



## The Karnataka Sakala Services Act - 2011



"SAKALA WINS GOOGLE INNOVATION AWARD"

## Annual Report - 2012-13

**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](http://sakala.kar.nic.in) email : [sakala@nic.in](mailto:sakala@nic.in)

<https://www.facebook.com/Sakala.abhiyana> <http://sakala-karnataka.blogspot.in/>

# The Karnataka Sakala Services Act 2011



*Annual Report Card - 2012-2013*



# Table of Contents

Chapter	Contents	Page No
	Message from the Chief Secretary	1
1	From the Desk of the Mission Director	2
2	Statistics	4
	a) District Ranking	5
	b) Taluk Ranking	6
3	Analytics	13
4	Call Centre	19
	Citizen Feedback	23
5	Events & Happenings	25
6	ATI training reports & References from National/International Organisations	41
7	Sakala in the News!	57
	<b>Annexure</b>	
1	<i>A Case Study of Karnataka</i>	64
2	<i>Sample Display Boards</i>	90
3	<i>Sample Field Inspection Report</i>	92
4	<i>Pilot Evaluation Report by IIM Bangalore</i>	102



## **Message:**

One of the promises that we make as IAS officers/Civil Servants is that we serve the Nation with utmost sincerity. Serving the Nation is serving its People. In whichever field that we may choose, service should be accorded the highest priority.

In all my years of service to the Nation and the State in various capacities and now as the Chief Secretary of the State, I take deep pride in one project that is close to my Heart & Soul – **Sakala**. Today, Sakala completes one year of service to the citizens of this great State and over 20 million citizens have used this service. I have always emphasised in all my meetings that anything that is of service to the people, must be the highest priority and made as simple as possible. Sakala is an example in this regard.

The portal with the backing of NIC has been able to work at a phenomenal capacity with 20 million citizens' data sitting in it! The Sakala Mission team has done a commendable job in ensuring continuous improvements in its service delivery. Citizens are contacted to obtain feedback, processes are simplified, integration with other departments is done flawlessly, Analysis and reports are sent to the heads of Departments & Districts to take corrective action and now it is moving one more step ahead in making Sakala services Online!

Sakala is the torch bearer for other States in the way we have implemented and managed it. International institutions have expressed their interest in knowing more and appreciating the efforts in making this such a grand success. Innovation Award from KSiNC and Google is indeed a rightful recognition.

As an one year old initiative, Sakala has taken giant strides in service delivery to citizens with the help of the Political class, the administration and the citizens alike.

I wish the Mission greater milestones in the days to come!

**S.V Ranganath I.A.S**

**Chief Secretary**

**Date: 02 April 2013**

## *Introduction*

From the Desk of the Mission Director:

It is heartening to note that every month there is always someone NEW in the first spot! Overall there has been a very competitive spirit among districts trying to outperform each other.

District Ranking: for March 2013

Rank	District	District	Rank
<b>1</b>	<b>Gadag</b>	<b>Bidar</b>	<b>30</b>
<b>2</b>	<b>Dharwad</b>	<b>Yadgir</b>	<b>29</b>
<b>3</b>	<b>Bangalore</b>	<b>Bijapur</b>	<b>28</b>

This report is special in its own way! The annual figures have been collected and collated to try and give an overall picture of Performance under Sakala for last one year. **As we commemorate the first anniversary of Sakala we also have touched the twenty million mark in a time bound service delivery! The more smiles of citizens, the merrier!**

### Highlights

1. Total number of applications received in the year – **2,09,26,391** & In-time Disposals are **2,03,98,740**.
2. Disposal rate stands at 96.55% for the entire year. (Current month saw 6.00% delayed disposal mostly due to technical glitches and integration issues with revenue software)
3. Taluk Ranking: Over the last two months we have been sharing the ranking of Taluks - This has greatly helped the district administration to get to the weak areas and act upon them quickly.
4. Pendency as of date stands at 29648 applications, of which 24369 alone belong to the Revenue department. Integration of Nadakacheri software & Sakala posed some challenges. Mission is carrying out field inspections to understand the issues and take corrective action.
5. Rejections have down from 9.65% at the start of Sakala to 3.87% towards the close of one year of Sakala.
6. Revenue services are the most demanded ones. In a span of one year, we have given 34 lakh income certificates and 54 lakh caste certificates. The Government has rationalised the rules by making

caste certificate once issued applicable for life and income certificate is valid for 5 years. The department alone has crossed the 1 crore mark.

7. The year saw a massive investment in human resources with our Administrative Training Institute taking the entire responsibility of training and equipping the staff with IT and soft skills, indispensable for the successful operation of the Act.
8. The employees association deserve kudos for their positive leadership in motivating their members for a new Brand image which is efficient and Citizen centric.
9. Media has been an active partner in disseminating information to the citizens and well as reporting drawbacks as and when they troubled the citizens.
10. There have seen many challenges as we treaded this journey of empowering the citizens. Our biggest strength was our citizens who welcomed this initiative, took our promise at the face value, enjoyed the changed work culture in govt offices and alerted us where ever we were found deficient. But for their feedback to the call centre we could not have enhanced our services from 151 to 265!
11. We have 204 helpdesks performing all over the state. Helpdesks have catered to over 1.50 lakh citizens to obtain not only Sakala related services, but also Non Sakala services.
12. The call centre has received 2, 30,000 calls from citizens mainly enquiring about the provisions of the Act. There were 1338 complaints which pertained to Sakala services. We have been able to resolve on-line most of these complaints, though 109 still remain pending.
13. The facilitation of online services to citizens is underway and we are ready with 128 services that can be delivered online. One of the most important complaints is regarding the non issue of acknowledgement receipt, which will now be substantially eliminated with the on-line solution.

**13. It was a moment of great pride when we received the 'Innovation Award' sponsored by Karnataka State Innovation Council & Google.**

This report is a crisp presentation of facts. You are free to visit our website [www.sakala.kar.nic.in](http://www.sakala.kar.nic.in) for online information on the working of Sakala.

**Dr Shalini Rajneesh. IAS  
Mission Director, Sakala**



## *Statistics*

The Table below shows the break-up of the **Departments & Corporations** that together make up Sakala's 20 million mark, Shown below is the numbers for the year .

Departments /Institutions	Cumulative RECEIPTS	Cumulative DISPOSALS
Ayush	577	577
BDA	1973	1765
BMTC	371260	370385
BWSSB	9713	9331
BBMP	123036	120860
CITY CORPN (Other than BBMP)	144490	142615
CMC	308019	303539
Commerce & Industry	13630	13565
Commercial Taxes	1879667	1862755
Factories & Boilers	9488	8677
Archives	89	87
DPAR	393	379
Dept of Public Instruction.	24525	22850
Printing & Stationary	1	1
Drug Control	10789	10566
ESI	105	98
Fire Services	964	962
Animal Husbandry & Fisheries	203	173
Food & Civil supplies	1502788	1502711
Health & Family Welfare	196535	195837
Information Department	102	96
IGR	584075	582988
Kannada & Culture	148	148
KHB	1234	1030
Slum Board	110	71
Karnataka Pollution Control Board	215	175
Labour Department	126193	124989
NEKRTC	699	697
NWKRTC	358	357
PU Board	51480	51110
PWD & Inland water	182	165
Revenue Department	10457314	10063889
Rural Development	403979	394668
Survey & Settlement	136820	127356
CMC	225172	222509
Town Panchayat	82611	81793
Other Transport Corporations	545177	545034
Core Transport dept	2762081	2705134
Women & Child Development	89188	88850
<b>Total</b>	<b>2,09,26,391</b>	<b>2,03,98,740</b>

## ***District Ranking for March 2013:***

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))
<b>Gadag</b>	58104	61517	2.3	9	5810	1	1
<b>Dharwad</b>	81524	85556	2.5	10	4529	2	2
<b>Bangalore</b>	353512	355929	3.1	13	3721	3	3
<b>Uttara Kannada</b>	48135	50644	0.3	2	3438	8	4
<b>Kodagu</b>	17819	18088	1.4	7	3563	6	5
<b>Dakshina Kannada</b>	65880	65001	0.5	4	3294	9	6
<b>Mandya</b>	63770	64318	2.8	12	3542	7	7
<b>Chikkaballapura</b>	35048	33208	0.1	1	2920	12	8
<b>Ramanagara</b>	36574	38123	7.3	25	3657	4	9
<b>Koppal</b>	41672	41735	2.7	11	3205	10	9
<b>Hassan</b>	61777	59614	7.1	23	3633	5	11
<b>Udupi</b>	30498	30352	0.6	5	2772	15	12
<b>Shimoga</b>	47549	48387	4.8	17	2797	14	13
<b>Bangalore Rural</b>	27938	27459	7.2	24	3104	11	13
<b>Chamarajanagar</b>	25859	26536	0.8	6	2585	19	15
<b>Mysore</b>	75974	78065	4.2	15	2619	17	16
<b>Chitradurga</b>	43367	45232	5.2	19	2710	16	17
<b>Bagalkot</b>	46027	48332	2.1	8	2557	21	18
<b>Tumkur</b>	73613	72591	8.2	27	2831	13	19
<b>Kolar</b>	39161	40070	5.9	21	2610	18	20
<b>Davanagere</b>	48704	53503	5.1	18	2563	20	21
<b>Haveri/</b>	33118	35885	0.3	2	2207	28	22
<b>Chikmagalur</b>	24925	26589	4.1	14	2265	24	23
<b>Gulbarga</b>	57291	60870	6.7	22	2291	23	24
<b>Belgaum</b>	105230	107291	4.3	16	2238	26	25
<b>Raichur</b>	47795	45945	10.9	29	2515	22	26
<b>Bellary</b>	55969	57545	5.6	20	2238	26	27
<b>Bijapur</b>	47440	48352	8.1	26	2259	25	28
<b>Yadgir</b>	24039	24395	10	28	2185	29	29
<b>Bidar</b>	32711	32873	11.9	30	1924	30	30
<b>Total</b>	1751023	1784005					

## *Taluk Ranking for March 2013*

<b>Taluk</b>	<b>No. of GSC receipts during the month (A)/</b>	<b>No. of GSC disposal during the month (B)/</b>	<b>% of delayed disposals (C)/</b>	<b>Ranking based on delayed disposals (D)/</b>	<b>No. of GSC receipts/Ten thousand population (E)/</b>	<b>Ranking based on GSC Receipts/Ten thousand population (F)</b>	<b>Final Ranking(30% weightage on (D) and 70% weightage on (F))</b>
Kalghatgi	22876	22977	0	11	1525	5	<b>1</b>
Mundargi	9030	9277	0.2	28	694	9	<b>2</b>
Bangalore South	110197	111738	1.4	52	6122	2	<b>3</b>
Honavar	7189	7723	0	10	449	20	<b>4</b>
Bangalore East	67356	70927	1.7	60	7484	1	<b>5</b>
Ron	16367	16674	0.9	43	629	11	<b>6</b>
Gudibanda	1915	2047	0	2	383	29	<b>7</b>
Haliyal	4680	5046	0.1	17	425	23	<b>8</b>
Madikeri	8332	8219	1.2	46	595	12	<b>9</b>
Chikkaballapura	9262	8650	0.2	27	441	21	<b>10</b>
Karwar	9504	9515	1.5	53	633	10	<b>11</b>
Puttur/	11730	11374	0.1	22	418	24	<b>12</b>
Koppal	16959	17444	0.8	40	458	17	<b>13</b>
Navalgund	8622	8729	0.5	37	453	19	<b>14</b>
Sakleshpur	5961	5486	1.6	54	496	14	<b>15</b>
Hubli	19809	19847	2.6	77	1414	6	<b>16</b>
BLR North	90062	88736	3.4	86	3002	3	<b>17</b>
Kumta	5363	5578	0	7	357	37	<b>18</b>
Sirsi	6415	6563	0	8	356	38	<b>19</b>
Ramanagara	12389	12544	1.8	62	476	15	<b>20</b>
Gadag	18599	20100	2.3	73	516	13	<b>21</b>
Mangalore	38199	37382	0.8	41	389	28	<b>22</b>
Mandya	17883	18533	1.7	59	436	22	<b>23</b>
Ankola	3371	3800	0	5	337	47	<b>24</b>
Chamarajanagar	12900	13090	1.2	48	368	32	<b>25</b>

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))/
Anekal	77960	78340	5.6	116	1559	4	26
Maddur	9932	10076	0.1	21	342	46	27
Kundgol	6604	7332	2.2	68	412	26	28
Yellapur	2209	2423	0	4	315	54	29
Dharwad	23366	26426	5.4	114	973	7	30
Haveri	9708	10041	0.3	32	346	44	31
Bagalkot	10416	10626	2.2	70	372	30	32
Krishnarajpet	9080	9236	1	45	349	41	33
Hunsur	9840	10228	1.6	57	351	40	34
Nargund	8271	9305	7.1	139	827	8	35
Hassan	18201	16111	6.3	123	466	16	36
Tumkur	24573	23280	4.6	103	416	25	37
Sidlaghatta	6258	5936	0.1	19	298	61	38
Tiptur	7184	7208	1.4	51	326	50	39
Malavalli	9602	9694	2	65	342	45	40
Bhatkal	4399	4620	0	6	274	71	41
Nelamangala	9110	9870	6.8	133	455	18	42
Davanagere	22442	22924	2	66	330	48	43
Shimoga	18395	19216	4.2	99	367	34	44
Byadgi	3859	5053	0.1	18	275	69	45
Sagar	7130	7177	3.8	89	356	39	46
Udupi	15624	15229	0.3	33	279	67	47
Mysore	40857	40739	2.5	75	321	52	48
Kolar	13235	13231	4.3	101	348	42	49
Gauribidanur	7246	6941	0	9	249	85	50

<b>Taluk</b>	<b>No.of GSC receipts during the month (A)/</b>	<b>No. of GSC disposal during the month (B)/</b>	<b>% of delayed disposals (C)/</b>	<b>Ranking based on delayed disposals (D)/</b>	<b>No.of GSC receipts/Ten thousand population (E)/</b>	<b>Ranking based on GSC Receipts/Ten thousand population (F)/</b>	<b>Final Ranking(30% weightage on (D) and 70% weightage on (F)</b>
Chitradurga	16672	18924	8.6	147	396	27	51
Shirhatti	5837	6161	1.8	61	291	65	52
Gulbarga	24877	24763	2.5	74	299	60	53
Belgaum	28963	29134	3.3	84	304	58	54
Channapatna	9328	9667	7	138	358	36	55
Alur	2943	2716	7.7	146	367	33	56
Mudhol	7535	7718	1.6	56	269	72	57
Shrirangapattana	6320	6436	9.4	154	371	31	58
Nagamangala	5939	5674	5.6	115	329	49	59
Magadi	7167	7616	8.8	151	358	35	60
Yelandur	2021	2115	0.9	42	252	82	61
Arsikere	9011	8398	3	81	290	66	62
Raichur	15472	14869	5.4	113	315	55	63
Karkal	5173	5287	0.4	36	246	88	64
Hospet	13503	14215	3.9	93	293	64	65
Chikmagalur	9029	10152	5	107	300	59	66
Kundapura	9701	9836	1.2	47	248	86	67
Hole Narsipur	5476	5402	5.9	119	304	57	68
Sringeri	713	786	0.3	29	237	96	69
Siddapur	2006	2018	0	1	222	108	70
Challakere	9276	9424	2.2	69	257	79	71
Gangawati	12200	11781	3.4	85	265	74	72
Kushtagi	7468	7219	3.9	92	266	73	73
Somvarpet	4882	4976	1.4	50	244	91	74
Devanahalli	5930	5500	5.9	120	296	62	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))/
Channarayapatna	9387	11084	12.7	166	347	43	76
Bilgi	4384	4312	4.8	104	274	70	77
Bagepalli	3999	3274	0.1	14	222	109	78
Supa	1107	1273	0.1	12	221	110	79
Pandavapura	5014	4669	5.4	111	278	68	80
Chikodi	16007	16403	3.7	88	258	78	81
Belur	4451	4456	2.2	67	247	87	82
Mulbagal	6586	6240	4	95	263	76	83
Jamkhandi	11330	13678	1.9	64	241	93	84
Chintamani	6368	6360	0.1	20	219	114	85
Arkalgud	6347	5961	14.1	169	317	53	86
Sedam	6815	6999	17.7	174	324	51	87
Savadatti	8818	8951	4.5	102	251	83	88
Savanur	3534	3246	0.4	35	220	112	89
Sira	9713	9571	13.1	167	313	56	90
Virajpet	4605	4893	1.9	63	230	101	91
Kollegal	7614	7526	0.2	25	217	118	92
Bijapur	20911	21547	10	156	294	63	93
Bellary	20642	22154	6.5	128	264	75	94
Ramdurg	6167	6170	4.1	97	246	89	95
Bantwal	8174	8422	0.2	26	209	126	96
Harihar	5502	5772	1.7	58	220	113	97
Sorab	4884	5594	5.3	109	244	92	98
Hosdurga	5153	4097	3	80	224	105	99
Sullya	2783	2759	0.1	13	198	135	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))/
Lingsugur	9626	9096	7.5	145	253	81	101
Bidar	11691	12523	9	152	254	80	102
Hiriyur	5704	6022	0.3	30	203	133	103
Mundgod	1892	2085	0	3	189	145	104
Shikarpur	5887	5816	6.8	132	245	90	105
Gubbi	6496	5758	8.8	150	249	84	106
Hagaribommanahalli	4155	3939	2.7	78	218	116	107
Yadgir	9211	8800	6.1	121	236	98	108
Shiggaon	3470	3866	0.1	16	192	144	109
Bailahongal	8718	8543	5.4	112	229	103	110
Narasimharajapura	1224	1287	1.4	49	204	131	111
Siruguppa	6184	4638	5.8	117	229	102	112
Devadurga	7235	7393	30.5	176	258	77	113
Muddebihal	6933	6995	6.9	135	239	95	114
Mudigere	2595	2672	3	79	216	119	115
Badami	6532	6108	1	44	197	136	116
Bhalki	6502	6009	7.4	143	240	94	117
Hosakote	6397	5888	7.4	141	236	97	118
Bangarapet	10471	11302	7.1	140	232	100	119
Beltangadi	4759	4840	0.2	24	183	150	120
Malur	4734	4669	2.3	71	205	130	121
Koppa	1510	1584	0.4	34	188	147	122
Honnali	4690	5543	2.3	72	203	132	123
Kunigal	5156	5232	9.2	153	234	99	124
Piriyapatna	5111	6241	4.9	106	212	120	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))/
Holalkere	4428	4633	6.7	131	221	111	126
Turuvekere	3596	3758	8.8	149	224	104	127
Hukeri	6759	6865	0.3	31	173	156	128
Dod Ballapura	6501	6201	8.7	148	224	106	129
Tirthahalli	2773	2708	3.5	87	198	134	130
Harapanahalli	6694	8012	10	155	223	107	131
Hirekerur	3514	3852	0.1	15	152	167	132
Tirumakudal - Narsipur	6294	6915	6.9	134	217	117	133
Indi	8919	7734	6.5	127	212	121	134
Sindhur	8251	7637	6.5	126	211	123	135
Hadagalli	4224	4859	6.6	130	211	122	136
Ranibennur	5149	5538	0.8	39	156	163	137
Hangal	3884	4289	0.2	23	149	170	138
Bhadravati	6851	6359	6.4	124	207	127	139
Gundlupet	3324	3805	0.6	38	151	168	140
Hungund	5830	5890	2.6	76	182	152	141
Tarikere	4249	4523	4.3	100	193	142	142
Raybag	6305	6809	1.6	55	157	162	143
Kanakapura	7690	8296	14.3	170	219	115	144
Kadur	5605	5585	4.9	105	193	143	145
Yelbarga	5045	5291	5.8	118	194	140	146
Chitapur	7369	8325	4.1	98	184	149	147
Khanapur	4520	4221	3.9	90	180	153	148
Afzalpur	3868	4377	3.9	91	175	154	149
Koratagere	3347	3494	11.6	164	209	124	150



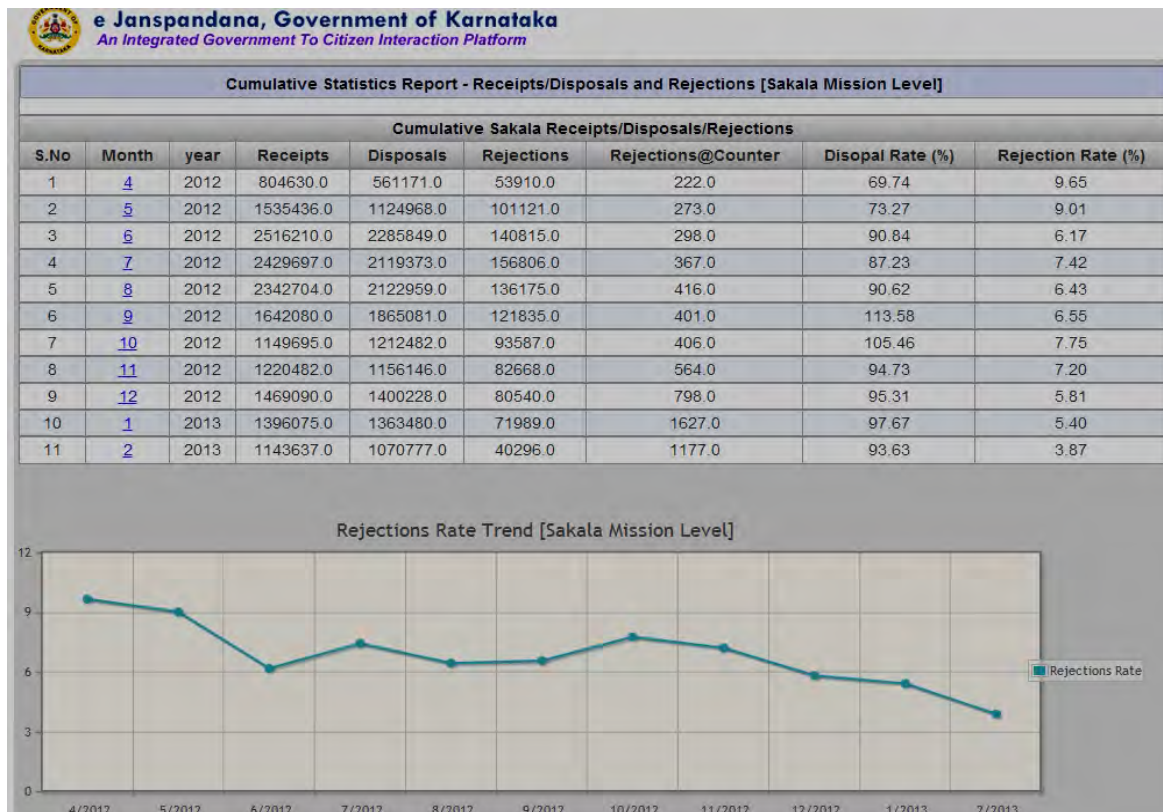
Taluk	No. of GSC receipts during the month (A)/	No. of GSC disposal during the month (B)/	% of delayed disposals (C)/	Ranking based on delayed disposals (D)/	No. of GSC receipts/Ten thousand population (E)/	Ranking based on GSC Receipts/Ten thousand population (F)/	Final Ranking(30% weightage on (D) and 70% weightage on (F)
Chiknayakanhalli	4093	4100	6.6	129	194	139	151
Jagalur	3502	4173	11	159	206	128	152
KR Nagar	4191	3818	4	94	167	158	153
Madhugiri	5447	6151	18.2	175	209	125	154
Srinivasapur	4135	4628	13.6	168	206	129	155
Jevargi	5095	5570	5.1	108	175	155	156
Molakalmur	2090	2097	3.1	83	149	169	157
Shahpur	6812	6820	7	137	189	146	158
Channagiri	5874	7079	11	162	195	137	159
Hosanagara	1629	1517	3.1	82	148	173	160
Manvi	7211	6950	11	161	194	141	161
Basavana Bagevadi	5285	6073	5.3	110	155	164	162
Shorapur	8016	8775	16.1	172	195	138	163
Athni	7751	9187	4	96	149	172	164
Basavakalyan	5254	5544	6.3	122	154	165	165
Heggadadevankote	4786	5225	12.1	165	184	148	166
Gokak	11222	11008	11.4	163	183	151	167
Pavagada	4008	4039	10.7	158	167	157	168
Sandur	2881	3071	6.5	125	106	177	169
Homnabad	4946	3453	7.5	144	149	171	170
Chincholi	4035	4316	16.5	173	161	159	171
Kudligi	4380	4669	7	136	136	175	172
Yelahanka	7925	6184	14.6	171	158	161	173
Aland	5232	6520	11	160	153	166	174
Sindgi	5392	6003	7.4	142	138	174	175
Aurad	4318	5334	32.5	177	159	160	176
Nanjangud	4895	4899	10.5	157	128	176	177

