresponsiveness and indifference lie in the invocation of these symbols, symbols which "always-already" represent "long-established forms of social, cultural, and racial exclusion in everyday life". (1992:13).The invocation of these symbols, already familiar to people, helps them conceptualize the individual disappointments and humiliations they face at the hands of the bureaucracy. Further, it not only helps them justify their own experience but also "may lead them to acquiesce in the humiliation of others – the social production of indifference." (1992:13)

Second, a large chunk of the book is concerned with what can be called a cosmological analysis of bureaucratic indifference. This takes off from an important observation he makes within the ontological framework that he sets out, which is that while socially embedded symbols are manipulated to present an image of a unified state, these symbols may lead to radically divergent applications and interpretations when re-directed back onto people, which may not be in line with official idealogy. Thus one of the tasks of the bureaucracy is to also keep the dominant ideology in place and this is done through employing strategies of "secular theodicy" (1992:5-9), categorization, stereotypes and rhetoric language. Herzfeld complicates this by saying that these strategies are themselves based on mutual dependencies between people and institutions which impact the manner in which encounters between client and bureaucrat are played out. Like in religion, theodicy deals with the situation arising from the existence of a transcendent, unitary God, on one hand, and the existence of evil in the world, on the other hand, in Herzfeld's conception secular theodicy is employed to explain the presence of indifference by the bureaucracy (an agent of state) even when the western state tries hard to appear as a transcendent, unitary body, working for the good of its citizens.

This notion of secular theodicy, of bureaucratic indifference present alongside provision of care, is also the central theme of Akhil Gupta's recent work – 'Red Tape

– Bureaucracy, Structural Violence and Poverty in India.' (2012). Like Herzfeld, but to a larger extent, Gupta problematizes the very idea of the state as a unified whole. Rather than beginning with the construct of a unified state, he speaks of the disaggregated bureaus, levels and functions though which the state comes to be known to poor people. Gupta traces the roots of bureaucratic indifference within the mechanisms present at these disaggregated sites. Corruption, inscription and *governmentality* are three mechanisms he chooses to focus on. In a sense then, Gupta's ethnography of block level offices in a district of North India, is less insistent as Herzfeld's on the idea of the bureaucracy as an agent, involved in keeping the "myth" of a unified state alive by invoking its transcendent nature through the use of social and cultural symbols. The bureaucrats in Gupta's ethnography do not suggest this agency, nor do they seem to display any sort of conscious "bureaucratic labor" in reaffirming transcendent identity of the state. These are people working in silos for the most part, with little knowledge of their neighboring offices even in the same block. Instead, the state gets represented to poor citizens through these "bureaucratic modalities" or mechanisms of everyday practices, reified representations of the state in public culture and narratives. Thus, Gupta insists on a study of bureaucratic modalities for two reasons – sites for representation of the state to the poor, as well to investigate the roots of indifference and structural violence.

**Towards a framework for studying Sakala**

Given the stance that both Herzfeld and Gupta take in studying the state, and the methodologies they employ, it becomes pertinent for us to go back to them in devising a strategy of our own. Herzfeld points us to the ritualistic nature of bureaucratic labour (1992:10) to explain the presence of indifference along with a unified state. These rituals include the use of particular language and references to stereotypes. While studying whether and how bureaucratic indifference undergoes a change at the cusp of Sakala, a technology led reform of the bureaucratic system of service delivery, attention to language becomes important. For instance, are explanations for non-performance couched in the same language of indifference as before? To take a real example, conversations with a government employ on the status of his application for an income certificate revealed that the explanation he was given for not receiving it in time, even after his application had entered the Sakala system, was that the department had lost his physical application form. This is a stereotypical excuse, but may start taking new meaning when analyzed from the perspective of Sakala, a system attempting to prevent the proliferation of such excuses. The language used in these encounters calls for a close scrutiny to further

our understanding of how the state appears before its citizens. Similarly, Gupta's insistence on investigating bureaucratic indifference to arbitrary outcomes (2012:6) helps us ask some pertinent questions. What happens to the inconsistency in outcomes to identical demands, something that Gupta observes in his ethnography, after the introduction of Sakala, a system attempting to reduce variance in service delivery? Further, our ethnography may get enriched if we follow both Herzfeld's (1992:47) and Gupta's (2012:92-100) close look at bureaucratic mechanisms, especially corruption (and accountability) as *socially determined* practices, one that both inhibits access to the state as well as produces an image of it. In what manner is Sakala spoken about and understood in the public life of the districts and blocks it is rapidly gaining acceptability in? This could include as Gupta's work illustrates, the analysis of written material available in the public domain that help form a representation of state practices (2012:92-100). From here, we could further ask what these representations are doing to the local discourse of corruption (and accountability) present at these field sites?