# Analytics

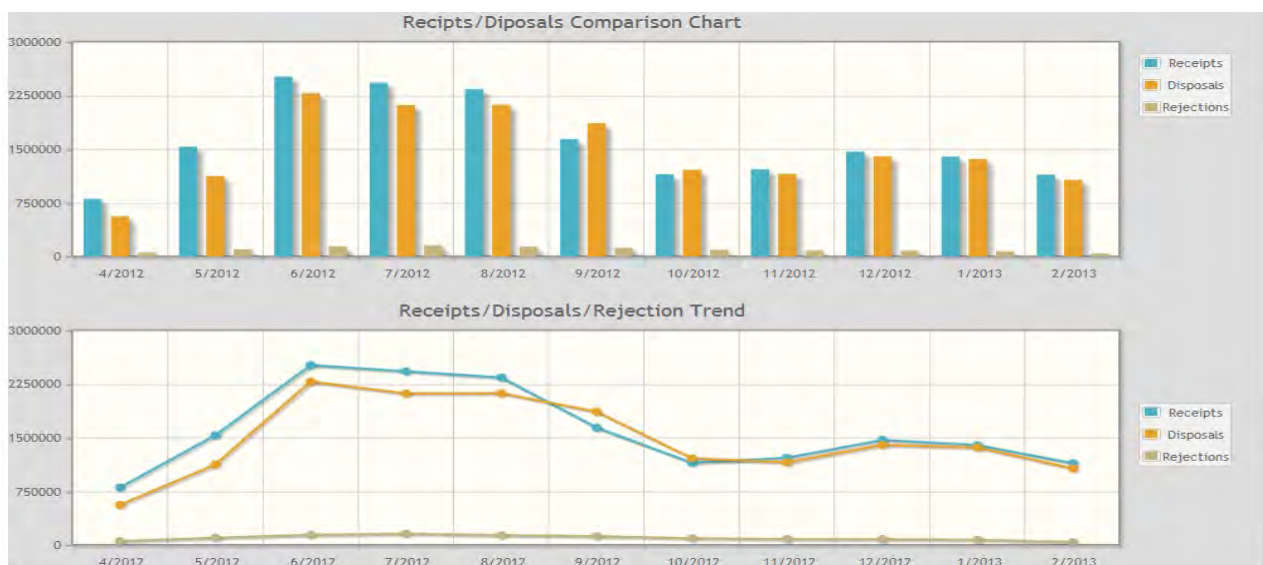
Sakala has software that is built to analyse the trends of Receipts, Disposals, Rejections and other important dimensions that are required for an efficient monitoring mechanism and aid the respective departments to take corrective action.

State Wide – Mission Level – Rejections Analysis Rejection Rate has dropped from 9.65 % in April 2012 to 3.87% in February 2013.

## 1) Trend Chart of Rejections - shows the month-wise rejection rates and disposal rates .




## 2) Receipts/Disposals/Rejections Comparison and Trend Chart



Blue –receipts, Yellow – Disposals & Amber is Rejections. It is worthy to note that over the last 4 months, we see that the receipts & Disposals are tagging along.

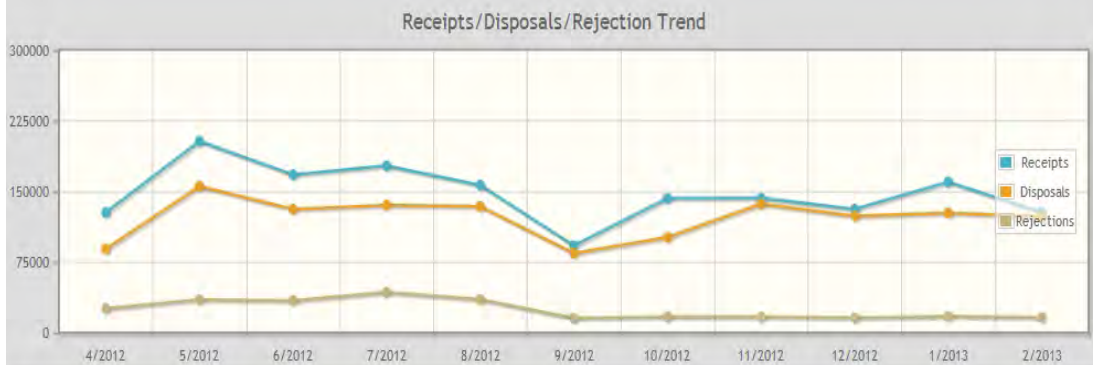
## Department Wise Receipts/Disposals/Rejections

 <b>e Janspandana, Government of Karnataka</b> An Integrated Government To Citizen Interaction Platform							
Cumulative Statistics Report - Receipts/Disposals and Rejections - Department Wise							
Cumulative Sakala Receipts/Disposals/Rejections							
S.No	Department	Receipts	Disposals	Rejections	Rejections@Counter	Disposal Rate (%)	Rejection Rate (%)
1	<a href="#">AYUSH DEPARTMENT</a>	509.0	495.0	10.0	2.0	97.25	2.42
2	<a href="#">FISHERIES DEPARTMENT</a>	147.0	122.0	0.0	1.0	82.99	0.82
3	<a href="#">DEPARTMENT OF ARCHIVES</a>	59.0	23.0	0.0	0.0	38.98	0.00
4	<a href="#">BRUHAT BANGALORE MAHANAGARA PALIKE</a>	108479.0	105675.0	557.0	84.0	97.42	0.61
5	<a href="#">BANGALORE DEVELOPMENT AUTHORITY</a>	1037.0	923.0	7.0	1.0	89.01	0.87
6	<a href="#">Bangalore Metropolitan Transport Corporation</a>	361136.0	360227.0	13.0	0.0	99.75	0.00
7	<a href="#">BANGALORE WATER SUPPLY AND SEWERAGE BOARD</a>	7799.0	7511.0	7.0	35.0	96.31	0.56
8	<a href="#">COMMERCIAL TAXES DEPARTMENT</a>	1633297.0	1345036.0	273856.0	0.0	82.35	20.36
9	<a href="#">DRUGS CONTROL DEPARTMENT</a>	9453.0	9182.0	99.0	2.0	97.13	1.10
10	<a href="#">DEPARTMENT OF PERSONNEL &amp; ADMINISTRATIVE REFORMS</a>	301.0	166.0	0.0	0.0	55.15	0.00
11	<a href="#">Department of Public Instruction</a>	20192.0	15826.0	2039.0	795.0	78.38	17.91
12	<a href="#">EMPLOYEES STATE INSURANCE MEDICAL SERVICES</a>	92.0	77.0	8.0	0.0	83.70	10.39
13	<a href="#">FOOD AND CIVIL SUPPLIES DEPARTMENT</a>	1209170.0	1194791.0	11401.0	1371.0	98.81	1.07
14	<a href="#">FIRE SERVICES DEPARTMENT</a>	344.0	305.0	29.0	0.0	88.66	9.51
15	<a href="#">DIRECTORATE OF PRINTING, STATIONARIES AND PUBLISHING</a>	0.0	1.0	0.0	0.0	∞	0.00
16	<a href="#">KARNATAKA HOUSING BOARD</a>	342.0	253.0	1.0	3.0	73.98	1.58
17	<a href="#">HEALTH AND FAMILY WELFARE DEPARTMENT</a>	169231.0	166176.0	1642.0	70.0	98.19	1.03
18	<a href="#">COMMERCE AND INDUSTRIES DEPARTMENT</a>	8905.0	8814.0	27.0	26.0	98.98	0.60
19	<a href="#">INFORMATION DEPARTMENT</a>	88.0	82.0	0.0	2.0	93.18	2.44
20	<a href="#">INSPECTOR GENERAL OF REGISTRATION AND STAMPS</a>	381692.0	377346.0	1.0	2164.0	98.86	0.57
21	<a href="#">DEPARTMENT OF FACTORIES, BOILERS, INDUSTRIAL SAFETY AND HEALTH</a>	8339.0	7095.0	443.0	3.0	85.08	6.29
22	<a href="#">KANNADA and CULTURE</a>	121.0	69.0	45.0	6.0	57.02	73.91
23	<a href="#">CITY CORPORATION (Other than BBMP)</a>	127074.0	120445.0	4907.0	4.0	94.78	4.08
24	<a href="#">CITY MUNICIPAL COUNCIL</a>	270715.0	249667.0	16365.0	531.0	92.23	6.77
25	<a href="#">TOWN MUNICIPAL COUNCIL</a>	197939.0	184781.0	10268.0	162.0	93.35	5.64
26	<a href="#">TOWN PANCHAYAT</a>	73137.0	70153.0	2063.0	66.0	95.92	3.03
27	<a href="#">LABOUR DEPARTMENT</a>	106084.0	99986.0	2823.0	5.0	94.25	2.83
28	<a href="#">NORTH-EAST KARNATAKA ROAD TRANSPORT CORPORATION</a>	506.0	504.0	2.0	0.0	99.60	0.40
29	<a href="#">NORTH-WEST KARNATAKA ROAD TRANSPORT CORPORATION</a>	167.0	166.0	0.0	0.0	99.40	0.00
30	<a href="#">KARNATAKA STATE POLLUTION CONTROL BOARD</a>	144.0	101.0	16.0	0.0	70.14	15.84
31	<a href="#">HOME DEPARTMENT</a>	756923.0	726922.0	11510.0	0.0	96.04	1.58
32	<a href="#">RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT</a>	251014.0	223934.0	5630.0	1072.0	89.21	2.99
33	<a href="#">PRE-UNIVERSITY BOARD</a>	51032.0	47181.0	284.0	5.0	92.45	0.61
34	<a href="#">PUBLIC WORKS, PORTS AND INLAND WATER TRANSPORT DEPARTMENT</a>	93.0	79.0	6.0	1.0	84.95	8.86
35	<a href="#">REVENUE DEPARTMENT</a>	8732641.0	8001411.0	603277.0	115.0	91.63	7.54
36	<a href="#">KARNATAKA SLUM DEVELOPMENT BOARD</a>	71.0	54.0	1.0	1.0	76.06	3.70
37	<a href="#">SERVEY AND SETTLEMENT COMMISSIONER</a>	85137.0	73578.0	978.0	2.0	86.42	1.33
38	<a href="#">TRANSPORT CORPORATIONS (KSRTC/BMTC)</a>	524585.0	522464.0	871.0	19.0	99.60	0.17
39	<a href="#">TRANSPORT DEPARTMENT</a>	2479466.0	2289951.0	130352.0	0.0	92.36	5.69
40	<a href="#">WOMEN AND CHILD WELFARE DEPARTMENT</a>	72275.0	70942.0	204.0	1.0	98.16	0.29

### 3) Cumulative Sakala Receipts/Disposals/Rejections – COMMERCIAL TAXES



Cumulative Statistics Report - Receipts/Disposals and Rejections - Department Level								
Cumulative Sakala Receipts/Disposals/Rejections: COMMERCIAL TAXES DEPARTMENT								
S.No	Month	year	Receipts	Disposals	Rejections	Rejections@Counter	Disposal Rate (%)	Rejection Rate (%)
1	4	2012	127983.0	89147.0	25877.0	0.0	69.66	29.03
2	5	2012	203671.0	155754.0	35318.0	0.0	76.47	22.68
3	6	2012	168113.0	131467.0	34276.0	0.0	78.20	26.07
4	7	2012	177604.0	135790.0	43160.0	0.0	76.46	31.78
5	8	2012	156971.0	134449.0	35560.0	0.0	85.65	26.45
6	9	2012	92715.0	84593.0	15554.0	0.0	91.24	18.39
7	10	2012	143043.0	101594.0	17135.0	0.0	71.02	16.87
8	11	2012	143293.0	137115.0	17037.0	0.0	95.69	12.43
9	12	2012	131505.0	124101.0	15980.0	0.0	94.37	12.88
10	1	2013	160392.0	127434.0	17543.0	0.0	79.45	13.77
11	2	2013	128007.0	123592.0	16416.0	0.0	96.55	13.28

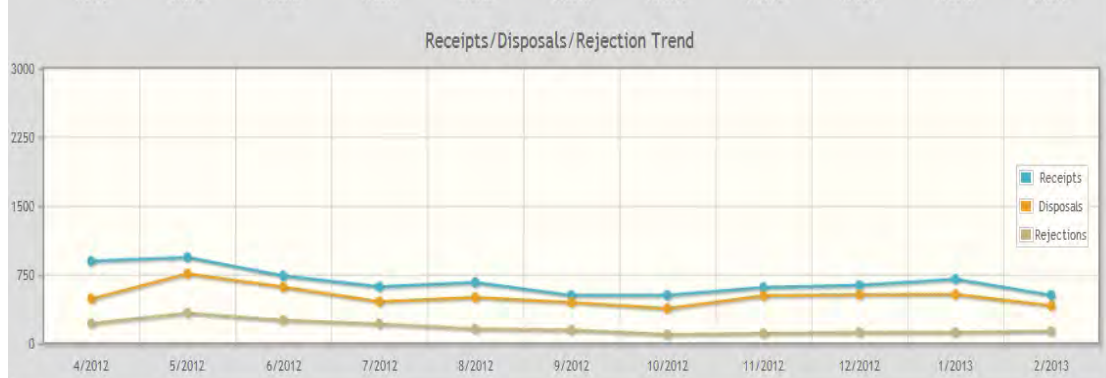
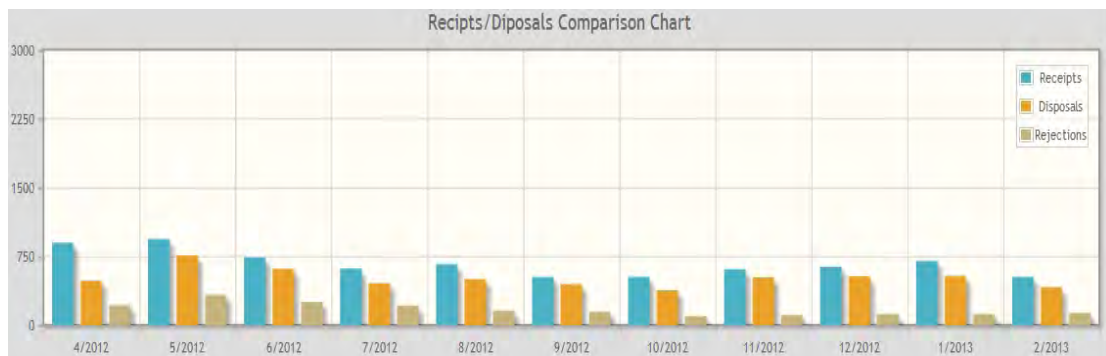


#### 4) Service Wise Receipts/Disposals/Rejections Comparison and Trend Charts.

##### Analytics for a Service



Cumulative Statistics Report - Receipts/Disposals and Rejections - Services								
Cumulative Sakala Receipts/Disposals/Rejections : Issue of registration under the Karnataka Tax on Professions, Trades, Callings and Employments Act, 1976.								
S.No	Month	year	Receipts	Disposals	Rejections	Rejections@Counter	Disposal Rate (%)	Rejection Rate (%)
1	4	2012	900.0	487.0	219.0	0.0	54.11	44.97
2	5	2012	941.0	762.0	333.0	0.0	80.98	43.70
3	6	2012	740.0	617.0	254.0	0.0	83.38	41.17
4	7	2012	620.0	458.0	215.0	0.0	73.87	46.94
5	8	2012	667.0	503.0	160.0	0.0	75.41	31.81
6	9	2012	526.0	449.0	147.0	0.0	85.36	32.74
7	10	2012	528.0	382.0	100.0	0.0	72.35	26.18
8	11	2012	613.0	522.0	111.0	0.0	85.15	21.26
9	12	2012	636.0	534.0	122.0	0.0	83.96	22.85
10	1	2013	703.0	537.0	122.0	0.0	76.39	22.72
11	2	2013	528.0	414.0	134.0	0.0	78.41	32.37



**5) Analytics on Measuring Delivery: Top 20 Best Performing offices on Service delivery with respect to Time.**



Sakala Delivery Office Rankings - Feb 2013 Minimum Disposals : 100								
Best Performing offices - on Service Delivery Time with respect to Stipulated Time								
Rank	Sakala Delivery Office Name	Department Name	Disposals	Defaults	% Fast/Slow(-)	Disposal Index	District	Taluk
1	GRAMA PANCHAYAT OFFICE,KUDITHINI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	197	0	3350.55	34.51	Bellary	Bellary
2	GRAMA PANCHAYAT OFFICE,YELIWALA	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	293	0	3266.04	33.66	Dharwad	Kundgol
3	GRAMA PANCHAYAT OFFICE,MATTIGATTI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	499	0	3079.23	31.79	Dharwad	Kundgol
4	GRAMA PANCHAYAT OFFICE.LINGADAL	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	193	0	2853.37	29.53	Gadag	Gadag
5	GRAMA PANCHAYAT OFFICE,NARENDRA	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	197	0	2707.49	28.07	Dharwad	Dharwad
6	GRAMA PANCHAYAT OFFICE,BU.TARLAGGATTI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	382	0	2643.06	27.43	Dharwad	Kundgol
7	GRAMA PANCHAYAT OFFICE.TADAKODA	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	134	0	2605.14	27.05	Dharwad	Dharwad
8	GRAMA PANCHAYAT OFFICE.SURASHETTIKOPPA	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	154	0	2409.74	25.1	Dharwad	Kalghatgi
9	GRAMA PANCHAYAT OFFICE,GUDAGERI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	424	0	2397.43	24.97	Dharwad	Kundgol
10	BELGAUM , BIMS.AMBEDKAR ROAD,BELGAUM	HEALTH AND FAMILY WELFARE DEPARTMENT	455	0	2364.62	24.65	Belgaum	Belgaum
11	GRAMA PANCHAYAT OFFICE,BAMMIGATTI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	115	0	2084.93	21.85	Dharwad	Kalghatgi
12	GRAMA PANCHAYAT OFFICE,NIGADI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	142	0	2030.15	21.3	Dharwad	Dharwad
13	GRAMA PANCHAYAT OFFICE,BENACHI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	128	0	2003.54	21.04	Dharwad	Dharwad
14	GRAMA PANCHAYAT OFFICE,ROTTIGAWADA	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	791	0	1821.28	19.21	Dharwad	Kundgol
15	GRAMA PANCHAYAT OFFICE,HIREHARAKUNI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	338	0	1774.83	18.75	Dharwad	Kundgol
16	GRAMA PANCHAYAT OFFICE,HEBBAL	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	305	0	1771.43	18.71	Dharwad	Navalgund
17	GRAMA PANCHAYAT OFFICE,GUDENAKATTI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	214	0	1765.96	18.66	Dharwad	Kundgol
18	GRAMA PANCHAYAT OFFICE,SHIRUR	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	223	0	1765.12	18.65	Dharwad	Navalgund
19	GRAMA PANCHAYAT OFFICE,BETADUR	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	438	0	1733.95	18.34	Dharwad	Kundgol
20	GRAMA PANCHAYAT OFFICE,KELKERI	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT	167	0	1727.96	18.28	Dharwad	Dharwad

## 6) Bottom Performing offices in terms of defaults (Delays) – Absolute Numbers



**e Jansandana, Government of Karnataka**  
An Integrated Government To Citizen Interaction Platform

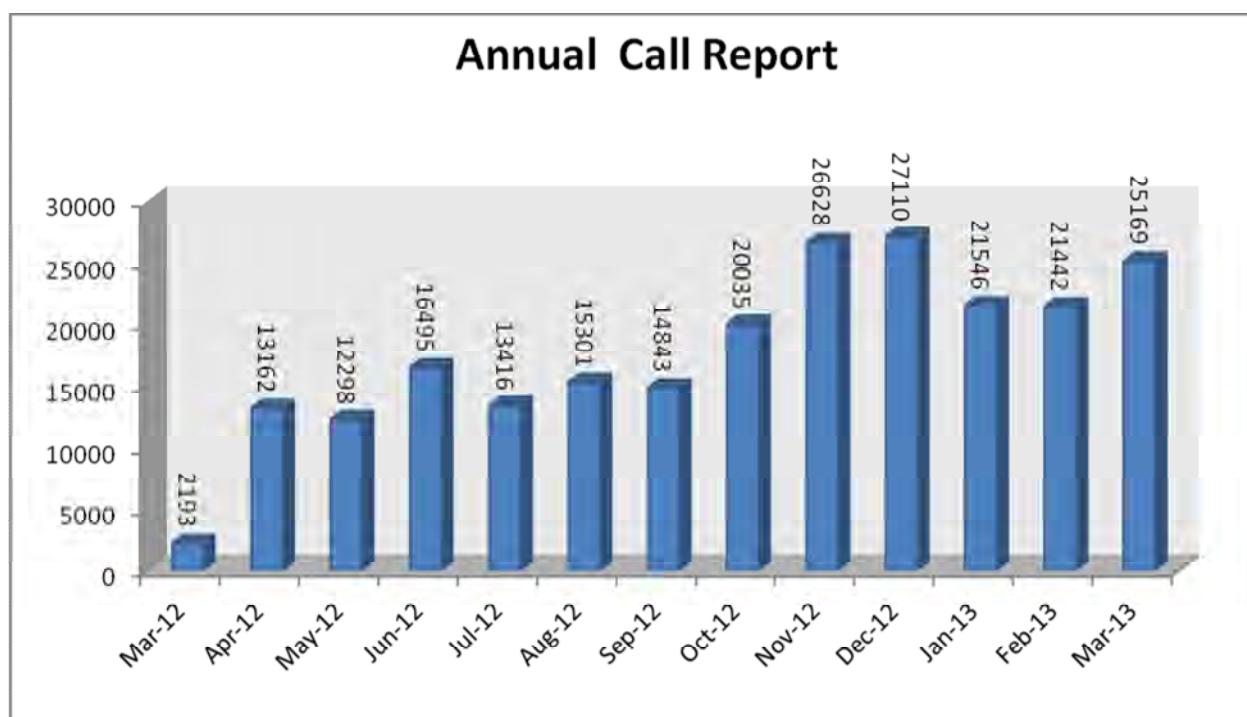
Sakala Delivery Office Rankings - Feb 2013 Defaults								
Bottom 20 offices in terms of Defaults (Delayed Disposals) - Absolute Number								
Rank	Sakala Delivery Office Name	Department Name	Receipts	Disposals	Rejections	Defaults	District	Taluk
1	Survey Supervisor, Taluk Office , Anekal	SERVEY AND SETTELMENT COMMISSIONER	2985	2076	6	1505	Bangalore	Anekal
2	City Corporation Davangere	CITY CORPORATION(Otherthan BBMP)	1160	1218	51	997	Davanagere	Davanagere
3	Deputy Tahsildar Office- Kasaba	REVENUE DEPARTMENT	76	743	0	677	Kolar	Kolar
4	Survey Supervisor, Taluk Office , Shorapur	SERVEY AND SETTELMENT COMMISSIONER	641	627	0	535	Yadgir	Shorapur
5	City Municipal Council Gangavati	CITY MUNICIPAL COUNCIL	719	864	15	502	Koppal	Gangavati
6	RTO - Bangalore South	TRANSPORT DEPARTMENT	10183	10914	172	446	Bangalore	Bangalore South
7	TMC, Puttur (Chief Officer)	TOWN MUNICIPAL COUNCIL	583	675	19	385	Dakshina Kannada	Puttur
8	Deputy Tahsildar Office- Indawadi	REVENUE DEPARTMENT	0	497	132	341	Belgaum	Belgaum
9	OFFICE OF THE ASSISTANT COMMISSIONER , BANGALORE SOUTH SUBDIVISION	REVENUE DEPARTMENT	1504	411	58	332	Bangalore	Bangalore South

9	OFFICE OF THE ASSISTANT COMMISSIONER , BANGALORE SOUTH SUBDIVISION	REVENUE DEPARTMENT	1504	411	58	332	Bangalore	Bangalore South
10	Deputy Tahsildar Office- Vengal	REVENUE DEPARTMENT	45	407	0	321	Kolar	Kolar
11	Sub Registrar Davanagere	INSPECTOR GENERAL OF REGISTRATION AND STAMPS	1533	1531	0	300	Davanagere	Davanagere
12	RTO - Kolar	TRANSPORT DEPARTMENT	1945	2414	38	271	Kolar	Kolar
13	Survey Supervisor, Taluk Office , Bangalore North	SERVEY AND SETTELMENT COMMISSIONER	388	393	0	265	Bangalore	Bangalore North
14	Sub Registrar Doddaballapura	INSPECTOR GENERAL OF REGISTRATION AND STAMPS	1059	1221	0	255	Bangalore Rural	Dod Ballapur
15	RTO - Bangalore Central	TRANSPORT DEPARTMENT	6402	5837	34	251	Bangalore	Bangalore South
16	Survey Supervisor, Taluk Office , Bangalore East	SERVEY AND SETTELMENT COMMISSIONER	603	555	0	245	Bangalore	Bangalore East
17	Sub Registrar Hosakote	INSPECTOR GENERAL OF REGISTRATION AND STAMPS	1164	1107	0	242	Bangalore Rural	Hosakote
18	City Municipal Council Doddaballapura	CITY MUNICIPAL COUNCIL	445	579	16	229	Bangalore Rural	Dod Ballapur
19	City Corporation Belgaum	CITY CORPORATION(Otherthan BBMP)	2559	2749	68	217	Belgaum	Belgaum
20	Deputy Tahsildar Office- Corporation	REVENUE DEPARTMENT	1	392	201	213	Belgaum	Belgaum

## Call Centre:

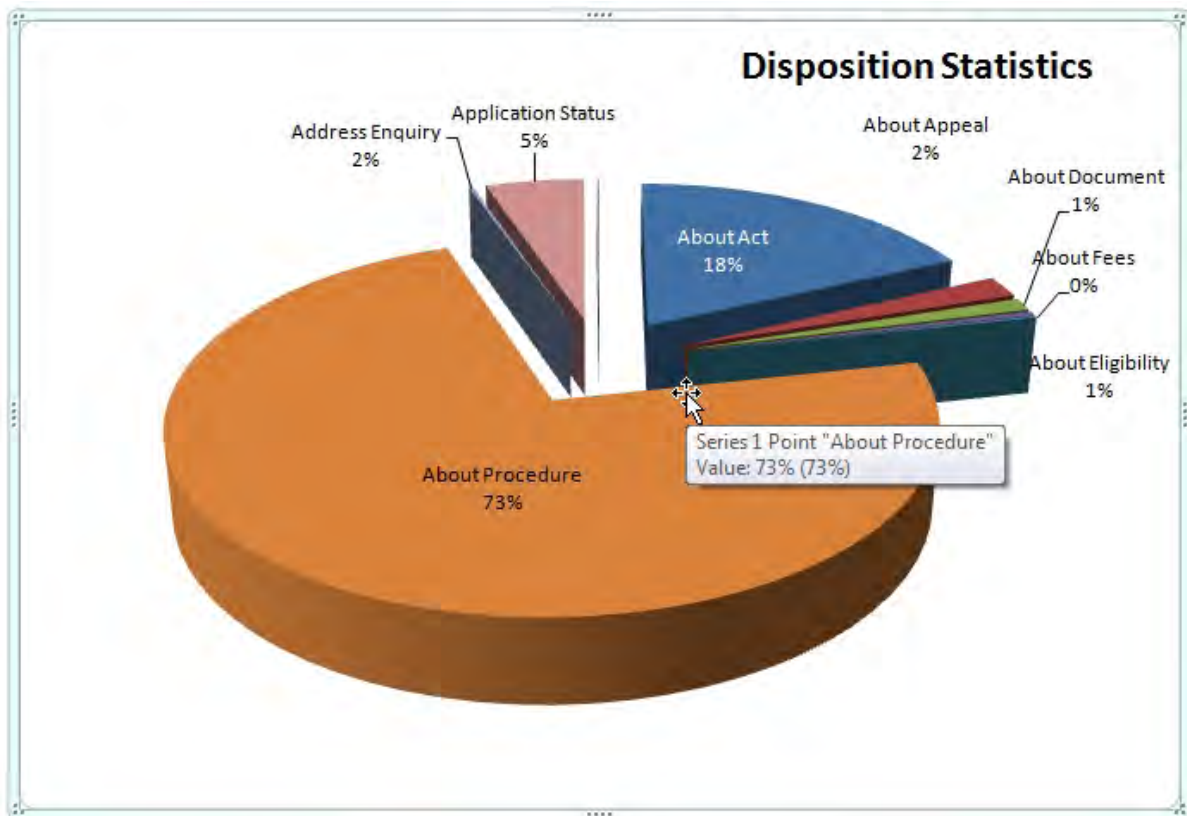
The call centre has been one of the pivotal partners in the success of Sakala. Here is some data that can tell how important and significant the call centre – **080 4455 4455** is to the citizens as well as to the Mission in its endeavour to render better citizen services.

1) The picture below gives you the month wise break up of Sakala calls that have landed in the call centre:



Since inception we have received 230000 calls. You will observe the call centre's data shows an increasing trend in the calls landing to them. On further analysis you will observe that nearly 73% of the calls that come to the call centre are to know the procedures, followed by knowing about the Act with 18%. The other reasons make up for the rest of the 9% towards complaints, address enquiries, appeals etc. Sakala has spread its wings to almost every remote village and the calls coming are testimony to this fact. While much more needs to be done on awareness, the call centre has been a bridge between the citizens, the government and the Mission.

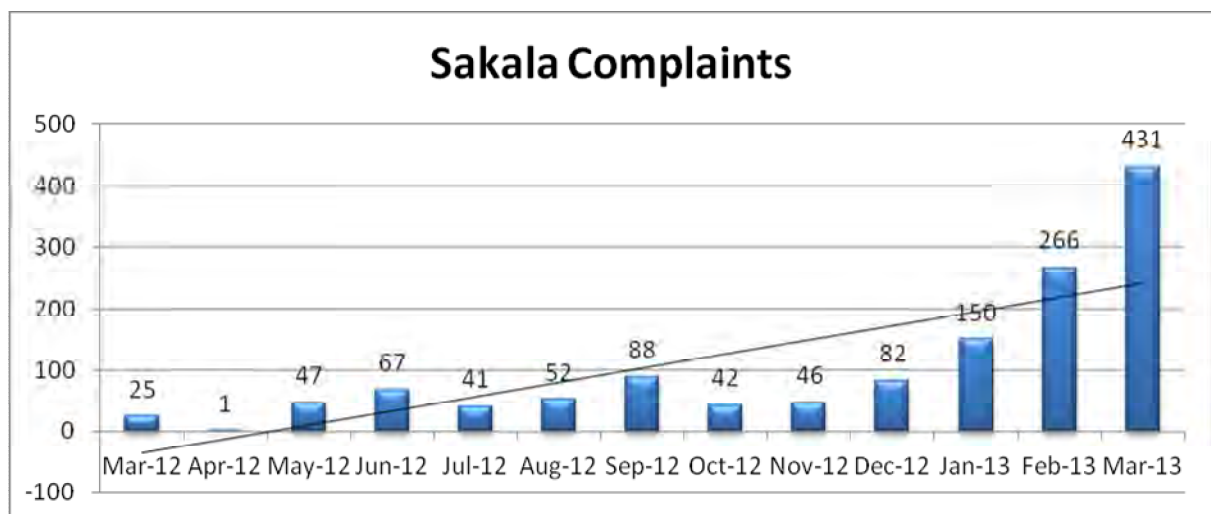




2) Another important responsibility of the call centre is to handle **Complaints**. Complaints are basically categorised into Sakala complaints & Non Sakala Complaints

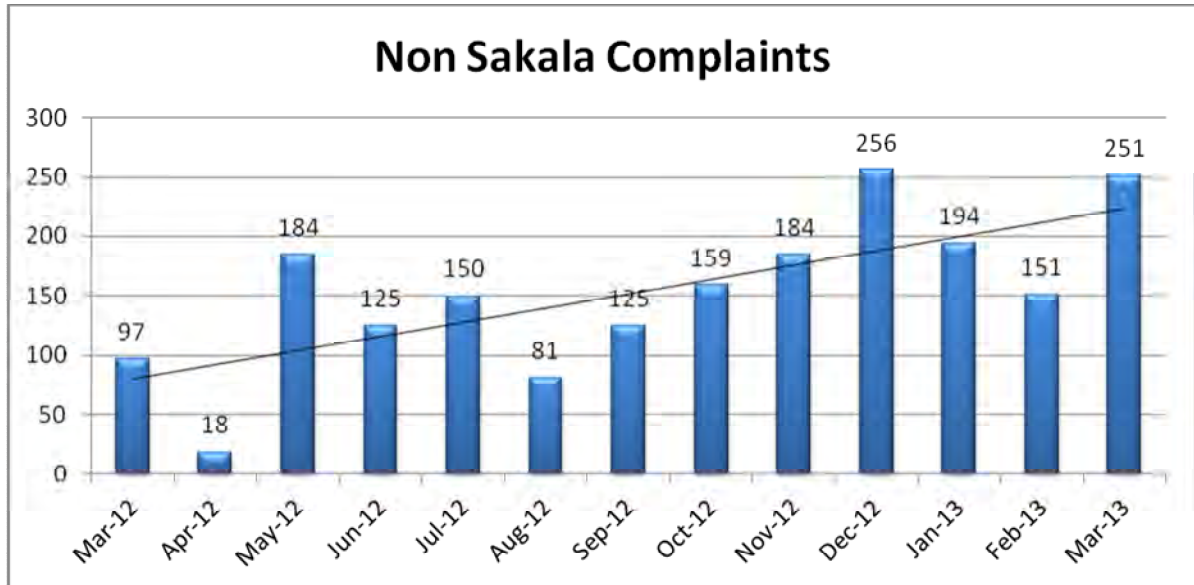
The chart below shows the trends in complaints over the last one year. The reasons for the upward swing in complaints could be attributable to a) The confidence reposed by the Citizens that their issues will be resolved 2) Increase in services under Sakala after continuous feedback was received from citizens for the inclusion of more services.

The Cumulative complaints received under Sakala are: **1338 complaints**. Of these about 109 complaints are yet to be resolved, while others have been closed or under progress for closure.

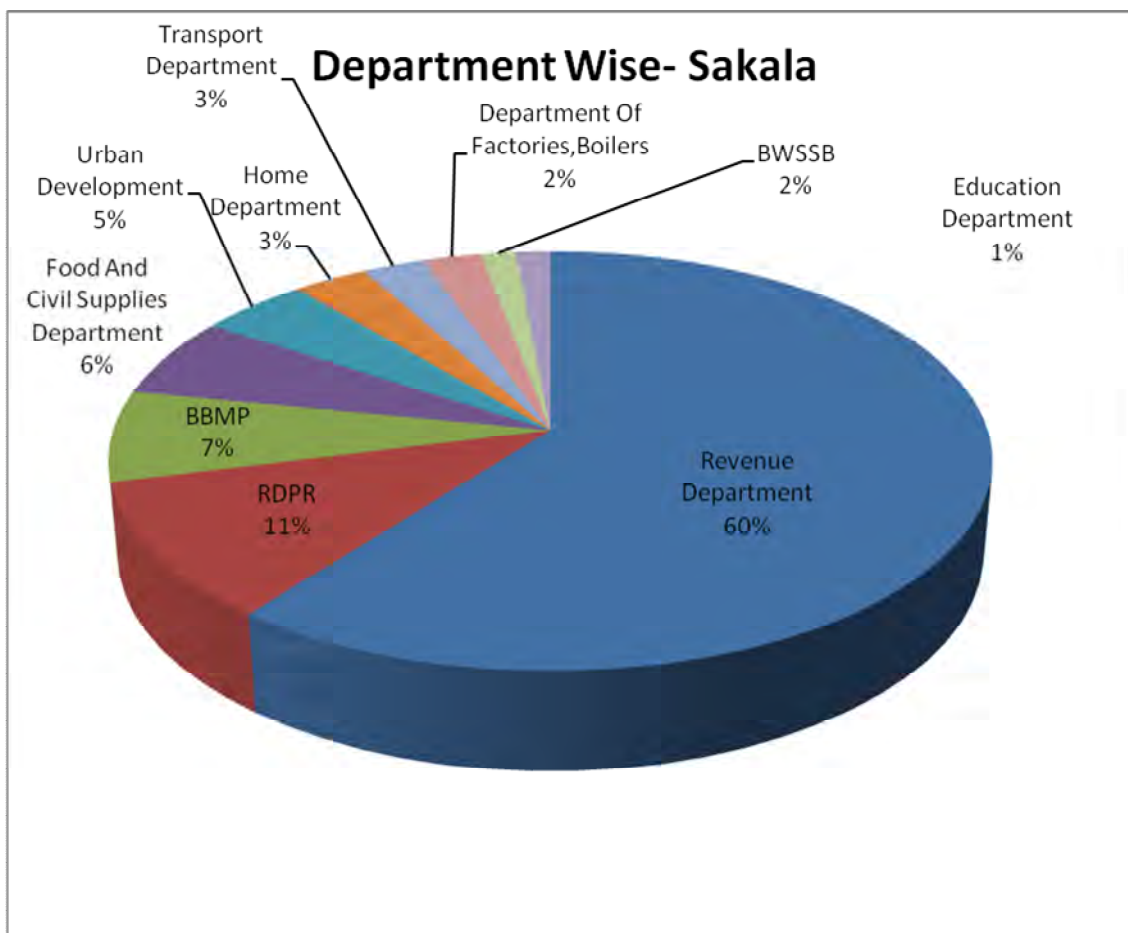


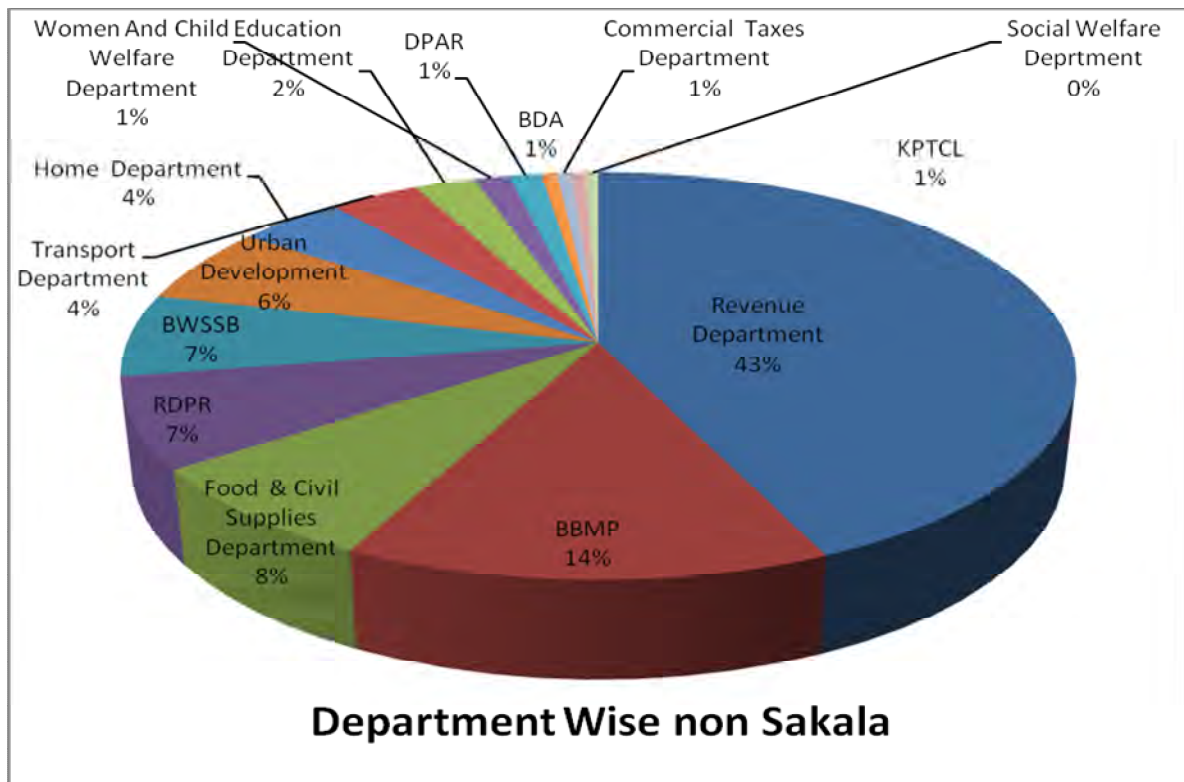
The Increase trend can be seen from December where 114 services were added in Sakala.

Non Sakala Complaints: The Non Sakala complaints have shown an increase this month, however, they were on a downslide from December 2012 onwards. In all, **1975** non Sakala complaints were received in the year.

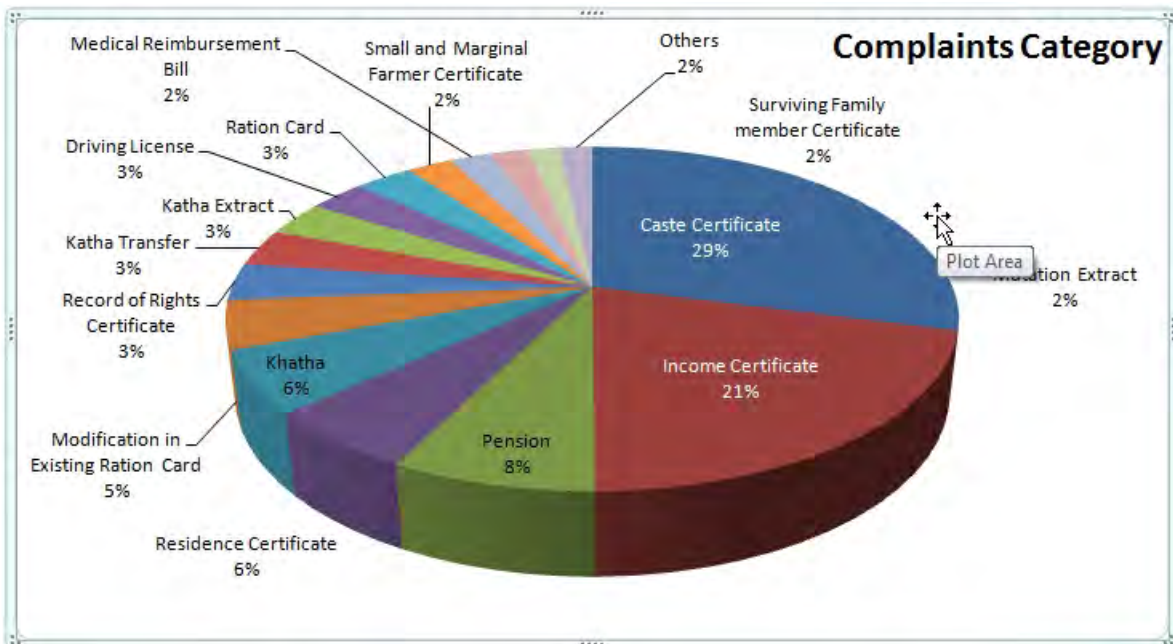


The highest complaints were received from Bangalore Urban followed by Mysore, Mandya & Tumkur.