**NBS**NEWS

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Karnataka: Udupi tops in disposal of 'Sakala' applications The Rural Development and Panchayat Raj Department in Udupi District has topped the State in the disposal of applications under the Sakala scheme (The Karnataka Guarantee of Services to Citizens Act) in May. According to sources, out of the 604 applications received in May, 399 were disposed. Chief Executive Officer of zilla panchayat, S.A. Prabhakar said that the district had topped in providing nine services to the people at the gram panchayat level in the State. These include alteration to assessment list , issuing of general (trade) licences, issuing of building licences, maintenance of drinking water, maintenance of street lights, maintenance of village sanitation, issuing of records (population, crop, cattle and BPL list), providing employment to unskilled labourers, and providing no-objection certificates to Mangalore Electricity Supply Company (MESCOM). Sharma attributed the success to the sensitisation programme taken up by the zilla panchayat.

# Business Standard beta

Saturday, April 6, 2013 | 01:46 PM IST

# Karnataka to promote innovation driven by Internet

**As part of the initiative, four innovators presented awards for using internet to make a positive difference in addressing social, economic or community challenge**

The Karnataka State Innovation Council (KSInC) and Google today announced the "Innovation Karnataka" initiative and presented awards to four innovators from the state.

KSInC Chairman H P Khincha said, with this initiative and support from Google, the council wants to amplify the impact of internet-driven innovation as more and more Indians come online.

"Karnataka has long been a pioneer in innovation and has driven India's incredible emergence as a world leader in technology and software. However, in these challenging economic times and a shaky global future, it is imperative that we stay ahead of the curve and consolidate our place as innovators," he said.

Google India Country Head (India Product) Lalitesh Katragadda said the recent McKinsey study states that Internet could potentially contribute up to $100 billion by 2015.

Given the extraordinary employment potential of the Internet, it is vital to create an environment where local innovators are inspired and empowered to create products with a global impact, he said.

"At Google, we believe in the power of the web to help the next billion in India connect, learn and reach their true potential. This initiative is another step towards the same direction," Katragadda said.

As part of the Innovation Karnataka initiative, **four Innovation Corps - Kanaja, Sakala, mDhil and RedBus - were presented awards for using internet to make a positive difference in addressing a social, economic or community challenge.**

Kanaja is an encyclopaedic knowledge portal in Kannada and RedBus is an online ticket booking portal while mDhil is an online health portal and Sakala is government services portal.

Through the newly-released "Innovation Karnataka" report and selection of Innovation Corps, the partnership has identified opportunities to foster a culture of innovation and is recognising Karnataka's role models who are positively contributing to society and the economy.

## Part B: Events in Sakala:

**1. Sakala completes one year!** The Sakala services to the citizens completed one year. The Team headed by Dr Shalini Rajneesh called on the Chief Secretary Sri. SV Ranganath and submitted the Annual Report of Sakala.

**Sri. SV Ranganath – Chief Secretary along with Dr Shalini Rajneesh, Dr.Mamtha Gowda & Prof Anil**

## 2. World Bank Meeting Sakala: 12 April 2013

A delegation from World Bank led by Mr. Roland Lomme – Governance Advisor World Bank along with his team met the Sakala team lead by Dr Shalini Rajneesh at her chambers today at 12.40pm.

*The Attendees were:*

Ms. Rajani – World Bank

Mr Vikram Chand –World Bank

Mr Manoj R – Additional Mission Director – Sakala

Mrs. Mamtha Gowda - Jt. Director – Information department

Mr. Muralidharan – YG – Representing CREAT – a consortium of consumer forums.

Mr Chandrasekhar – State IT Consultant & Subu Srilal – Management Consultant

The meeting was to exchange ideas on how to create a 'Community of Practices' – in the area of Right to Public Service. Mr Roland explained the expectations of the Initiative as below:

- An Initiative that Fosters each implementer of RTPS to share their best practices. For example: If Madhya Pradesh says they have expertise in Back-office Processing, Bihar may have gained good experiences in Awareness generation, while Karnataka could showcase use of IT.
- Discussed in particular the possibility of establishing a community of practice across Indian states on community of practices and referred to an ongoing experience of a peer learning network supported by the World Bank in Eastern Europe and Central Asia, dubbed PEMPAL (Public Expenditure Management Peer Assisted Learning).