**Complaints Category**



Caste & Income certificate contributed to 50% of complaints under Sakala followed pension which contributed to 8% of complaints.

## *b) Citizen Feedback*

The Sakala Mission Proactively contacts about 120 citizens per day through Call centres, Mission office and District IT consultants to obtain their feedback .

<p>Sri. Shanmukha Swamy- grievances maps to non applicability of 6<sup>th</sup> pay commission to Professors ( Non Sakala)</p> <p>Appointment of Selection grade lecturer (Smt. Vimala) etc. The Sakala Mission on such occasions would send these complaints and request for speedier action.</p>	<p>In some of the <u>unique complaints/grievances</u> that the Sakala mission receives – these does not relate to Sakala services in most cases. The confidence that the citizens have on Sakala has been very encouraging.</p> <p>Status: Resolved: The said citizens was guided to the Education department and the job completed.</p>
<p>SANNA MALLAYYA from Raichur who availed a service from the RTO.</p>	<p>Got the serviced requested in time, however display board are not fixed. Officers’ response is the same. if they are transferred to different locations they may change. Much people don’t know about Sakala. This needs to change.</p>
<p>Bairegowda from Nagamangala who applied for a service under the Revenue department</p>	<p>Got the service smoothly no bribe paid. display board not noticed.</p>
<p>SRI UDAY S PATTAR – from Bagalkot- applied for a licence for sales establishment.</p>	<p>Got the service in Time, display board present, no mediators. Directly obtained the service. However, was not too sure of how many services came under Sakala. The team updated him.</p>
<p>Sri. Sanganagouda Biradar – from Bidar who applied for a service under the Commercial Taxes department.</p>	<p>Got the service in time , response is good, work done is fast now compare to earlier days, no extra money paid. Middlemen are there, but we as citizens should fight for our rights. Public participation is also equally important.</p>
<p>Anil S Dhawan – from Bangalore who obtained a service from the Education department</p>	<p>Overall efficiency can be seen and felt. We have more to go. This is a good start.</p>
<p>S K ASHRAF – from Uttara Kannada who wanted to obtain a disability certificate.</p>	<p>Applied and got after 6 month, applicant is handicap sent wife to obtain certificate once in 15 days they were checking with that office (Bantwal, Tahsildhar) and it was not ready, suffered a lot to get the service. Finally got it. Officers need to be more sensitive to people’s needs. What if the father/mother was incapacitated?</p>
<p>Sachin – Bagalkot</p>	<p>The government is doing a great job in brining this Act. However, much needs to be done to change their attitude. If any employee is suspended for inefficiency or other acts, he</p>

	will come back to the same spot in exactly 15 days. Such small issues, if addressed will bring a lot of confidence in people and do a lot of good. I request you to please take care of smaller aspects where citizens can be fearless to report/.
M Muni Reddy – who applied for a service under BWSSB.	Got the service in 15 days, display board not noticed, officers attitude is good, responding properly.
Yogish from Dharwad who applied for a service under the RDPR	Overall there is change in the way we work. More publicity needs to be put in place. The awareness is poor. People within the office itself need a orientation of what is Sakala. They need to know first.
Sri. Anil S. Masali, from Bijapur who applied for a service under the Health Department.	Quality work is done now compare to earlier days, display board found, shortage of staff is seen – this government needs to take action. They should not appoint staff from the contract – they won't last long.
"Received the requested service in 7 days" "SERVICE DELIVER SYSTEM IS GOOD NOW" (GSC # RD0028820000495) Revenue- Applicant: H.Y.Yatin, Madikeri	"Got the service In time (birth certificate) but earlier he has applied for ration card 1 year back and following up also, which is not given till date. According to him ration (fair price grocery) is essential need of middle man which is not at all getting provided". More critical services are important under SAKALA. "(GSC #L4099000026647) Town Panchayat- Applicant: D.S.Ambarish, Somvarpet.
"SAKALA is very good system she knows little about Sakala and says awareness needs to improve. Interior villages do not know it yet. She said. She visited the office for three times as she is been told that required service will be ready on 21st. Finally she got the service on 23rd. (GSC # RD0028268001526 Applicant: Jyothi KS, Tarikere Revenue Dept	"Not yet got the certificate," The Applicant's wife said that her husband was unable to climb the stairs so was unable to go to that respective office, one of their neighbor helped to go to that office and submit the application ". Govt staff needs to be more sensitive to our needs. When someone cannot climb, it must be made easier. You should also train these people on how to be sensitive and accommodative. Sakala team have given the call centre # to contact further.(GSC #WC0990000015378) Women & Child Dev - Applicant: TA Gopal, Bangalore North

## *Events & Happenings:*

### **April/May:**

a) Street plays that reach every ear – The Brain Child of the Information Department : The Pioneer to start this unique activity was Belgaum district. The Street plays (known as Beedhi Nataka) are plays that convey the relevance and importance of Sakala among the remotest villages in Karnataka.



**A Street Play in Mysore**

These plays are enacted during important public congregations where citizen presence is the maximum. The theme of these plays is to make citizens aware of their rights as a citizen and the mode to avail them. These are a huge success .A detailed plan of such plays across the state has been planned and executed across the whole state. For example: During the period 14 May to 24 May 2012- All talukas in the Mangalore region were covered in the Plan. Similar such plans are drawn for other districts too. More of these can be accessed at the following website: <http://www.facebook.com/karnatakacitizenservice>

### **June:**

1. **Consumer forum meeting on 11 June 2012:** In order to create more awareness and spread the word of Sakala – the Mission had issued a Government order for the setting up of Helpdesks in order to facilitate the efforts of the District Administration. In this regard, the modalities of selection, training, aid to be provided and the method of monitoring the impact of these consumer forums was formulated.

To identify and initiate the first step, a seminar was organised by the Department of Administrative Reforms in partnership with the Indian Institute of Management (IIM)'s Centre for Public Policy. The seminar was conducted at the premises of Mahatma Gandhi Institute of Rural Energy Development (MGIRED) at Jakkur, Bangalore. A total of 55 participants took part in the full day seminar representing almost all the districts of the State. The geographical coverage aspect was well taken care of.

*The objective of the meeting was:*

- ❖ Identify groups that work on consumer issues and spread the word of Sakala.
- ❖ These groups would attend the seminar/training & capacity building workshop to work on reach out programs that benefit Citizens in their districts and Taluk.
- ❖ They will be used to run and manage the HELPDESKS that is being set up by the Sakala Mission and work to be an interface with the Government & Citizens. Helpdesks in every district and talukas are proposed to be set up at a cost of Rs 12000/- per month/Helpdesk by the Department of Administrative Reforms, GOK.
- ❖ Share the lessons learnt from the pilot phase districts by IIM and their recommendations.
- ❖ Facilitate the exchange of experiences, views and suggestions
- ❖ Training & Capacity building mechanisms and knowledge sharing processes.
- ❖ To help citizens avail these services with the aid of these Helpdesks.
- ❖ To remove the menace of Middlemen in the process.

Experiences with Sakala and the way forward were shared with these participants by some senior Bureaucrats, Educationalists, as well as prominent Citizens.



**Various Consumer forums from all over the state attending the Session in Jakkur in June 2012**

## July:

1) **Review Committee of parliamentary Affairs** : The Rajya Sabha Parliamentary Standing Committee on Personnel Public Grievances, Law and Justice –examination of The Right of Citizens for Time Bound Delivery of Goods and Services and Redressal of their Grievances Bill, 2011, in its meeting dated 1<sup>st</sup> August, 2012 took the presentation of States of MP, UP, Punjab and Karnataka. Mission Director Dr. Shalini Rajneesh represented the state in this meeting.

The Chairman Shri. Shantaram Naik and other 16 members present in the Committee lauded SAKALA - Karnataka Guarantee of services to Citizens Act, 2011 .We suggested certain features to help modify and upgrade the Proposed Central Bill.

2) **Bangladesh Team of Administrative Officers**: A team consisting of senior Bangladesh officers visited Karnataka to understand the citizen centric efforts that we have taken in the state. Various departments like Agriculture, Revenue, Transport, Planning, e Governance (e-Procurement, Bangalore one), Health & RDPR besides SAKALA were presented to the visiting officials. Additional Mission Director of SAKALA Sri. Munish Moudgil presented the benefits of Sakala to the visiting team. The team was very curious of the way Sakala was managed and asked various Qs on how it was being monitored, co-ordinate, integrated etc. Mr Moudgil not only advised the visiting team on Sakala, but overall gave a plan that could be adopted. Site visits of various departments like Bangalore One, Commercial taxes, BMTC were also carried out to show how these services were rendered to citizens.



**Presentation of Sakala to the Bangladesh Team**

## August:

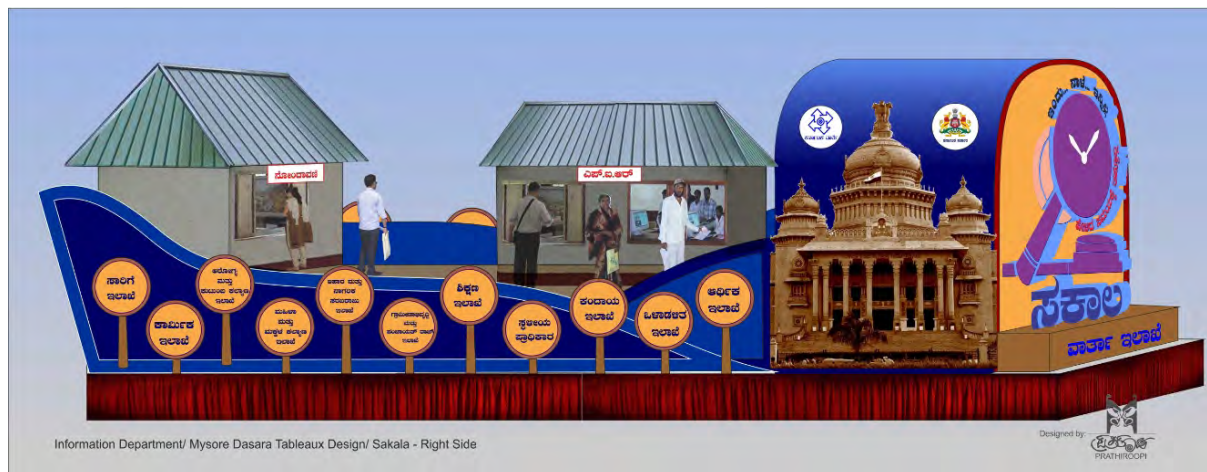
1. **Visit of the Government of India Team** - A Central team from the Department Administrative Reforms & Public Grievances had visited the Mission Office to understand



the working and modalities of the Sakala Scheme. The Team went in-depth into the finer aspects of the implementation and sought many clarifications. The Team was given a firsthand walk through of the Sakala Portal which is real time as well as its working and reporting structure. This apart, the team was also given a walkthrough of the new e *Janaspanadana* portal, fully conceptualised by the Mission team stating the convenience that it can provide to officers & citizens alike. The team met the Hon. Law Minister and discussed his thoughts and suggestions for the Central Bill.

## September/October:

**Tableaux at Mysore Dasara:** In the traditional Mysore Dasara procession Sakala was exhibited in the form of tableaux for awareness generation:



**Training of Nodal officers for DPAR services:** The training session was addressed by the Mission Director Dr Shalini Rajneesh & Addl. Mission Director Sri. Munish Moudgil.



Training session of Nodal Officers for DPAR on 13 sept.

On 26 September 2012, the Chief Secretary Sri. SV Ranganath discussed the addition of services for government staff (DPAAR services) at length and understood the views of the concerned Officers and the meeting was also attended by the Principal AG who gave his wholehearted support for adding these 21 services under Sakala and committed to time bound delivery at AGs office.



Chief Secretary Sri. SV Ranganath discussing a point with Other Senior Officers.

November/December :

### *UNDP– sponsored Workshop on Experience Sharing on the Implementation of Right to Service Acts in Bhubaneswar: 23rd November 2012*

Dr Shalini Rajneesh – Secretary, Department of Administrative Reforms and Mission Director SAKALA, represented the Government of Karnataka. She was invited by the World Bank to spell out the expert advice that she has, specifically on the topic “monitoring of the Guarantee of Services to Citizens Act”



Dr. Shalini Rajneesh making a point at the Conference in Odisha

A International Conference on “National Workshop for Implementation of Citizen's Charter - Monitoring Tools & Techniques” was organized by UNDP and Ministry of Public Administration, Govt of Bangladesh on 29 & 30 Nov 2012. Bangladesh being impressed with Sakala Programme of GoK wanted to learn and incorporate its features in their UNDP programme.



Mr. Munish Moudgil addressing the Gathering on Sakala at Dhaka

The main speaker/expert was (1) Dr Sanjeevan Bajaj, CEO FICCI (2) Munish Moudgil, IAS, Addl. Mission Director – SAKALA.

In the workshop, the Pilot districts shared their experiences and then the Experts from India interacted and shared our experiences. The giant steps taken by Karnataka under Sakala for effective monitoring and citizen charter implementation through Sakala Services Act 2011 was very well appreciated.. It was inspiration for the delegates.

### Visit of the Chief Secretary of Gujarat on 30th November 2012



The Respected Chief Secretary of Gujarat made a visit to the state with his team to understand the citizen centric Sakala and its working. The Visiting team was given a presentation of Sakala.

January 2013:

#### *Interaction with FKCCI – 2nd Jan 2013:*

The Federation of Karnataka Chambers of Commerce & Industry organised an interactive session with Dr Shalini Rajneesh – Secretary DPAR & Director – Sakala. The meeting was held in the cabinet hall of the FKCCI office in Bangalore. The meeting was attended by over 70 members of the Federation with past presidents, current members and association members of the federation.



*Sakala to lead a Core Committee through the World Bank: 10 Jan 2013* The World Bank team lead by Mr. Roland Lomme along with the Global ICT head Mr. Deepak Bhatia met Dr Shalini Rajneesh – Director Sakala Mission to understand the working of Sakala and set up similar mechanism to deliver public service all over the world. He expressed interest in Sakala team leading the way by forming a Core committee/team.



*The World Bank delegation with Dr Shalini Rajneesh*

*Punjab Delegation visits State: 15 Jan 2013:* A Team from Punjab’s Right to Service Commission headed by the Commission’s Commissioners Sri. SM Sharma & Sri. HS Dillon along with a senior consultant of e Governance Sri Manpreet Singh came to the State to understand the working of Sakala. Although RTPS existed in Punjab even before Karnataka implemented Sakala, they came over to understand what were the best practices of Karnataka which could be emulated. Dr Shalini Rajneesh presented a PPT on Sakala and explained the nitty- gritty of the working, & monitoring of

Sakala. The team was particularly amazed at the working of the Call centre and said that similar centres need to be established in Punjab to be more effective. IT enabled monitoring was also appreciated and on meeting Addl. Mission Director Sri. Munish Moudgil they understood the intricacies of IT enabled system that aids Sakala. Decentralised training was also appreciated by the visiting team.



The visiting Punjab team with Dr Shalini explaining a point, joined by Sri. Munish Moudgil, AMD and Dr Mamtha – Jt. Director Information Department.

### State Award Winners:



The winning team

To motivate the 6 lakh employees of the State government, a multi-tier award scheme in the Form of District Awards, Department Awards & State awards has been introduced. The award titled “[Sarvottam Seva Prashashthi Scheme](#)” was given away for the first ever. The award ceremony was held at the Rajbhavan on 26<sup>th</sup> January 2013. The State level award includes all the levels of employees such as Group A, B, C & D. The fundamental criterion for the eligibility of the award is 5 years of Service & a Non IAS cadre.

The award is instituted to recognize the extraordinary and innovative work done by Officers/Officials of the State Government in the following spheres:

- Implementation of innovative schemes/projects;
- Bringing in perceptible systemic changes and building up institutions;
- Making public delivery systems efficient and citizen friendly and corruption free;
- Showing innovation and adaptation to meet the stakeholders requirements;
- Extraordinary performance in emergent situations like floods, earthquake and other natural calamities etc.,
- Setting high standards of services and continued improvement, showing high leadership qualities and improving employee motivation etc.

For the Year 2013, Six (6) Awards at the District Level @ Rs Ten thousand each , thirty (30) awards at the Department level @ Rs Fifteen Thousand Each and Three Awards at the State level @ Rs Twenty Five thousand each has been set up to reward employees meeting the above criteria.

The State Award committee was headed by the Respected Chief Secretary and Additional Chief Secretary as Vice Chairman and consisting of two other members of eminence in who decided the winners at State level among the proposals which have been received. The meeting finalised the winners on 23/1/2013 in a meeting held in Vidhana Soudha.

The Department Awards: The evaluation committee constituted and headed by the Principal Secretary/Secretary of the concerned department, HOD and two persons of eminence. The District award at the district level was constituted and headed by the District-in-charge Secretary and other members were the Deputy Commissioner and the Chief Executive Officer and 2 persons of eminence from the district.

The State Level award was distributed by His Excellency the Governor of Karnataka and the Honourable Chief Minister of Karnataka in the presence of a large gathering at the Rajbhavan. The award will continue to be given on 26th January of each year.

## February 2013

1. Video Conference with Helpdesks & District IT Consultants – 01 February 2013. A conference to address the helpdesks that are working across the state to aid citizens in availing Sakala services was addressed by Dr. Shalini Rajneesh – Director Sakala Mission. She stressed the need for helping citizens and reducing the menace of Middlemen who exploit the poor and needy. She said that application rejection should come down with the formation of Helpdesks. The meeting was attended by over 160 helpdesk staff and about 30 DITC.

**Online Readiness review** – A review meeting was conducted with all the Departments coming under Sakala. The idea was to understand the needs, possibility and assistance required to make services Online at the earliest under Sakala. This will reduce human interface to a great extent.

**DITC training – 16 Feb 2013:** All the District IT Consultants attended a meeting convened at the office to understand the Letter Management System, File Management System, e Janaspanadana, RTI & HRMS. The meeting was addressed by Dr Shalini Rajneesh who said that DITC are the change agents @ district level . They should help all offices transform from manual operations to IT based systems such as Letter Management System, File Management System, e Janaspanadana, RTI & HRMS. She stressed the need to build contacts with citizens to the best possible way. Helping the District administration with timely and accurate information will go a long way in meeting the needs of the citizens. Additional Mission Director Sri. Munish Moudgil advised that DITCs should open up their thought process and help in making Sakala services easier and more accessible. He gave a thorough ear to the issues faced by the districts and suggested some solutions.

**Program on Sakala for Government employees:**



Chief Secretary Sri. SV Ranganath lighting the Lamp at the function organised by the State government employees Association.



Speaking on the occasion, the Chief Secretary said that one of the most important contributors of Sakala is the co operation of employees. They took it onto themselves to change the image of the Government and themselves and put in dedicated efforts to serve the citizens. He said that the staffs across the state has done a good job in achieving nearly 97% on time delivery and said that he would like to see a 100% delivery shortly. The function was attended by over 1700 employees at the Banquet hall of the Vidhana Soudha.

**Review Meeting on the Results Framework Document** – On this occasion, Sri Shantunu Consul – Former Secretary Government of India and Sri Mohandas Pai – Member Special Task group release the January Report of Sakala. The meeting was convened to discuss the progress made by the Administrative Reforms Department as a whole and Sakala as a subject. The expert panel suggested to undertake measures to ensure more awareness, removal of redundant processes, sharing of data and analytics with district administration besides Conducting Evaluation Studies & Enhancing Human Resource Capacity & Training.



**Sri. Shantunu Consul, Dr Shalini Rajneesh and Dr. Mohandas Pai releasing the January Report.**

**Sakala Clock:** a Sakala clock was installed at the west gate of Vidhana Soudha. The clock would be a real time show piece of applications received & Disposed by each department under Sakala. This electronic clock is mapped to the Sakala Portal which updates records as and when receipts/ disposals are made.



The Sakala Clock in the west Gate of the Vidhana soudha.

March:

Winning the Google Innovation Award



The Innovator cubs!!

Sakala won the award as a “CUB INNOVATOR” in the Google and Karnataka State Innovation council (KSinC) sponsored event titled INNOVATION KARNATAKA. Executive Chairman of Google, Erich Schmidt exclaimed, “What USA could not do - you have done it ie converging government departments and disciplining the work force!”

Speaking on the Initiative Prof. HP Khincha – Chairman KSinC said “Karnataka has always been the pioneer in innovation and has driven India’s emergence as a World Leader in technology”. He was talking at a grand function organised jointly by KSinC and Google in the Taj Vivanta.

The award was to recognise four Innovation Corps from Karnataka for using Internet to make a positive difference in addressing a social, economic or community challenge. Four projects *Sakala (Timely & improved service delivery in Karnataka)* *Kanaja (An encyclopaedic knowledge portal in Kannada)*, *Red Bus (allowing people to choose the best service provider with ability to buy tickets and timely updates on timings)* & *mDhil (Timely access to health care that can save lives)* were selected for the Innovator awards.

Programs to celebrate Women’s Day and Sakala programs: Dr Shalini Participated in various programs as part of the International Woman’s day and spread the word of Sakala. In all these meetings, Dr Shalini explained how Sakala worked and what role women have in making a difference not only in Sakala but also in general towards the welfare of the citizens a prime focuses. She urged women self help group groups to come forward in spreading the word of Sakala.





Awareness generation by Aditi Mallya Students : Students of Aditi Mallaya added to the zeal by meeting citizens in the yelahanka area of Bangalore and educated citizens on the benefits of Sakala. The students were actively invloved in the awareness generation of sakala.



**Students seen interacting and explaining the features of Sakala**

The students conducted a survey before & After Sakala awareness and their findings are listed below:

- During a period of time when the Government was blamed for not completing the services on time very often, Sakala has come to the rescue.
- After various rounds of campaigning, more than 65% of the people do know about the Guarantee of Services to Citizens Act, as well as Sakala.
- The transport, BBMP, Home and passport departments seem to not have many customers.
- The departments most frequently visited are the FOOD, URBAN DEVELOPMENT, DRUG CONTROLS and SSLR.
- Sakala definitely has created a sense of satisfaction in the people as is evident from the survey.

Before it came into force, as many as 29 people said that the experience at a Government Department was horrible. Once, it came to force, 48 people said that the system had become better and rated their experience as 4 on scale of 0- 5.

**An initiative by the Helpdesk at Belgaum:** One of the helpdesk in Belgaum on their own initiative undertook to prepare a guide book/ready referencer for all helpdesks to be able to guide citizens in a better way. The book was authored by Sri Ashok Halagali & Sri R.R Soudatti. These books were sent to all the helpdesks as a ready referencer.



Government of Karnataka



Brief Report on

SAKALA Capacity Building Training Program for  
the implementing Officers of  
Karnataka Sakala Services Act-2011 (Sakala Act)  
Phase-I

(From June to December 2012)

Report by

Sri. H.P. Shiva Shankar  
Faculty, Public Administration-II



Administrative Training Institute  
Lalitha Mahal Road, Mysore-570 011

## Brief Report on Capacity Building Programs for Sakal Act Implementing officers & Cutting Edge Functionaries at Dist/Taluk level Phase-I (11 Departments & 151 Services)

### Part-I: Training Programs at ATI Mysore:

The CB Program for Sakal implementing officers & Functionaries was held at two levels as per the Action Plan. The first level of the program was in ATI for all 11 department Sakal implementing officers. It was planned to organize 40 programs for the departments estimating to cover about 1750 officers. The major departments like Revenue & RDPR were expected to get the more opportunities but it did not happen as the department did not respond as per the expectations.

As per the Action Plan for Training the cutting edge functionaries of the 11 departments identified under Sakal all 29 District Training Institutes were entrusted with the task of organizing programs at district level. It was projected at least 100 staff per taluka may have to be covered under CB training program. This works out to 176 Taluks x 100 totalling around 17,600. In addition to this number it was planned to cover PDOs of all Grama Panchayath & Chief Officers of ULBs. Accordingly the proposal was worked out & administrative sanction was given to all DTIs to organize programs locally in collaboration & guidance of the Deputy Commissioner who is Sakal Nodal Officer. Detailed guidelines were issued to all DTIs giving them the 2 day schedule, content to be used, handouts as supplementary reading both in soft as well hard copy. Required budget to organize the training program along with physical & financial target was communicated through an order dated 30.06.2012 & budget of Rs 46.54 lakh was released. The DTIs were communicated to conduct the programs as per the action plan. The DTIs were asked to submit a monthly progress report till the close of the program on December 2012.

**Training Materials:** The ATI prepared the following Handbooks/Manual to be used during Sakal Training program:

- 1) *Trainer's Manual on KGSC Act for the Trainers/Faculty of ATI Mysore:*
- 2) *Trainer's Manual for the use of Trainers at the District level*
- 3) *Handbook on Sakal for the use of Implementing Officers of the Act.*
- 4) *KGSC Act both English as well as Kannada (supplied by Sakal Mission)*
- 5) *Handouts & other materials circulated by Sakal Mission*

The Manual & Handbook shown in sl no 1 to 3 were got prepared by Dr. Sanjeevan Bajaj CEO Quality Forum, FICCI New Delhi & her associate Ms Prianka Kaushal. Both were part of ATI's Capacity Building Program on Sakal from the beginning. The materials & inputs keeping the 2 days schedule designed for CB program was the basis. Sri HP Shiva Shankar, Faculty Public Administration & Coordinator for Sakal Program in ATI developed the core content & inputs that should go in to the content of Sakal Training. Before finalizing the contents a formal review of the module that was designed for 2 days

district level Sakal Workshop while launching the KGSC Act. The experience of the first round of workshop & the ToTs guided the contents of Sakal CB Program.

#### Observations of the Course Coordinator:

Few departments that took SAKAL Training program on priority are: Transport, Commercial Tax, Labour, Municipal Admn & Education departments. However, the following departments were not so keen in deputing their officers for training: RDPR, Revenue, Women & Child Development & Food & Civil Supplies. F&CS department decided not to depute the officers quoting reason that all officers are engaged in Green Card (BPL Cards) distribution. The department also did not ask for alternative dates. The Police Department, however, kept itself outside the CB Training program from ATI.

The efforts made by the concerned Course co-coordinators were not short of any formal & informal practices. But still it did not work out for administrative reasons like:

The Letters were addressed to the Head of the department as per the practice. The HoDs of Revenue & RDPR happened to be Principal Secretaries & the communication from the Secretaries was sent to the DCs & CEOs. The instructions to depute the officers were not followed by the District Administration as they had their own priorities. Because of this problem there was very poor representation from the above two departments.

The other department with poor attendance is Women & Child Development. The services selected by the department under Sakal did not qualify to be continued as such there was repeated feedback from the officers for it's with drawl. Rightly the 3 services SNP & enrolment under ICDS was withdrawn. Having this information many officers from WCD did not attend the training though they were nominated.

The 2 days schedule was designed based on the common training need obtained during the 4 divisional Workshops under KGSC Act held between December-January 2012. The general structure of the Module & Schedule includes:

Conceptual clarity on Citizen, Customer, difference between the two, how a Citizen is also to be called as Customer, Customer Orientation, relationship, making services people friendly, Quality in Public Service, Quality Standards, dimensions of Quality, Service Gaps & methods to address. The second part of discussion deals with introduction to the Citizen's Charters, its relation to Citizen Focussed Delivery Mechanism.

Part-III of the program deals with KGSC Act its salient features, roles & responsibility of the implementing officers, duties of the DOs, COs & AAs. Emphasis is given to the department specific issues while discussing the issues. This is followed by defining "Process, elaborate how Work Flow Process is developed quoting the line departments few examples. This session is followed by a Group activity engaging the participants in developing a Work Flow Processes taking in to account the timeline fixed by the Act. The groups make their presentation followed by discussion & agree to the WFP. This will give the participants the actual practices as well as the requirement under the Act. After this



experience the participants are given the KGSC-Rules presentation underlining the importance of Roles & Responsibilities of the Officers under the KGSC-Rules. FAQs & Quiz are also part of the course and the same will be used depending up on the level of the participants.

IT input in Sakal is another session where the general inputs are given in the backdrop of departments' working examples. Some good practices of On-Line services provided by the departments like Commercial Tax, Transport are discussed in the session. NIC Bangalore which has supported KGSC Act with it IT inputs & Best Practices has worked very hard to make the session successful.

Resource Persons from IIM Bangalore, SAKAL Mission & NIC supported the training programs regularly in addition to the in-house faculty support. ATI had prepared pool of 8-10 Faculty Members to handle the Sakal Courses as well as facilitation. The Course was also supplemented with reading materials, handouts, copy of the KGSC Act & Rules. Sevottam Documentary film on Quality in Public Services developed by DARPG-GoI was used in the Course.

At the end of the Course there would be a FAQ/Quiz on SAKAL. The participants would give their feedback & evaluation in the format as well as orally. The following are few important points referred to during the different training sessions on the difficulties & suggestions made for further improvements under SAKAL.

Details of CB program organized in ATI Mysore for the implementing officers of Karnataka Sakal Act : Period July 2012 to December 2013

Sl	Name of the Dept	Projected Target		Cumulative Total-2012		Remarks
		No	Participants	No	Attended	
1	Transport Department	2	110	2	38	Estimated 3/ dist office but did not turn up
2	RDPR Department	6	176	3	53	Even after repeated invitation poor nominations from dept
3	Health & Family Welfare Dept.	8	300	8	191	
4	Municipal Admin. & ULBs	2	050	2	45	
5	Commercial Tax Department	1	025	1	44	
6	Education Department	3	065	3	56	
7	Labour Department	2	074	2	64	Fairly well represented
8	Revenue Department	8	371	7	101	Even after repeated invitation poor nominations from dept
9	Women & Child Dev Dept.	5	236	5	100	Dropping listed service from Sakal Act
10	Food & Civil Supplies	3	41	0	Nil	Declined to nominate the officers without any reasons
	Total	40	1750	33	592	

Note: The departments with poor deputations: RD &PR; H&FWS; Revenue; W&CD. Food & CS refused to nominate;

Observations of the Course Coordinator:

Few departments that took SAKAL Training program on priority are:- Transport, Commercial Tax, Labour, Municipal Admn & Education departments. However, the following departments were not so keen in deputing their officers for training: RDPR, Revenue, Women & Child Development & Food & Civil Supplies. F&CS department decided not to depute the officers quoting reason that all officers are engaged in Green Card (BPL Cards) distribution. The department also did not ask for alternative dates. The Police Department, however, kept itself outside the CB Training program from ATI.

The efforts made by the concerned Course co-coordinators were not short of any formal & informal practices. But still it did not work out for administrative reasons like:

The Letters were addressed to the Head of the department as per the practice. The HoDs of Revenue & RDPR happened to be Principal Secretaries & the communication from the Secretaries was sent to the DCs & CEOs. The instructions to depute the officers were not followed by the District Administration as they had their own priorities. Because of this problem there was very poor representation from the above two departments.

The other department with poor attendance is Women & Child Development. The services selected by the department under Sakal did not qualify to be continued as such there was repeated feedback from the officers for it's with drawl. Rightly the 3 services SNP & enrolment under ICDS was withdrawn. Having this information many officers from WCD did not attend the training though they were nominated.

**Difficulties faced by SAKAL Implementing Officers:**

Sl.No Departments	Difficulties faced by the officers in implementation of SAKALA	Suggestions for improvements or Innovations suggested for better implementation of SAKAL (Inc IT)
1. Labour Department	<ul style="list-style-type: none"> <li>Inadequate Technical/Skilled Staff compelling Officers to do everything by themselves..</li> <li>Officers &amp; staff need computer training</li> <li>Require changes in implementation of Sakala to generate GSC No etc.</li> <li>There are problems related to IT &amp; need to be addressed early for effective implementation.</li> <li>Application status is not being updated regularly. Leading to confusion when it reaches</li> </ul>	<ul style="list-style-type: none"> <li>Time limit given for the service "Complaints" needs to be enhanced from 60 days to 90 days.</li> <li>Time Limit given for the service "Amendment of Licence" has to be enhanced from 60 to 90 days.</li> <li>Asst. Labour Commissioners will be on tour for 3 to 4 Districts and during that period KGSC Org-User ID to be given.</li> <li>Time limit given too Boilers Inspection &amp; renewal is 17 days but we need minimum 30 days in the interest &amp; safety</li> </ul>

	<p>higher/approving authority &amp; finally disposed in the office. Needs clear Work flow Process.</p> <ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• GSC numbers for should be separate for boilers &amp; other services</li> </ul>
<p>2. RDPR Dept.</p>	<ul style="list-style-type: none"> <li>• Training for Field level Officers/Staff including Case Workers is a must.</li> <li>• As the Case Workers are not trained, the DOs are facing problems in delivery of Services under SAKALA. Training brings in them seriousness, mandatory duties and responsibilities.</li> <li>• Lack of adequate staff at G.P. level &amp; TP level</li> <li>• Non availability of Internet &amp; connectivity facility</li> <li>• SAKALA caseworker needs computer support. Presently few services can be delivered only after GB approval. Invariably there will be hiccups, owing to difference of opinion among GP members.</li> <li>• Lack of coordination b/w Elected body and Staff of GP</li> <li>• Lack of awareness at GP level on SAKALA concept.</li> </ul>	<ul style="list-style-type: none"> <li>• Internet in several parts of the State is not satisfactory. As a result, delivery of services with-in the time-norms is very difficult.</li> <li>• Proper training is essential for all level officers.</li> <li>• Computer education need to be given to all PDOs and Secretaries</li> <li>• Base level training is necessary for concerned Case-Workers and GP employees</li> <li>• Individuals with technical expertise are to be nominated</li> <li>• ಸೇವೆ 4 ರಲ್ಲಿ ಯಾವ ಯಾವ ಸೇವೆಗಳು ಬರುತ್ತವೆ ಎಂಬುದರ ಬಗ್ಗೆ ವಿವರವಾದ ಮಾಹಿತಿ ನೀಡುವುದು ಒಳ್ಳೆಯದು.</li> <li>• ಅನುಸೂಚಿತ ಸೇವೆಯ ಹೊರತಾಗಿಯೂ ನಿರೀಕ್ಷಿತ ಸೇವೆಗಳ ಬೇಡಿಕೆ ಬಗ್ಗೆ ಅರ್ಜಿ ಸಲ್ಲಿಸಿ ಪಡೆಯುವಂತಾಗಬೇಕು.</li> <li>• ಗ್ರಾಮ ಪಂಚಾಯತಿ ನೌಕರರಿಗೆ ಉತ್ತಮ ತರಬೇತಿ ನೀಡುವುದು.</li> <li>• ಯಾವುದೇ ಸ್ಥಳದಿಂದ ಅನುಸೂಚಿತ ಸೇವೆಗಳನ್ನು ಪೂರಕ ದಾಖಲೆಗಳನ್ನು ಸಲ್ಲಿಸಿ ಪಡೆಯುವಂತಾಗಬೇಕು.</li> <li>• IEC activities to be conducted to provide interaction &amp; importance of KGSC to be told</li> <li>• Needs Infrastructure support at GP level.</li> <li>• It is necessary to defines Service 1 to 3 &amp; segregate</li> <li>• Public awareness program including Elected Representatives may be conducted using different media.</li> <li>• Awareness program using media including TV is necessary.</li> </ul>
<p>3. Education Dept</p>	<ul style="list-style-type: none"> <li>• In the Education Department While submitting application for Recognition and Renewal of Recognition of School, the Management will submit application along with the statement stating that school have the Amenities. As per SAKAL Norms DO has to give</li> </ul>	<ul style="list-style-type: none"> <li>• There should be scope for rejection application for or Recogniti and Renewal of Recognition of School stating the lacunas found in the sp inspection report.</li> <li>• Sufficient infrastructure like Comput UPS and Internet facility has to provided.</li> </ul>

Part-II: Training Programs in DTIs:

Training Program for the Taluk & Dist level Functionaries of 11 Depts delivering 151 Services under SAKALA-Phase-I-in all 30 Districts

Sl.N	Districts	No of Taluks	DOs @ 40/Tq+OE @60/Tq	Empl Tqx100	Batches @ 40/B	Cumulative		In Percentage	
						Batch	Tr	Batch	Trainees
1	Bangalore(U)	3	120+180	300	8	8	269	100	89.9
2	Bangalore(R)	4	160+240	400	10	11	381	110	92.2
3	Chikkaballapura	6	240+360	600	15	15	424	100	70.6
4	Kolar	5	200+300	500	12	12	496	100	99.2
5	Tumkur	10	400+600	1000	25	25	740	100	74
6	Chitradurga	6	240+360	600	15	15	516	100	86
7	Davanagere	6	240+360	600	18	15	610	83.3	101
8	Shimoga	7	280+420	700	18	18	609	100	87
9	Shirsi	11	440+660	1100	25	25	752	100	68.3
10	D. Kannada	5	200+300	500	12	12	462	100	92.4
11	Udupi	3	120+180	300	08	08	296	100	98.6
12	Kodagu	3	120+180	300	08	08	226	100	75.3
13	Hassan	8	320+480	800	20	17	694	100	86.7
14	Chickmagalur	7	280+420	700	18	18	510	100	72.8
15	Mysore	7	280+420	700	18	22	737	122	105.2
16	CR Nagara	4	160+240	400	10	10	218	100	54.5
17	Mandya	7	280+420	700	18	18	573	100	81.8
18	Ramanagara	4	160+240	400	10	10	298	100	74.5
19	Gulbarga	10	400+600	1000	25	25	890	100	89.0
20	Yadagir	4	160+240	400	10	9	394	90	98.5-
21	Raichur	5	200+300	500	12	12	396	100	79.2
22	Koppala	4	160+240	400	10	11	410	110	102.5
23	Bidar	5	200+300	500	12	12	501	100	100.2
24	Bellary	7	280+420	700	18	23	714	127.7	102
25	Bijapur	5	200+300	500	12	12	455	100	91
26	Gadag	5	200+300	500	12	12	410	100	82
27	Bagalkote	6	240+360	600	15	7	311	63.6	51.8
28	Belguam	10	400+600	1000	25	26	979	104	97.6
29	Haveri	7	280+420	700	18	18	534	100	76.28
30	Dharwar	5	200+300	500	12	15	587	125	117.4
	Total	176X 100	7040+ 10560	17600	446	449	15,392		



**A group discussion in progress in ATI**



**Participants seen interacting with DGATI – Dr Amita Prasad**

Subject: Fw: Supporting documents for the 2013 United Nations Public Service Awards

To: kauzya@un.org; algain@un.org; armstronge@un.org; velazco-juarez@un.org

CC: aprasad6@worldbank.org

From: rlomme@worldbank.org

Date: Fri, 1 Mar 2013 15:19:29 +0530

My apologies for my slightly delayed feedback.

From our point of view, the right to service is an important tool to enhance effectiveness of service delivery in India. Karnataka is one of the pioneering states in India in this area. Its experience has proved quite useful for newcomers which have enacted the right but still have to figure how to implement it effectively. What seems especially remarkable to us is the determination of the Government of Karnataka to make it effective and its recognition that, as any administrative reforms or accountability mechanism, it is resisted by the bureaucracy, which manages to game the system, and that such resistance has still to be effectively addressed. Such candidness is a rare occurrence which reflects the pragmatic and vigilant approach of public officials in Karnataka and their tracking of the whole delivery chain from back office process constraints and necessary re-engineering to quality of service and access to service as an outcome.

This is in this respect that I believe the Government of Karnataka deserves recognition.

With my Best regards

**Roland Lomme**  
**Governance Advisor**  
**South Asia Governance and Public Sector unit**  
**World Bank**  
**70 Lodhi Estate**  
**New Delhi, 110003, India**  
**Tel: +91 11 47 9432**  
**Email: rlomme@worldbank.org**



The University of Chicago Booth School of Business

The University of Chicago  
Booth School of Business  
5807 S. Woodlawn Ave.  
Chicago, IL 60637  
Tel:  
Fax: (773) 702-0458

**Facsimile Transmission**

Date	02/12/13	<input type="checkbox"/> Urgent	<input type="checkbox"/> Reply ASAP
Number of Pages (including cover)	(4)	<input type="checkbox"/> For your review	<input type="checkbox"/> Please comment
To	DR RAJNEESH	From	MARIANNE BERTRAND
Phone		Phone	
Fax		Fax	
cc			

011-91-80-220 32 82 5

OR

011-91-080-220 32 82 5

Confidentiality Notice: This message is intended only for the use of the individual or entity to which it is addressed and may contain information that is privileged, confidential and exempt from disclosure under law. If the reader of this message is not the intended recipient, or the employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by telephone and destroy the original message and all copies.

February 11<sup>th</sup>, 2013

The University of Chicago  
Booth School of Business  
5807 South Woodlawn Avenue  
Chicago, Illinois 60637

To Whom It May Concern:

For the last couple of years I have been undertaking varied research related to service delivery and bureaucracy in India. It was in this regard that in October, 2012 the Karnataka Guarantee of Services Act 2011 (the Sakala act) caught my attention. In order to better understand the impact of the Sakala act on public service delivery in Karnataka, I am currently conducting a household survey that captures the changes in citizen experiences and in citizen perceptions before and after Sakala.

The service delivery mechanism in all of India has been known for issues such as delays in obtaining services from the government, apathetic attitude of the staff, lack of single window solutions, and rampant retail level corruption. The Sakala act aimed to fix these issues through a series of much needed interventions. It empowers citizens to avail the government services as a matter of right, legally as well as systemically.

Sakala created a single monitoring system for service delivery. Before Sakala, there was no way for a senior officer to see how various office locations and various types of services under him were performing. Now, a senior officer has the ability to track the weak links in the delivery chain. An officer can monitor the performance of specific departments, specific services within those departments, and specific locations which provide departmental services up to the village level. Sakala system empowers an officer with information and increases difficulty for lax subordinates to avoid capture.

Prior to Sakala there were no rules which mandated that a service request be completed under a time limit. Sakala altered that by fixing time frames for each service. In order to ensure buy-in from the lower level departmental officers, the Sakala department did not force these time lines on the departments. On the contrary, Sakala followed a bottom up approach where all the departments were asked to come up with the workflow and suggest suitable time frames for each of the services. In cases where time frames seemed unreasonable, the department asked for suitable explanations and if not satisfied recommended modifications.

One of the hardest parts of getting a service in government departments is figuring who is the person responsible for ensuring delivery. In a lot of cases there was never a single point of interaction, which used to make citizens feel lost and disempowered. Sakala fixes responsibility



on a single official in a particular location thereby making it very easy for the citizens to communicate regarding his service request.

The design of the sakala system is modular, scalable and minimally invasive. There is a clear effort towards reducing dependency on human interaction by use of information technology. At the same time the focus is on integrating with already existing processes and systems as supposed to enforcing new process top down. If a department already had an IT system in place, the Sakala servers interact directly with the IT system thereby requiring minimal changes in the working of the concerned department. If a department is not IT enabled, then funding was provided to setup an internet enabled computer at the front desk which updates the Sakala system. However the subsequent steps in completing the service delivery stay the same.


Under Sakala, a helpline number has also been established. Outsourcing of this service to a professional private provider ensures quality of service. The call center also acts as a grievance redressal mechanism through which citizens can not only report Sakala related complaints but also file issues related to departments and services which are currently not under Sakala. Nodal officers have been instituted in all the departments who ensure that the relevant complaints get resolved. Awareness of this number is still lacking but it has the potential to become an effective tool in the hands of each citizen.

Gradually, Sakala hopes to bring each and every government service within its framework. With 265 services, this system already covers the most number of services by any other such system in the entire country. According to government reports, in a span of 8 months more than 15 million applications have been received while more than 97.62% have been disposed in-time.

While I am still in the middle of my own data collection on citizen's experiences with and perceptions of public service delivery under Sakala, I am very impressed with the thoroughness and the attention to detail with which the sakala team has gone about achieving its objectives. Sakala is trying to change a system which has been in place for more than 50 years and the inertia that it needs to overcome is immense. It is refreshing to see the passion and focus amongst the top leadership to succeed in their mission. I have no inhibitions in whole heartedly recommending the Sakala team for the UN Public Service Awards.