Website ([www.pempal.org](www.pempal.org)). He said this could be used as a guide which should give a brief idea of its structure and achievements.

- Since the Initiative is emerging – there could be effective usage of different modules by different countries/States in the World. For example adapting the best practice of Europe in Public Finance Management.
- Various Practioners of RTPS like Sakala would need to spend a lot of time in attending knowledge sharing sessions of what their Best practice are and this may need to be worked out.
- Issues such as reluctance in adopting these best practices also need to be addressed.
- WB will come up with a proposal considering the above points and share with stakeholders.
- WB will only fund such an initiative, but the running of this body will work like a Secretariat kind of set up which will include trainees, members etc.
- A Steering committee will be formed which will NOT be a permanent body, but will consist of Specialists in a chosen field.
- A Working Community which will have Leaders as Governors.
- WB will come up with a comprehensive note on what is 'community of Practice".
- It was suggested that smaller groups based on a group of nations could be a ideal way to start/implement this initiative. Eg: SAARC Nations

## Other Suggestions:

- Use of NIC as a single service provider as most government departments use NIC as their Information Technology partner.

## Questions by WB to Sakala:

- How do you tackle Challenges?
  - Bypass – by way of field inspections & use of Analytics.
  - 1800 services – multifaceted online services – reduce discretion
  - Institutionalize – Any issue that is faced is tackled and supported by Mission.
- What is factored in HRMS?
  - There are two main factors to be considered involving HRMS systems.
    a) Auto generation of Compensation payout from concerned employee.
    b) Appreciations letters for Non defaulters.
    c) Set of 460 officers who have defaulted over 7 times - This 7 times is given keeping the expectations of citizens also, which is a perception sometimes.
- Benchmarking:
  - Overall Disposal Index – Speed of Disposals.
  - Service Wise details – Actual time taken Vs Stipulated time.
  - Reengineering of Services – Eg; Passport verification, School registrations – number of processes.
- How does Knowledge Sharing happen between departments – Formal or Informal?
  - Informal as a Sakala Initiative. Departments come and demo their strengths and suitable support provided.
- How do you tackle Discretion -
  - This is the core of Sakala to prevent Discretion. Timelines are set.

- o KEA – is conducting a $360^0$ evaluation to understand this better.
- o Adding more services automatically reduces discretion.
- Voluntary disclosure of information and throwing open to public:
  - o Yes. Except personal information of applicants
- Is Decentralization happening?
  - o Yes. Most work is done in a decentralized manner. Eg;Panchayat  Department

*Way Forward: By AMD:*

- An  e Portal to be created which can share information by each of the Implementers to add his own area of expertise of how they managed an issue – such as Media Plans, Employee Associations support or any other. This would lead to opening the door for more thoughts and ideas.

- Create and use the above as a information point for all to use with continuous and interactive discussions.

Later on the Team also met Mrs. Latha Krishna Rao – Principal Secretary Revenue department and interacted with her on several  issues of common interest.



Mrs. Latha Krishna Rao – Principal Secretary, Revenue Department seen interacting with the World Bank Team.

## 3.  Address of Bangladesh Civil services trainees by Dr Shalini Rajneesh:

**On 07 April 2013,** Dr Shalini Rajneesh addressed a batch of civil servants of the Bangladesh cadre on Sakala – Karnataka's answer to time bound government services. Dr Rajneesh stressed the

need for commitment among young officers and bring in a change in the way government works. She advised the young batch that they must take back lessons from Sakala and make modest efforts for a humble beginning. She reminded them that their government had started making sincere efforts in this front by sending a team of officers to Karnataka later last year as well as inviting our Addl. Mission Director for a mentoring program in Bangladesh. The program was organised by NIAR – National Institute of Administrative Research in the LBSNAA campus at Mussoorie.

## The Sakala Team:



**The Core Sakala Team with the Chief Secretary when they called on him at his office on 2 April 2013.**

*Standing from Left to Right: Sri Varaprasad Reddy – Administrative Officer, Sakala, Prof. Anil K Gupta- IIMA, Sri SV Ranganath – Chief Secretary, Dr Shalini Rajneesh – Director Sakala Mission, Dr Mamtha Gowda – Jt. Director Information Department, Sri Tangavelu – Sr.Technical Director NIC, Sri Srinivasan – Technical Director NIC, Sri YSS Reddy – Technical Director & Sri Chandrasekhar – State IT consultant.*

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