Please do not hesitate to contact me via phone or mail if you need any additional information from me.

Best Regards,



Marianne Bertrand  
Chris P. Dialynas Distinguished Service Professor of Economics  
Booth School of Business  
University of Chicago  
5807 S Woodlawn Avenue

Chicago, IL 60637  
Phone: 773 8345943  
Email: [marianne.bertrand@chicagobooth.edu](mailto:marianne.bertrand@chicagobooth.edu)



FAX : 91-80-23211798

91-80-23217008

E-mail: [director@isec.ac.in](mailto:director@isec.ac.in)  
[deshpande@isec.ac.in](mailto:deshpande@isec.ac.in)

Web: [www.isec.ac.in](http://www.isec.ac.in)

## INSTITUTE FOR SOCIAL AND ECONOMIC CHANGE

Dr V.K.R.V Rao Road Nagarabhavi PO: BANGALORE-560 072

**Prof. R.S. Deshpande**  
Director

Phone: Off: 91-80-23217010  
Res: 91-80-23215555

Ref: DPA/120/2013

February 14, 2013

### **To Whom So Ever It May Concern**

One of the main irritants in any implementation of developmental programmes is the timeliness of decision making and delay in handling the cases. The Karnataka Guarantee of Services Act 2011 is a historical legislation that guaranteed timeliness of basic services to the citizens of Karnataka. Initially, there were speculations about its implementability and taking it up to the grass-root offices. But the effective administration and perfect logistics proved it as an important success. Currently the legislation covers 265 services across 30 Departments including caste and income certificates, birth and death certificates, and driving licenses, vehicle registration, and house plan sanctions among others. The process brought to the books accountability-responsibility and transparency in the basic services and at the same time plugged the corrupt practices. This mandate is a hall mark in the good governance. It fixes accountability on responsible official for the service, empowers citizens to avail of services as a matter of right, and prevents corrupt practices and government induced inefficiencies in the delivery of public services.

We noted that during the first eight months of its operations more than 15 million applications for services have been received and about 98 percent have been cleared. This is a remarkable achievement. Now the delivery has become significantly faster due to strong accountability clause and it is estimated more than 400 times faster now. The Act and its implementation referred to as "Sakala" . It has become a household word and looked as an important help point by the people. Its impact in reducing the processing time in implementation of developmental schemes and building confidence of the people is remarkable. It will be always treated as an important step towards good governance. I am sure the Karnataka experiment in Sakala will serve as a model as also pave a path of excellent governance in the country.

R S Deshpande  
Director

United Nations Public Service Awards

**Date 2/14/13**

Re: Letter of Reference for Dr. Shalini Rajneesh

Dear Sirs,

As a long time advocate and likely the originator of the concept of Enterprise Architecture as paramount for managing complexity and extreme rates of change, I am pleased to acknowledge Dr. Shalini Rajneesh and her dedication in employing these concepts in managing the State of Karnataka. She strongly believes in using the Zachman Framework as the foundational structure for integrating the State's departments' plans and functionality. Her ambitious prototype initiative, Sakala, is intended to set the pattern and create the precedent for expanding this effort State-wide, establishing context and evaluation criteria for the departments' health and maturity in planning, business process management, information technology and execution efforts in meeting government objectives.

I applaud Dr. Shalini and commend her concerted efforts in employing these critical Enterprise Architecture concepts for the betterment of the citizens of Karnataka.

Thank you Dr. Shalini Rajneesh. I hope you become a model for many Enterprises, in particular, governmental Enterprises that affect the many multitudes of the world's citizens.

Sincerely,



John A. Zachman  
CEO  
Zachman International, Inc.

John A. Zachman  
CEO  
Zachman International, Inc.  
2222 Foothill Blvd  
Ste 337  
La Canada, CA 91011 USA  
**T** (818)244-3763 X101  
**F** (818) 459-5099  
JAZachman@Zachman.com  
Zachman.com

संजय कोठारी  
Sanjay Kothari

सचिव  
Secretary



भारत सरकार,  
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय,  
प्रशासनिक सुधार और लोक शिकायत विभाग,  
सरदार पटेल भवन, संसद मार्ग,  
नई दिल्ली-110001

GOVERNMENT OF INDIA,  
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS,  
DEPARTMENT OF ADMINISTRATIVE REFORMS  
& PUBLIC GRIEVANCES,  
SARDAR PATEL BHAVAN, SANSAD MARG,  
NEW DELHI-110001

D. O. No. K -11025/1/2012 -PG

12<sup>th</sup> September, 2012

CS | 7952 | comp | 2012  
18/09/2012


Dear Sri S.V. Ranganath,

Please refer to your D. O. letter No. DPAR 92 Yo Ma Sa 2012 dated 04.09.2012, informing about the single portal called e-JANASPANDANA. The portal is a single window agency as recommended in the First Report of the Second ARC. It can be used by citizens for grievances, RTI, and Sakala (Guarantee of Services).

2) I am happy to note the successful creation and implementation of e-JANASPANDANA by Department of Administrative Reforms. I also wish to put on record, my appreciation of the excellent progress made in the implementation of the Sakala Act, so far. I am saying this on basis of the Report on the Quick Study of the Sakala Service Delivery System, done by the DARPG team, that visited Bangalore last week. I wish you all success in both these Citizen Centric Initiatives.

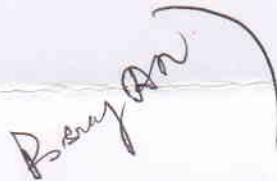
With warm regards

Yours sincerely,

 12/9/2012

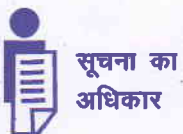
(Sanjay Kothari)

Shri S. V. Ranganath,  
Chief Secretary,  
Government of Karnataka,  
Room No. 320,  
3<sup>rd</sup> floor, Vidhana Soudha,  
Bangalore - 560 001



  
Personal Secretary to  
Chief Secretary

So 23/9  
fax copy to AMD, Addl. Secy (JanSp)



सूचना का  
अधिकार

Please Visit Our Websites : <http://darpn.nic.in>; <http://darpn-grievance.nic.in>; <http://goicharters.nic.in>

टेलीफैक्स/Telefax : ++91 11 2374 2133; ++91 11 2374 2546

## Sakala in the News!

# Sakala Receives Ten Million Applications

### Express News Service

**Bangalore:** "The launch of the Sakala has brought smiles for over ten million citizens in the state," said Law and Parliamentary Affairs Minister S Suresh Kumar on Tuesday.

He said on September 4, Sakala achieved a milestone when the number of applications had reached 1 crore.

Terming September a 'consolidation month', he said it had not only completed six months, but also witnessed a higher disposal of applications than the receipts. "While the cumulative receipts of the applications under Sakala reached 1,14,18,551 in September, the disposal in time also crossed 109,27,615 in the same month," he said.

Complimenting the Saka-

la team for making the implementation of the scheme as "grand success", the minister said that recognition to the scheme is not only pouring in from other states but also from other countries.

"Bangladesh had invited Sakala mission officials from Karnataka to be their resource person in implanting a system similar to Sakala in their country," he said.

Outlining the performance of the scheme in the state, he said that at the end of September 2012, Chitradurga is ranked first followed by Uttara Kannada and Dakshina Kannada.

He said, "Till today as many as 124,61,806 applications were received and the disposal stood at 121,16,458." The state government has decided to include another 114 services under Sakala.

## Thirty more services to be added to Sakala

The default rate in delivering services under the scheme is only 1.1 per cent

Special Correspondent

**BANGALORE:** The jurisdiction of Karnataka Guarantee of Services to Citizens Act (Sakala) that promises delivery of certain services to people within prescribed deadlines is set to grow. The Act that presently covers 151 services will have another 30 to 32 services under its ambit by this month-end.

Disclosing this to media persons on the sidelines of a seminar organised by the IIM-Bangalore and Department of Personnel and Administrative Reforms, to build a network of consumer forum representatives for effective dissemination of information on the Act, Sakala Mission Director Shalini Rajneesh said. "One-hundred-and-fifty-one (the present number of services being covered under Sakala) is not the final limit. The list is bound to grow."

The process of gearing up the departments concerned to include the new services has commenced. The list of new services to be included under Sakala had been prepared based on the public demand ascertained through various measures, including enquiries made at the Sakala call centres, she said.

About 32 lakh requests had been disposed of under Sakala within three months of enforcement of the Act, she said. Only 1.1 per cent of defaulting had been reported while delivering these services, which was the lowest when compared with the defaulting percentage of other States that are implementing Sakala, she said.

### Helpdesks in district, taluk centres

Special Correspondent

**BANGALORE:** In a bid to provide assistance to service-seekers under the Karnataka Guarantee of Services to Citizens' Act and also get their feedback, the State government will set up helpdesks comprising representatives of consumer forums at all the taluk and district centres.

Disclosing this to media persons here on Monday, Sakala Mission

Director Shalini Rajneesh said the government wanted consumers' forums to be part of the helpdesks mainly to bring about transparency and also to know the problems of the system from the users' perspective. Such desks would now be set up at 176 taluks and 80 district centres, she said.

Remuneration

The consumer organisations would get some remuneration for

operating these desks. In addition to granting space, a one-time grant of Rs. 10,000 would be given for buying furniture. An allowance of Rs. 2,000 towards stationery and a grant of Rs. 10,000 towards the salary of staff would be provided every month from the government for maintaining these helpdesks, she said.

The State government was trying to get grants from the Centre for maintaining the helpdesks.

operating these desks. In addition to granting space, a one-time grant of Rs. 10,000 would be given for buying furniture. An allowance of Rs. 2,000 towards stationery and a grant of Rs. 10,000 towards the salary of staff would be provided every month from the government for maintaining these helpdesks, she said.

The State government was trying to get grants from the Centre for maintaining the helpdesks.

The State government was trying to get grants from the Centre for maintaining the helpdesks.

The State government was trying to get grants from the Centre for maintaining the helpdesks.

operating these desks. In addition to granting space, a one-time grant of Rs. 10,000 would be given for buying furniture. An allowance of Rs. 2,000 towards stationery and a grant of Rs. 10,000 towards the salary of staff would be provided every month from the government for maintaining these helpdesks, she said.

The State government was trying to get grants from the Centre for maintaining the helpdesks.

The State government was trying to get grants from the Centre for maintaining the helpdesks.

The State government was trying to get grants from the Centre for maintaining the helpdesks.

The State government was trying to get grants from the Centre for maintaining the helpdesks.

The Hindu  
12-6-2012 -

30

# Soudha services to come under Sakaala

Deccan Herald 3 Nov 2014

## Afghanistan, Bangladesh evince interest in emulating time-bound delivery model

**BANGALORE:** The number of services under the Sakaala went up to 265 with the inclusion of 114 services on Friday.

Some services at the Secretariat too will come under the flagship scheme of the Karnataka government. Law and Parliamentary Affairs Minister S Suresh Kumar has said.

Speaking at a function to mark the inclusion of more services under Sakaala here on Friday, Suresh Kumar said success of the scheme has impressed the Union government as well as Bangladesh that they want to emulate the Karnataka model of time-bound service delivery.

"It is a proud occasion for us

when Manish Mudgal, Additional Secretary, Department of Personnel and Administrative Reforms will help Bangladesh implement Sakaala scheme," he added.

About the success rate, the minister quipped, "Our strike rate is much higher than (Mahendra Singh) Dhoni and (Virender) Sehwag. Since the launch of the scheme till date we have received as many as 1.22 crore applications, of which 1.22 crore applications have been disposed."

Recalling an incident which compelled him to introduce Sakaala in Karnataka, Suresh Kumar said a man born blind from Chikmagalur came to him complaining that the village accountant demanded a



bribe of Rs 2,000 to grant him pension.

"This made me think of services, which could be implemented on a time-bound fashion," the minister said.

Bangalore South MP

Ananth Kumar said Sakaala was unique as it offered a wide range of services, which are not available in any other state. He demanded the Union government to implement Citizens' Charter at the national level as Lokpal Bill.

Deputy Chief Minister R Ashoka said Sakaala would prevent people from knocking the doors of the politicians.

### Afghan delegation

Governors from 14 provinces of Afghanistan on Friday attended an informative session on civic administration, including the Sakaala services, on Friday.

The Afghan delegates are in the country as part of a bilateral programme between India

and Afghanistan wherein administrators from the Islamic country are imparted training by their Indian counterparts.

The delegation, which is being trained at the Indian Institute of Public Administration (IIPA), New Delhi, was sent to Bangalore to learn about the various 'innovative systems' put in place by the Government of Karnataka.

Addressing the visiting delegation, Mounish Moudgil, Additional Mission Director, Citizen-Oriented Service, Karnataka, said that the State was striving at putting in place various systems that would enhance the dialogue between the government representatives and the public.

The members of the delegation were introduced to the Karnataka Guarantee of Service to Citizens Act, 2011, and the Sakaala scheme.

Syed Mohammad Rafat, a member of the delegation, sought information on the way the government caters to needs of citizens in tribal areas and the process of recruiting civil servants for such areas.

The Afghans were given a presentation on the kind of infrastructure required to put in place a system that would further citizen-government interaction.

Moudgil suggested that they could go for a technology-driven solution and also have a call centre in Bangalore.

DH News Service

# Incorrect data entry, wrong house owner

## BBMP Records Show Professor's House In Another Person's Name Due To Error In The Khata Number

Sunitha Rao R | TNM

### TIMES VIEW

**Bangalore:** This law professor based in Ireland got the shock of his life last week when he was unable to pay the property tax for his house in the city.

Reason? The BBMP records said that the property was in someone else's name. The matter was eventually sorted out but it raised two important issues: one, how a careless clerical error can change property ownership; and two, how through Sakala, the government services scheme, this case was resolved in four days even though this particular service doesn't directly come under its purview.

The anomaly in records came to light when Sandeep Gopalan, head of the Department of Law, National University of Ireland Maynooth, who owns a property near Kasturba Road in Bangalore was informed by his mother that she was unable to pay the property tax for his house last week. Sandeep has been paying tax to the same property for many years, and was shocked to further learn that the BBMP documents suddenly showed up some other person as owner for that property.

A worried Sandeep sent a

mail four days ago to BBMP commissioner Rajneesh Goel and also to Shalini Rajneesh, secretary to government in administrative reforms and head of Sakala.

Referring to possible fraudulent activity involving his flat in Golden Orchid Apartments on Kasturba Road, Sandeep wrote, "My mother went to your offices in the Utility Building to pay the property tax for this year, when she was told, much to her astonishment, that the property was transferred to another person's name. The name given was Dr Kishnaswamy Prasad. We have no

idea who this person is or why the records show his name against my property."

The case was moved by Shalini to the Sakala call centre Transact Global, run by Darshan Chinnappa, who investigated the case. "The mistake had occurred during data entry of the PID number (or khata number) by an operator. When we checked with the original khata records, Sandeep's name was there. We directed BBMP officials to make necessary changes in the khata extracts that was showing Krishna Prasad's name for the property belonging to Sandeep. BBMP took two more days to rectify the error. It was an error made in uploading PID number, that caused ownership change," explained Darshan. This is one of the non-Sakala complaints that we attended to, he added.

Sandeep mentioned in his mail that his family was asked to give bribe at the property tax centre. A Rhodes Scholar at Oxford University, Sandeep is an alumnus of NLS, Bangalore. After the issue was resolved in four days, Sandeep wrote to Sakala team saying, "I appreciate your swift resolution of this situation as it caused some stress to me."

# 6 months on, Sakala going strong

Sunitha Rao R | TNM

**Bangalore:** It's 8 am on Friday morning. Vikas Tavaregeri, 23, has several problems on hand: garbage not lifted, citizens who have not got their khata, widows who have not received their pension. Similar complaints are pouring in for seven other youngsters sitting in an office near Yeswanthpur flyover.

Meet the young brigade that is trying to find quick solutions to complaints by anxious citizens, even as they keep piling through the day. This team mans a call centre for the Sakala helpline. The youngsters work from 8 am to 8 pm receiving calls from across the state. In the last ten days, the helpline has got 368 complaint calls on garbage, and all have been resolved by BBMP.

This team carries Sakala messages to the general public every day.

"About 29 percent of the calls pertain to problems in procuring khata certificate, about 20 percent each pertain to land survey related problems and water supply while 5 percent of callers seek information on



MAY I HELP YOU? Helpline staffers cater to the entire state

### DIAL FOR HELP

Sakala helpline number is 009-4455 4455. You can ring this number to find out the procedural queries or delay in the delivery of services of the government under Sakala scheme. Whenever the request for the service is made under Sakala, the applicant first receives an

acknowledgement slip with a unique number. This ensures that the request for service will be processed within specified days. Sakala takes care of 151 services of 11 departments. In a month's time, 118 new services will come under its ambit. The most sought after services pertain to voter ID cards and garbage clearance.

RTC (record of rights, tenancy and crop). There were even calls made to the helpline about lack of computers in Nemmadi

Kondras or delay in the payment of MNRREGA wages. These are all non-Sakala complaints, which we bring to notice of the officials

concerned," said Darshan Chinnappa, director of Transact Global, a call centre for Sakala.

There are instances where callers weep on the phone and ask for solutions to problems that don't come under Sakala, says Vikas. "An elderly woman from Bangalore rural district had called me complaining about the problems she was facing in getting widow pension. For them, calling up the Sakala helpline is a way to reach the government. Though pension is not one of the services covered under Sakala, we brought the issue to the notice of the pension authorities," said Vikas.

Since its inception in April this year, the Sakala helpline has received over a lakh queries. Of the 1,11,941 complaints, it has registered 119 appeals. Appeals are registered in case of delay in the delivery of services and compensation is sought.

Majority of the calls made to the call centre are from Bangalore, though in terms of applications, the government is getting more responses from North Karnataka region.

## Karnataka to bring more services under 'Sakala'

OUR BUREAU

SHARE · COMMENT · PRINT · T+

RELATED

TOPICS

India  
 Karnataka

politics  
 government

**MANGALORE, OCT. 30:** The Karnataka Government will bring 116 more services under the 'Sakala' programme to provide services to citizens within a stipulated timeframe.

The additional 116 services will be brought under 'Sakala' on a pilot basis in four taluks of the State from November 2. The programme is implemented under the Karnataka Guarantee of Services to Citizens Act.

N.S. Channappa Gowda, Deputy Commissioner of Dakshina Kannada district, said here that as of now 151 services are under 'Sakala'.

Another 116 services will be brought under Sakala in four taluks, including Puttur taluk in Dakshina Kannada district, in the State from November 2. The other taluks are from Dharwad, Chitradurga and Bidar districts.

Services provided by various departments in the State come under Sakala. The decision to bring services provided by the Social Welfare Department and the Mangalore Electricity Supply Company (Mescom) will be taken soon, he said.

It may be mentioned here that Puttur taluk in Dakshina Kannada was one among the four taluks in the State to implement this programme on a pilot basis in March this year. Later on, the government extended the programme to other parts of the State.

[vinayak.aj@thehindu.co.in](mailto:vinayak.aj@thehindu.co.in)

Keywords: Sakala programme in Karnataka,

## Bangalore Urban performs poorly under Sakala

Special Correspondent

**BANGALORE:** Bangalore Urban District, headquarters for many State government departments and agencies, has performed poorly in the disposal of applications under Sakala scheme in August and is ranked 29th among 30 districts.

Minister for Law and Parliamentary Affairs Minister S. Suresh Kumar, who also holds the Urban Development portfolio, on Friday released the Sakala report card for August and reviewed performance of the scheme. Sakala Mission Director Shalini

- Bangalore Urban ranked last in the disposal of applications related to Revenue Department
- 1.12 crore applications have been received under the scheme since April 2

Rajneesh was present.

Kodagu, Chickballapur, Uttara Kannada, Dakshina Kannada and Kolar are top performing districts in August while Bidar (30th rank), Bangalore Urban (29), Dharwad (28), Hassan (27) and Mysore (26) performed poorly.

Bangalore Urban has received 3,17,301 applications

(excluding commercial department) and disposed of 3,01,437, which accounted for 20.41 per cent of the total applications received in the State in August, with most inquiries related to the Bangalore Water Supply Sewerage Board, Bangalore Development Authority and Revenue Department.

There was delay in the dis-

posal of 8.46 per cent of total applications received in Bangalore Urban in August compared to just 0.20 per cent in Kodagu, which topped the list. Bidar district ranked last with the delay in the disposal of 11.08 per cent of total applications (50,629) received, the report said.

Bangalore Urban ranked last in the disposal of applications related to the Revenue Department. There was a delay in the disposal of 15.9 per cent of the total applications (1,47,694) while Chikballapur stood first with a delay in the disposal of 0.1 per cent of applications.

While BWSSB has received 5,451 applications and disposed of 4,551, the BBMP has received 59,150 applications and disposed of 55,603. Delayed disposal constituted 8.86 per cent while pendency was 2.60 per cent in the BBMP.

A total of 1.12 crore applications were received since April 2 and of that 1.7 crore applications were disposed of in time. He said rejection rates had declined from 7.49 per cent in April to 5.83 per cent in August. With the inclusion of 118 services recently, 265 services come under Sakala, the Minister said.



# Soon, babus who delay services may face fines

## Cabinet To Take Up Bill Today

Rajeev Deshpande | TNN

**New Delhi:** The Cabinet on Thursday will consider a bill providing for time-bound delivery of services like pensions, passports, caste certificates, ration cards and tax refunds with a penal-

### ► Powerful bill, P 9

ty of Rs 250 a day subject to a maximum of Rs 50,000 for default.

The right of citizens for time-bound delivery of goods and services and redressal of grievances Bill is to be enacted under the

## TIME FOR A CHANGE

The bill covers needs like passports, transport, caste certificates, power utilities or issues like release of funds for pollution abatement and police procedures for arrest

► The law will ensure that all states offer time-bound services relating to services listed in the Centre's citizen's charter. The concept was implemented by the UK in 1991

► Intended to blunt the Anna Hazare campaign, the bill is being brought to the cabinet 15 months after it was introduced in Lok Sabha in Dec 2011

► Penalties include fine up to ₹50,000, investigation for corruption and disciplinary procedures for deliberate delays



► Grievance redressal officers to be in place from central to panchayat level. The bill regulates public officials at central and state levels under the clause "actionable wrong" in the concurrent list.

► Public authority will include ministries, public-private partnership, NGOs funded by govt. and private firms providing outsourced government services.

concurrent list, which means all states have to offer the entire gamut of services listed by the Centre's citizen's charter.

Karnataka has already implemented a

similar scheme, Sakala.

Although many states offer time-bound delivery of certain services, the list is not as exhaustive as conceived by the Centre in response to the Anna

Hazare agitation.

Provisions of the bill allow a state or central grievance redressal commission to refer a case for criminal investigation or inquiry by the Lokpal.

# Sakaal: Dharwad is first in State

81,303 applications received, 80,381 disposed-off, says Shalini

**DHARWAD:** Dharwad district administration, which has claimed first position in implementation of the 'bhu-mi' project a few months ago and had become a model to the State, has now clinched the number one position in effective implementation of the State Government's ambitious project, the 'Sakaal' scheme.

Informing this to media persons in Dharwad on Saturday, Department of Personnel & Administrative Reforms Secretary Shalini Rajnish stated that the government, to encourage the district officials towards working effectively and reaching the government services to the general public, has started to give monthly ranks under the Sakaal scheme.

For the month of February, the Dharwad district has reached the top position by disposing-off 99.5 per cent applications.

She said, during the month of February, the district has re-



Department of Personnel & Administrative Reforms Secretary Shalini Rajnish holding the Sakaal review meeting at the deputy commissioner's office in Dharwad on Saturday. Assistant Commissioner Shivanand Kapse, and ZP CEO P A Megannavar are also present. DH 19/02/13

80,381 applications have been disposed-off.

For the first time, the government has introduced taluk-wise ranking too from this month. All the five taluks in the district have also fared well. Kalghatgi taluk stands in third position, while Navalgund in fifth position, Dharwad sixth, Hubli 14th, and Kundgol 20th

Disclosing the State statistics, Shalini Rajnish Goel stated that from April 2012 to February 2013, more than 1.80 crore applications have been received under the Sakaal scheme seeking various government services of which 1.77 crore applications have been disposed-off. There is some delay caused by the Police Department and Atal Janasnehi

Kendra. During the month of February, more than 12.98 lakh applications have been received and 12.57 lakh applications have been disposed-off.

There were instances of applications getting rejected following heavy documentation for some of the services. However, help desks have been opened in every district administration office and people can

enquire about the documents required to attach to the application under Sakaal. These help desks have come in handy in reducing the rejection rate from 7.8 per cent to present 3.67 per cent, she said, and added that the department is also educating the applicant on how to fill up the forms and the documents to be enclosed.

She said, the Sakaal scheme was introduced in Karnataka after Madhya Pradesh. However, within one year, the State has occupied the first position in effective implementation of the scheme and has earned laurels from the Union Government. Today, more than 265 government services are available under the Sakaal scheme, she added.

The department is aiming to reach six crore people in the next one year and emphasis has been given for effective adaptation of Information & Technology.

Assistant Commissioner Shivanand Kapse was also present.

DH News Service

# Bijapur still cripples in 'Sakaal'

Slumbering admin must be made more people friendly: Shalini Goel

**BIJAPUR:** "It is disgusting that Bijapur district is in the last position in respect to implementation of the most ambitious Sakaal scheme of the State government," revealed Department of Personnel & Administrative Reforms (DPAR) Secretary Shalini Goel.

Addressing media persons here on Saturday, she said that there was a necessity to whip up the slumbering administration to make it more people friendly.

Attributing official indifference and ignorance of people as the major reasons for the poor state of affairs in Bijapur district, she said that only proper awareness would wake up the bureaucracy and make it work.

Making administration machinery work to its capacity depended greatly upon the enlightened citizens. She had warned the officials of the district against their lethargy and had given them some reprieve so that they could fall in line with the expectations of the government, she said.

Giving her plans of creating awareness about Sakaal among innocent masses, she said that on March 8, the day



## More useful scheme

- Sakaal has not completely freed the citizens from official exploitation but there is a marked reduction in the exploitation
- Corruption which had become an accepted formality in the government offices has come down as people need not go to offices every now and then
- The middlemen menace

has almost come to an end and there will be further reforms as the services covered under Sakaal will be made online

■ Sakaal will yield rich dividends with the meaningful participation of citizens. Lot many changes could be brought if people are aware of what the government has given them

officer and within minutes, things would be set right.

She said that as many as 1,80 crore applications had been received under Sakaal and 1,77 crore had been disposed off with an excellent record of 97.83 per cent success. She claimed that Karnataka topped the list of States that have adopted Sakaal.

She said that the speed at which Sakaal was being implemented, the day was not far away when nearly two to three crore population of the State would be covered.

Ms Shalini said that the introduction of Sakaal had not completely freed the citizens from official exploitation. But

there had been a marked reduction in it. She claimed that the corruption that had become an accepted formality in the government offices had also come down as the people need not go to offices every now and then.

The middlemen menace had almost come to an end, she said adding that there would be further reforms as the services covered under Sakaal would be made online.

She said that a system like Sakaal would yield rich dividends with the meaningful participation of citizens. She expressed confidence that lot many changes could be brought if people were aware

of what the government had given them.

Ms Shalini said that the government offered 1,800 services to its citizens and only 215 had been covered under the Sakaal and added that the Sakaal had still a long way to go to respond to every need of the citizens.

When asked what punitive measures were taken against the officers for not carrying out the work, she said that an officer who would make default seven times, would be made to hear music. The official might face cut in increment, suspension and even dismissal from service. Besides these, he would be required to pay ₹ 20 per day of delay in disposing the case.

She revealed that the government had set up a corpus fund of ₹ 5 crore for compensating applicants. The penalty amount thus paid to the applicant would be recovered from his salary, she said.

She said that the Sakaal is subjected to a third party inspection to assess its performance and the Indian Management Research Bureau (IMRB) has been entrusted the task of finding out how effective or ineffective the system had been.

DH News Service



ಕರ್ನಾಟಕ ಸರ್ಕಾರ  
ಕರ್ನಾಟಕ ಸಕಾಲ ಸೇವೆಗಳ ಕಾಯಿದೆ - ೨೦೧೧

**Karnataka Sakala Services Act - 2011**

Home About Act FAQ Departments Services Office Service Procedure Feedback Search Forms Contact Us

Welcome to Karnataka Sakala Services Act - 2011 System



**ಕನ್ನಡ ಅವತರಣ**

**Check Services Request Status**

Enter the GSC/FAP/SAP No.

-  -

OR

[Help on GSC Status](#) [Help on GSC SMS](#)

**Call Center**

Please contact the following number for clarifications

**080-4455 4455**

Visitor No : 475940

Sakala Clock

Public Reports

February Report Card

Previous months report

Sakala Audio Video



SHALINI RAJNEESH (IAS:1989), Secretary, DoP and Administrative Reforms, Government of Karnataka

## *Yatha raja, Tatha praja...*

Our *Bureaucrat of the month* for February 2013, Dr Shalini Rajneesh (IAS:1989), stands out in her dedication towards charting a new chapter for guaranteeing instant delivery of Government services in Karnataka. Such path-breaking models which benefit the common man can be introduced in all other States to ensure accuracy in the delivery of services. *Bureaucracy Today* meets this energetic and dynamic bureaucrat who tells us about the extensive work done in Karnataka in the field of administrative reforms and how she hopes her efforts will translate into smooth governance for the people of the State.

**S**halini Rajneesh, Secretary, Department of Personnel and Administrative Reforms, Karnataka, had made up her mind as a child to dedicate her life to the service of people. "My father was an IAS officer and he was my role model. I wanted to follow in his footsteps", says Shalini. As Mission Director of *Sakala*, an initiative by the Government to bring about reforms in the administration and drive the Karnataka Guarantee of Services Act 2011, Shalini has been instrumental in bringing about an enormous change in the manner of things happening across various Government departments in the State.

"Our Chief Minister at the time, Sadanand Gowda, was very concerned about the reputation of the Karnataka Government and its services. He directed Chief Secretary S V Ranganath to look into these aspects and come up with a legislation that would guarantee and provide citizens with basic services within a stipulated time. The CS then entrusted this job to me. It was clear that most people did not have confidence in us. In fact, most had a very low opinion due to the inefficiency and bad experience with the delivery of Government services", recalls Shalini. "It was high time there was a change in the manner things were run in Government offices and a need to restore the confidence of people in civil servants. *Sakala* was a step in this direction", she says.

According to Rajneesh, the biggest challenge in launching such an initiative was the fact that people within the bureaucracy were resistant to reforms. "I realized that nobody really wanted reforms because it suited them to work in an inefficient manner. There was a need for a complete change in the attitude of Government officers. The problem was that most people wanted the perks of a Government job minus its responsibilities. Reforms were an entity that people would just talk about", according to her. "In fact", she laughingly tells us, "the Department of Administrative Reforms was considered a department where people who wanted to do nothing were posted!"

Shalini thought that it was essential that Government departments should assume the responsibility of what they were meant to do i.e provide service to the citizens of this country. *Sakala*, which means 'in time' or 'good time' in Kannada, was launched keeping this in mind. Its slogan, No more delay, we deliver on time, was aimed at highlighting the commitment of the Government towards delivering service on time. The logo, with a clock and 'the hammer of justice', promised retribution for those who caused delay in the services. "We embarked upon a mission of responsiveness on the part of people as well as the Government. The objective for us was very clear from the beginning. We wanted people to trust us and one of the first steps in order to do this was to sensitize our own officers", says Rajneesh. She recalls asking officers of various departments as how they felt about their image in public. "The answer to this question varied from 'bad' to 'my children feel ashamed to tell their peers that I am a Government servant'. I would often ask them if they would put their children in a government school or go to a government hospital themselves. The answer was a resounding 'no'. This in itself was a great way to make officers self-realize their mistakes. They realized how important the delivery of service was and how it was their job to ensure that", she says.

The Karnataka Guarantee of Services to Citizens Act covers 265 services of 30 departments/institutions that are required on a daily basis in the lives of citizens such as caste, income and residence certificates (all the three to be issued by the Revenue Department), driving licences (Transport Department), copies of FIRs (Police Department) and many others. It was important that in order to make it a success conventional bureaucratic procedures be done away with. "Rather than sending files for signatures to various departments we bypassed secretarial levels. All that was required was directly reported to the Chief Secretary who immediately got clearance from the Chief Minister. Our job was done", she smiles.

Measures such as a transparent on-line monitoring for the services requested by a citizen were introduced. Rajneesh calls this "a real-time scoreboard of officers". "In case applications are rejected or if the services are not provided within the stipulated time, citizens can file appeals before the competent officer (CO) to redress their grievances. The CO will hear the appeals and redress the grievances within the specified time. Citizens can also get a compensatory cost of Rs. 20 per day for the delayed period subject to a maximum of Rs. 500 and the same shall be deducted from the salary of the designated Officer", she articulates. "We set up call centres to address grievances. We also moved from the Internet-based service delivery to mobile-based applications since about 70-80% of the population uses mobile phones", adds Shalini.

"In a span of eight months more than 1.5 crore applications were received while more than 97.62% of them were disposed of in time. On an average officials are delivering 476 times faster vis-a-vis the outer time limit! In fact, there were cases where employees were working of their own free will on January 25 which was a Government holiday. Slowly we are finding that a good sense of civic duty is emerging among officers. Initiatives like the *Sakala* are very important since they empower citizens. Neighbouring countries such as Bangladesh have also evinced interest in the scheme", says a proud Shalini.

The mother of an eight-year-old daughter Shalini says she hardly finds time to pursue hobbies. "At the end of a long working day, it is a treat to come home and get immersed in household activities. I guess my daughter's hobbies are my hobbies now", she laughs. The Secretary, Administrative Reforms, says everyday is a challenge for her. She is looking forward to now ensuring that all services of the Government should be accessible online by March 2013. "It is my belief that everyone should have access to all services at anytime and at any place", she says.

"In all my years of Government service I have understood one thing, that commitment towards people must come from the top leadership. One cannot blame the bureaucracy alone for the state of affairs today. At the end of the day we just follow orders that are issued from top. If the leadership and politicians of our country are firm in their commitment to people, then nothing can stop us from making this country the best in the world. "*Yatha raja, tatha praja*", concludes Shalini Rajneesh. ■

send your feedback to:  
[sohini.mukerjee@bureaucracytoday.com](mailto:sohini.mukerjee@bureaucracytoday.com)

## *Annexure 1 :*

### **Guarantee of Services to Citizens:**

#### **A case study of Karnataka**

This case study documents how e-Governance is becoming a key factor in assessing and enhancing effectiveness of citizen services legislation. It has lessons for drafting legislation—what provisions to include that will induce desired behaviors; for planning implementation—what structures and systems to create that will deliver real results; for actually implementing—what local initiatives and interventions will ensure implementation in letter and spirit; and for compliance without exception—what changes to everyday routine will result in compliance as the normal outcome of daily work.

The most widely acknowledged definition of democracy was given by Abraham Lincoln, America's 16th President, who said that "Democracy is the government of the people, by the people, for the people". We take pride in introducing India as the largest democracy in the world. A democratic Government, constituted by its people, should always aim to achieve the well laid out and documented objectives aimed at benefitting the society at large. However, these socialistic thoughts, which emanated from Shri Jawahar Lal Nehru, often remembered as the founder of modern and industrial India, mostly remained on paper and the people could not get close to 'India, as a welfare state', due to bureaucratic delays, red tapism, lack of transparency, accountability and responsibility. There are many departments involved in the day to day governance, which impact the life of a common individual on a regular basis. For instance, an individual may be required to approach the Revenue department for getting a Caste, income or any other relevant certificate. Similarly, a normal middle class person approaches the Urban Local bodies when he plans to build his dream house, but his or her experience is often quite unpleasant. People are made to run from pillar to post, sometimes harassed for illegal gratification and many times denied the services on one pretext or the other. Against this backdrop, after 64 years of Independence, the Government of Karnataka has come forward for making the administration more accessible and less cumbersome, for the people, through the enactment and implementation of the Karnataka Guarantee of Services Act 2011". This Act comprises of the largest ever offered set of services to citizens in any other States of India. Under this Act, there are 265 services of different nature. The Government considers these services as Right of the people and is committed to provide these services on time, in a hassle free manner.

Times have changed after the enforcement of the Act. We are indeed delighted to share with you that in a span of one year, more than 20 million applications have been received and out of these over 96.55% have been disposed of in-time, many times even before the stipulated time. The delay of 3.45% is generally due to technical issues such as Connectivity problems, staff shortage, Citizens' unavailability for clarifications etc. These hiccups would soon resolve, as we are committed to achieve 100% success rate in the days to come.

To ensure that the Act is successfully implemented, a Mission has been constituted to assist the Department of Administrative reforms. This Mission is led by a Senior IAS officer as ex-officio Mission Director, assisted by another All India Service officer as the Addl. Mission Director and an Administrative Officer from State service. Besides One Management Consultant and One IT Consultant have been hired from the private sector. The project was launched in a unique manner. It has been named by the citizens through an open competition. The best entry was SAKALA, which in Kannada means, "in time", or "good time". It embodies the aspirations of millions of citizens spread across our vast state. People want Government to deliver in time. The Logo has also been designed by citizens which represents a clock with a hammer of justice. This symbolizes commitment to time boundless else face consequences. (Effective monitoring is the key to successful implementation of this project. "What gets measured, gets done".). The best way to ensure effective delivery of the project is to build in, as much transparency as possible. We understand this and that is why we have used the system of Digital governance in the project. A comprehensive Information Technology solution for providing a transparent on-line monitoring mechanism has been developed by NIC – National Informatics Centre. As soon as the citizen gives the application the details are registered in the portal which gives immediate acknowledgement to the people's request through a 15 digit unique number. The system of checking the status of the application is also enabled through Mobile SMS or call centre apart from the website. The whole objective is to make things easy for the citizens to operate.

## Situation before the initiative

---

In the month of October 2011, the then Chief Minister of Karnataka, during his regular Interactions with Citizens in his “Janatha Darshan” learnt that quite a few requests that came to him were for routine services that were bound to be given by the Government. Yet the citizens were deprived of receiving these services.

Hence he directed the Chief Secretary, Government of Karnataka (GoK) to look into these aspects and come up with a legislation that would provide and guarantee Citizens with basic services that ought to be provided within a stipulated time. The CS in turn entrusted the job to the Secretary, Department of Personnel and Administrative Reforms, GoK to formulate an Act to deliver government services in a time bound manner. At that time Government of Madhya Pradesh, Delhi, Punjab and Bihar had brought out such Acts. After series of deliberations the draft Act was ready by December when it was unanimously passed by the Legislature. Subsequently, preparation of rules was done by January, training of staff in January and February, pilot launch happened in 4 talukas (administrative sub divisions) on 1<sup>st</sup> of March and State wide roll out on 2<sup>nd</sup> of April with 151 services. Thus came into effect ‘The Karnataka Guarantee of Services Act 2011’. This comprises of the largest ever offered set of services to citizens under any other Act of the States of India.

The Second phase began on 2<sup>nd</sup> November, 2012 wherein 114 additional services have been added taking the total to 265.

## Purpose of the initiative

---

The image of the Government suffered due to a bureaucratic legacy known for -

- Undue delays in obtaining services from the government.
- ‘Couldn’t care less’ attitude of the staff.
- Un defined time lines for service delivery
- Lack of single window solutions.
- Rampant corruption at the cutting edge.

## Priority of the initiative

---

The State Government decided to enact Right to Services Act with following objectives:

1. To reform the administrative set up for ensuring good governance.
2. To create a single monitoring system for service delivery.
3. To fix time lines for each service delivery.
4. To fix accountability on a single official responsible for the service.
5. To empower the citizen to avail of the services as a matter of right.
6. To reduce human interface by use of information technology.
7. To prevent corrupt practices and enhance government efficiencies.

## Coverage

---

Karnataka Guarantee of Services to Citizens Act, is the largest in the Country in terms of coverage i.e. 265 services of 30 departments/institutions that touch each Citizen's life on a daily basis. e.g:

1. Caste Certificate (Revenue Department)
2. Income Certificate (Revenue Department)
3. Residence Certificate (Revenue Department)
4. Registration of Birth & Death (Urban Development & Revenue Department)
5. Driving Licence (Transport Department)
6. Learner's Driving Licence (Transport Department)
7. Vehicle Registration (Transport Department)
8. House Plan Sanction (Urban Local Bodies)
9. Copy of FIR (Police Department)

In a span of 12 months more than 2.06 Crore applications have been received while more than **96.55% have been disposed off in-time as an yearly average**. The annual delay of 3.45% is generally due to technical issues such as Connectivity problems, staff shortage, Citizens' unavailability for clarifications etc. We provide TIPS for availing service through pamphlets such as below:





**Hundreds of Services.... Now delivered on time!**

### **Tips for availing services**

- 1) Watch out for Sakala display board in front of all Government offices.
- 2) List of notified services, officers responsible for delivery within fixed time is publicized on the board.
- 3) Call 080-44554455 or log on to [www.sakala.kar.nic.in](http://www.sakala.kar.nic.in) or contact Taluk/District Help Desks for getting service details/documents to be submitted and fees required.
- 4) Apply for the service at Sakala counters and ask for computerized acknowledgement.
- 5) To get sms, don't forget to give your mobile number.
- 6) Inform Call Centre 080-44554455 or Competent Officer whenever there is delay/default, giving your acknowledgement number.
- 7) To know the status of your application please dial \*505\*807# (available on BSNL, Tata Docomo and Idea users) or access <https://mobile.karnataka.gov.in>
- 8) Citizens gets compensatory cost @ Rs.20/- per day upto Rs. 500/- for any delay/default in service delivery beyond due date.
- 9) Inform Call Centre/Appellate Authority if Competent Officer fails to help you.
- 10) Contact [www.sakala.nic.in](http://www.sakala.nic.in), Ph: 080-22353985 if none of the above works.

---

## **E-Governance Solution**

---

A comprehensive IT Solution has been developed by National Informatics Centre (NIC) to enable implementation of the Act by providing a transparent on-line monitoring mechanism for the services requested by a citizen at [www.sakala.kar.nic.in/gsc\\_rpt](http://www.sakala.kar.nic.in/gsc_rpt). Whenever the request for the service is made, the citizen receives an acknowledgement slip with a unique 15 digit number called the Guarantee of Services to Citizen (GSC) number. With the help of the GSC number, a citizen can monitor the status of his application on the web-site [www.sakala.kar.nic.in](http://www.sakala.kar.nic.in), which is impregnated with all information about the Act, department, services, time frames, service procedures, check lists of documents to be submitted frequently asked questions etc. This system also has a mobile interface. Citizens can check the status of their application by

sending an SMS from a mobile phone by typing their 15 digit GSC number. The system will send a reply back to them with current status of the application. Citizens are encouraged to give their mobile numbers at the time of registrations so that they can be automatically intimated about the interim status of their applications. Hence their visits to offices is reduced.

## Format of a GSC Acknowledgement

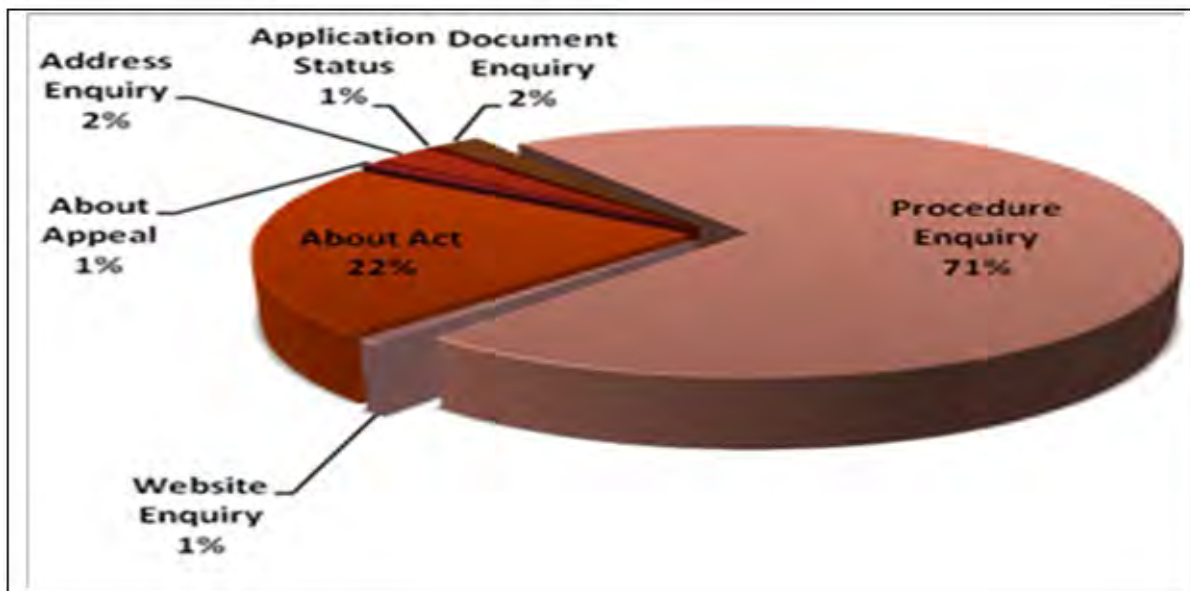
 <span style="float: right;">ಕರ್ನಾಟಕ ಸರ್ಕಾರ KARNATAKA GOVT</span>	
<b>GSC Acknowledgement Slip</b>	
Office Name /ಆದೇಶಿ ಅಧಿಕಾರಿ:	Deputy Tahsildar Office-BBMP KAJAJINAGAR 3
GSC No /ಸಿ.ಎಸ್.ಸಿ ಸಂಖ್ಯೆ:	RD002-81940-00191
GSC Date /ಸಿ.ಎಸ್.ಸಿ ದಿನಾಂಕ :	19/04/2012 12:00:00 AM
Service Requested /ದೇವತೆಗೊಳಿಸಿದ ಸೇವೆ:	Surviving Family member Certificate
Name of the Applicant /ಅರ್ಜಿದಾರರ ಹೆಸರು:	ಎಸ್. ರಮೇಶ್
Address of the Applicant /ಅರ್ಜಿದಾರರ ವಿಳಾಸ:	ನಂ 38/6, 3ನೇ ಮುಖ್ಯ ರಸ್ತೆ, , ಹಿಜೋರಿ, ಕಾಜಾಜಿನಗರ, ಬೆಂ-10
Mobile No /ಮೊಬೈಲ್ ಸಂಖ್ಯೆ:	9901179557
Application/ Documents scrutinized and accepted? /ಅರ್ಜಿ / ದಾಖಲೆಗಳನ್ನು ಪರಿಶೀಲಿಸಿ/ ಸ್ವೀಕರಿಸಿದವು?:	Yes
If Non Acceptable, Reasons/ ಅರ್ಜಿ ದುರ್ಬಲ ಕಾರಣಗಳು:	
<b>Note:</b> 1: This Application has been <b>Approved</b> 2: You can check the status of this service request on website <a href="http://kgsc.kar.nic.in">http://kgsc.kar.nic.in</a> or by sending SMS as GSC to 9243355223/9212357123(Check the website for more details) ಈ ಅರ್ಜಿಯ ಸ್ಥಿತಿಯನ್ನು ತಿಳಿಯಲು <a href="http://kgsc.kar.nic.in">http://kgsc.kar.nic.in</a> ಈ ವೆಬ್ ಸೈಟ್ ಗೆ ಭೇಟಿ ನೀಡಿ ಅಥವಾ GSC ಎಂದು ಕ್ಲಿಕ್ ಮಾಡಿ 9243355223/9212357123 ಈ ಮೊಬೈಲ್ ಗೆ ಎಸ್.ಎಮ್.ಎಸ್. ಮಾಡಿ ಕೂಡ (ಹೆಚ್ಚಿನ ಮಾಹಿತಿಗಾಗಿ ವೆಬ್ ಸೈಟ್ ಗೆ ಭೇಟಿ ನೀಡಿ) 3: You can appeal to competent officer in case your application is rejected/delayed/defaulted by this designated officer.	

## Grievance Redressal

In case the application is rejected or if the service is not provided within the stipulated time, citizens can file an appeal before the competent officer (CO) to redress their grievance quoting the GSC number. The competent officer will hear the appeal and redress the grievance within the specified time. Citizens can claim in cash the compensatory cost of Rs. 20 per day for the delayed period subject to a maximum of Rs. 500 from the CO, upfront. The same shall be deducted from the salary of the designated officer or his subordinate responsible for delay or default.

*Single Window Approach:* Call Centre is a bridge between citizens and the Mission. For a large number of people who may be unable to use either the SMS mode or the website, a 'Call Centre' is available to assist the citizens ( 080-4455 4455). A single call by the citizen giving the GSC no. is sufficient

to set the appeal process rolling. The call centre functions as a hub for collecting complaints, providing information and serving as a feedback tool to understand the pulse of our citizens. Over 2,15,000 citizens have already availed the services of these call centres. The breakup of the type of calls is shown below:



The call centre resorts to online resolution of complaints. The complaints are resolved through e-mail on real time basis by contacting and following up with the Nodal Officer of each department, and then subsequently closed by confirming with the Citizen who complained. Over 470 Sakala and 1334 Non Sakala **complaints** have been received so far. Some of the most common complaints received from the call Centre are:

- ❖ No display board
- ❖ GSC no. denied – Bypass of Applications through Sakala
- ❖ Delays in delivery.
- ❖ Denial of compensatory cost.
- ❖ Discourteous/ irresponsible staff behavior.
- ❖ Demand for bribes.
- ❖ Poor publicity.

Feedback collected from Citizens by randomly calling them up at 2500 calls per month is used as a guide for adding services, simplifying processes, increasing standardisation of procedures, delegation of power, developing IT solutions and preventing future harassment to citizens. Over 114 services as part of Phase 2 of Sakala was added, mostly taking cues from the feedback received.

## Mission mode

---

A Mission has been constituted to assist Department of Administrative reforms in the implementation of this Act. This Mission is led by a Senior IAS officer -Dr. Shalini Rajneesh, Secretary Administrative Reforms Department as ex-officio Mission Director, assisted by Mr. Munish Moudgil, IAS as the Addl. Mission Director. An Administrator belonging to Karnataka Administrative Service (KAS) has been appointed to manage the administrative activities of the Mission. The team in addition, has on board a Management consultant to manage process, monitor, improvise, and focus on reducing the defaults and eventually help the Mission to bring in more services under the Act. An IT consultant who looks after all the technology aspects of the Mission interfacing with National Informatics Centre (NIC) - the primary technology provider to the Mission and various agencies who are implementing Sakala. At District level, District IT consultants are appointed by the Mission on contract basis to assist the Deputy Commissioners, who are the nodal officers for managing and monitoring Sakala for all departments.

Government of Karnataka had initially allocated 50 million INR for the project. This amount was enhanced to a total sum of 150 million rupees to cover all costs associated with the project. e.g., hardware, software, capacity building and publicity.

## Peoples participation

---

The caption, logo and name of the Act were selected through a campaign inviting citizens to send in their entries and win cash prizes.



Based on thousands of entries, the name Sakala was selected which in Kannada means 'in-time' or 'good-time'. The slogan, 'No more delays, we deliver on time' highlights the commitment of Government that the services will be delivered on time; the logo, shows the clock for time consciousness with the hammer of justice to strike in case of defaults. The citizens' aspirations have been embraced by the administration in later and spirit.

**Now isn't this True Democracy? - Of The People, By The People, For The People!!**

## Training and capacity building

---

- *Employees Associations*; before the conception of the Act, Employees Associations were convinced about the need for improving the brand image of Government. Workflow charts were built to map the time taken by each govt servant for providing the service and to ensure that the administrative system can gear up to deliver much before the stipulated time. This bottom-up approach ensured the ownership of the time-boundness by each and every functionary of Government leading to higher accountability. They accepted the fact that they are citizens first and employees later. Employees were trained to use IT for reducing workload. Work-studies to identify work overload & to sanction additional staff where required, besides simplifying procedures and delegating powers commensurate with responsibility. This convinced the Staff Associations that Sakala is indeed an opportunity to solve their job related problems and give them higher job satisfaction.

**ATI/DTI:** In order to enable different departments roll out the services across the state, a detailed checklist along with multiple trainings from the Administrative Training Institute, Mysore. District Training Institutes have been facilitating individual departments in a decentralized manner. **As per the plan, the Capacity Building** program took shape as the following:

**1. District level orientation on Sakala for all 30 district level officers of 11 implementing departments:** A 2 day Orientation Workshop on implementation of KGSC Act-2011 was organized in all 30 Districts in collaboration with the District Administration. ATI identified & developed about 20 Master Trainers who in turn trained about 309 officers including DCs & CEOs. This Work Study enabled the officers to accept implement the Act in the letter & spirit as could be seen from the Pilot study.

**2. Orientation of Grama Panchayat & Field level functionaries of Revenue, Rural development, Women & Child, Health & Family Welfare departments through SATCOM:** Awareness & orientation of the Staff & Cutting Edge Functionaries of Sakala implementing departments was vital for the success of Sakala. ATI organized massive one day orientation to all Cutting Edge Functionaries of the above departments. The program was transmitted for 3 days in March & April 2012 in all 175 Receiving Centres located in Taluk Panchayat. About 12,500 officials & staff attended this program.

**3. Training of 10-12 Trainers for each district to organize Training at Dist level:** The Sakala program for the orientation of Designated Officers who are working at Taluk/ GP levels & the Cutting edge Functionaries, Staff of the 11 departments were trained in decentralized training program. About 310 officers from all 11 departments were trained as Trainers & given the responsibility of conducting 2 days training in their districts.

**4. Training Sakala implementing officers like DOs/COs/AAAs FROM 11 Departments:** ATI organized 332 days training program on Sakala implantation to all implementing officers. Nine departments deputed their officers to these programs at ATI Mysore. About 552 officers were trained by ATI directly from June 2012 to December 2012.

Specialized Sakala Sessions covering department specific training for better performance, Attitudinal and skills enhancement training is also part of the Curriculum.

## Quality Control:

---

The central objective of the Act is of course delivery of services in a time bound manner. But, taking a deeper delve into this, we can determine the unwritten message of 'Quality'. Improving the quality of life of citizens by way of a guaranteeing time limit to obtain a service, knowing whom to meet for what service, what document to carry and submit before and after the service is sought, when exactly to go back to avail the fulfilled service, knowing the interim status and in the worst case, call up and complaint to a unbiased agency for action and grievance redressal – all of these eventually lead to higher satisfaction of citizens. These aspects are nothing but improving the quality of service delivery and service fulfillment.

If time bound delivery of service is one side, then quality of that delivery is the other side of the same coin.

We have never been complacent with the success we have seen for Sakala – a continuous monitoring of the delivery model, reengineering of redundant processes and bringing in *smarter* ways of working is the rule of today. We have many reputed organizations such as IIM Bangalore, The Karnataka

Evaluation Authority (KEA), The University of Chicago, and IMRB who are evaluating Sakala in a 360 degree evaluation methodology which helps us to better ourselves!

Reducing the verification duration from 90 days to 20 days in the Police department, reducing the land conversion as a pilot in Dharwad, Self declarations in lieu of Affidavits are lessons we have learnt and are studying the impacts to ease citizen lives. Use of Information technology to monitor departments and Districts besides helping them with tips on areas of improvement ensures a fair standing for all in the race for the # 1 spot!

## Concurrent evaluation:

---



भारतीय प्रबंध संस्थान बेंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

CENTRE FOR  
PUBLIC  
POLICY

Centre for Public Policy at IIM Bangalore, has been associated with the Department since inception and has been carrying out periodical evaluation studies on the operationalisation of Sakala. In a feedback received by the IIM Team in one of their field visits – we had some of our officers sighing a great relief due to the implementation of the Act and its technological facilitation. The Government officials have taken it up as a challenge to ensure that their negative brand image is converted into pro-citizen image and the non-performers are marginalised. Even Non tech savvy officers are enthusiastically trying to understand the system and are extensively using the online status monitoring tool.

## Monitoring

---

There are basically two aspects to Monitoring under Sakala: (a) On-line monitoring (b) Monthly Monitoring & Analytics.

Section 6 of the Act provides for On-line monitoring by officials and citizens alike with the help of a Public Portal, to ensure complete transparency and accountability. Details of each department and office can be accessed in the Portal.

# Integrated online monitoring



ಕರ್ನಾಟಕ ಸರ್ಕಾರ  
ಕರ್ನಾಟಕ ನಾಗರಿಕ ಸೇವಾ ಖಾತರಿ ವ್ಯವಸ್ಥೆ



## Karnataka Guarantee of Services to Citizens System

Home KGSC Reports Help

[Summary Report](#)      [Daily Statement](#)      [Monthly Statement](#)  
[Disposal Pattern](#)      [Pendency List](#)      [Service-wise Statement](#)  
[DO-wise Statement](#)      [Delayed Disposals](#)      [Cumulative Report](#)  
[DO->CO->AA Report](#)      [Appeal-1 List](#)

**SUMMARY REPORT ON GSC RECIEPTS, DISPOSALS & PENDENCY STATISTICS**

Department-Wise     District-Wise  
**Records shown below as on 29/11/2012 18:00:00**

MAIN DEPARTMENT	NO. OF GSC RECIEPTS DURING THE DAY	NO. OF GSC DISPOSALS DURING THE DAY	NO. OF GSC RECIEPTS DURING THE MONTH	NO. OF GSC DISPOSALS DURING THE MONTH	NO. OF PENDENCY AFTER DUE DATE
-----------------	------------------------------------	-------------------------------------	--------------------------------------	---------------------------------------	--------------------------------

Besides, Monthly Report cards are prepared by the Mission team. This includes District Ranking based on performance evaluation on account of Delayed disposals and per lakh population covered. The list of poor performing offices based on Pendency, Rejections and complaints received and applications processed, helps the district/department heads to focus and work on the Pareto's principle (80:20 rule). i.e., on most poor performers.

Besides automated SMSs are sent to each official once in the morning about today's due cases and once in the evening about total disposals for the day. This is a continuous source of self monitoring and self satisfaction!

## Pendency – by date

*What is due tomorrow is known today!*

Type:  Over Due     Due for Today     Due for Tomorrow

Department:

District:

NOTE: This report may not match with the summary report of age-wise pendency as some of the updation might have been done by the filed offices

S No	Department	Taluk	Office	Service	SubService	GSC No	GSC Date	Applicant Name	Stipulated Days	Due Date	Process Description	Processed by Officer
1	FOOD AND CIVIL SUPPLIES DEPARTMENT	Bangarapet	TAHSILDAR OFFICE,BANGARAPET	Modification in Existing Ration Card	MODIFICATION OF EXISTING RC ( DELETION / ADDITION OF A MEMBER, CHANGE OF ADDRESS WITHIN THE SAME TALUK )	FD0011000478626	29/12/2012	ವಂಜು ಲಲಿಪತಿ	7	07/01/2013		
2	FOOD AND CIVIL SUPPLIES DEPARTMENT	Bangarapet	TAHSILDAR OFFICE,BANGARAPET	Modification in Existing Ration Card	MODIFICATION OF EXISTING RC ( DELETION / ADDITION OF A MEMBER, CHANGE OF	FD0011000480902	29/12/2012	eddula venkatappa	7	07/01/2013		



Monthly ranking based on Performance Benchmarks has led to a healthy competition among the districts and has emerged as a source of continuous motivation to excel oneself every month!

The timelines mentioned in the Act are set for the MAXIMUM number of days one can take. On an average officials are delivering 476 times faster vis-a-vis the outer time limit!

*Analytics:* Software to monitor and analyse trends has been developed by the Mission. The advantages of having such an analytics program are:

- ❖ Identifying Offices where Applications received are Nil, which implies zero workload or bypass of the portal due to manual processing of applications, which is otherwise forbidden.
- ❖ Compare information of the past with the present and analyse to determine most poor performing Vs offices delivering ahead of schedule to enable cross learning.
- ❖ The Software can also help in understanding disposal patterns for each service and pattern of delay occurrence for taking remedial measures.
- ❖ The analytics would also help in understanding total offices on Board, Citizens who availed Sakala services, but not given their mobile numbers during filing of applications, reasons for rejecting applications and so on. This feedback helps in improvising strategies for better performance.

## Report card for month of March 2013

---

District Ranking: for March 2013

Rank	District	District	Rank
<b>1</b>	<b>Gadag</b>	<b>Bidar</b>	<b>30</b>
<b>2</b>	<b>Dharwad</b>	<b>Yadgir</b>	<b>29</b>
<b>3</b>	<b>Bangalore</b>	<b>Bijapur</b>	<b>28</b>

### Highlights

1. Total number of applications received in the year – 2,09,26,391& In-time Disposals are 2,03,98,740.
2. Disposal rate stands at 96.55% for the entire year. (Current month saw 6.00% delayed disposal mostly due to technical glitches and integration issues with revenue software)

3. Taluk Ranking: Over the last two months we have been sharing the ranking of Taluks - This has greatly helped the district administration to get to the weak areas and act upon them quickly.
4. Rejections has come down from 9.65% at the start of Sakala to 3.87% towards the close of one year of Sakala.
5. Pendency as of date stands at 29648 applications, of which 24369 alone belong to the Revenue department. Integration of Nadakacheri software & Sakala posed some challenges. Mission is carrying out field inspections to understand the issues and take corrective action.
6. Revenue services are the most demanded ones. In a span of one year, we have given 34 lakh income certificates and 54 lakh caste certificates. The Government has rationalised the rules by making caste certificate once issued applicable for life and income certificate is valid for 5 years. The department alone has crossed the 1 crore mark.
7. The year saw a massive investment in human resources with our Administrative Training Institute taking the entire responsibility of training and equipping the staff with IT and soft skills, indispensable for the successful operation of the Act.
8. The employees association deserve kudos for their positive leadership in motivating their members for a new Brand image which is efficient and Citizen centric.
9. Media has been an active partner in disseminating information to the citizens and well as reporting drawbacks as and when they troubled the citizens.
10. There have seen many challenges as we treaded this journey of empowering the citizens. Our biggest strength was our citizens who welcomed this initiative, took our promise at the face value, enjoyed the changed work culture in govt offices and alerted us where ever we were found deficient. But for their feedback to the call centre we could not have enhanced our services from 151 to 265!
11. We have 204 helpdesks performing all over the state. Helpdesks have catered to over 1.50 lakh citizens to obtain not only Sakala related services, but also Non Sakala services.
12. The call centre has received 2, 30,000 calls from citizens mainly enquiring about the provisions of the Act. There were 1338 complaints which pertained to Sakala services. We have been able to resolve on-line most of these complaints, though 109 still remain pending.

13. The facilitation of online services to citizens is underway and we are ready with 128 services that can be delivered online. One of the most important complaints is regarding the non issue of acknowledgement receipt, which will now be substantially eliminated with the on-line solution.

**13. It was a moment of great pride when we received the 'Innovation Award' sponsored by Karnataka State Innovation Council & Google.**

## Reaching Out

---

Mission aims to ensure that technology eventually becomes the “Leveller” for all citizens across Karnataka – be it in the farthestmost village in Bidar or the IT Capital city of India- the access to services is one and the same! We have set up HELPDESKS in order to ensure that citizens get complete help in availing services under Sakala in all districts and talukas, aided by Consumer forums, recognised NGOs or retired Govt Officials. This also eradicates the menace of middlemen giving wrong information to citizens and exploiting them financially.

A media plan has been drawn by the Information department involving the All India Radio, T.V., Newspapers, face book, posters and Hoardings etc to create widespread awareness amongst the citizens. The Mission has proactively started 'Street Plays' (Known as Beedhi Nataka) in villages during Gram Sabhas, to disseminate the right based approach among the citizens.



Street play in Yadgir



**Residents participating at the Resident Welfare Association meeting held organised by Sakala**

Seminars and workshops are a continuous feature of Sakala – this is to bring in more consumer activism in the process of administration. The suggestions and feedback received from such meetings would eventually bring into fore some critical areas which the Mission will strive to bring into working.

We have collaborated with Chambers of Commerce and Industries, Department of Primary, Secondary & Higher Education to enthuse young and informed people about the rights given to them by the Government. We are also disseminating information through women groups & youth clubs.

## Comparison:

<b>Table 1: States with Legislation on Time Bound Services to Citizens</b>			
<b>#</b>	<b>State</b>	<b>Act Name &amp; Date</b>	<b>Services</b>
1	Bihar	Right to Public Services Act (15 August, 2011)	50
2	Chhattisgarh	Lok Seva Guarantee Adhiniyam (14 December, 2011)	7
3	Delhi	Right of Citizen to Time Bound Delivery of Services Act (15 September, 2011)	96
4	Himachal Pradesh	Lok Seva Guarantee Adhiniyam, 2011 (18 July, 2011)	
5	Jammu & Kashmir	Public Services Guarantee Act (9 April, 2011)	52
6	Jharkhand	Rajya Seva Dene Ki Guarantee Vidheyak	52
7	Karnataka	Karnataka Sakala Services Act 2011 (2 April 2012)	265
8	Kerala	Government Service Assurance Bill (23 July, 2012)	
9	Madhya Pradesh	Lok Sewaon ke Pradan ki Guarantee Adhiniyam, 2010 (18 August, 2010)	52
10	Orissa	Right to Public Services Act (6 September, 2012)	
11	Punjab	Right to Service Ordinance (28 July, 2011)	69
12	Rajasthan	Lok Sevaon Ke Pradan Ki Guarantee Adhiniyam (14 November, 2011)	108
13	Uttar Pradesh	Janhit Guarantee Adhiniyam (3 March, 2011)	17
14	Uttarakhand	Right to Services Act (4 October, 2011)	92
15	Jharkhand	Right to Services Act	251

**Table 2: Comparison across States (Numbers in lacs)**

#	State	Relevant Date	Number of Applications		
			Received	Disposed	Pending
1	Madhya Pradesh	Aug 2012	126.00	125.00	1.00
2	Uttar Pradesh	Nov 2011	70.00	66.00	4.00
3	Jammu & Kashmir	Apr 2012	4.96	4.61	0.35
4	Rajasthan	Jan 2012	17.53	16.88	0.65
5	Punjab	Feb 2013	51.89	51.48	0.41
6	Bihar	Within one month of launch	16.00	9.00	7.00
7	Delhi	Dec 2011	4.54	4.24	0.30
8.	Karnataka	April 2012	206.00	200.00	0.31

## Out comes/Impact

In the matter of 7 months citizens, officials as well as media has started using the word “Sakala” whenever this is a mention of any ‘Government service’ – whether or not included in the Act. This is like the word “Xerox” – the name of company becoming a part of the dictionary as a synonym for the word ‘photocopy’.

<b>Before introduction of SAKALA</b>	<b>After introduction of SAKALA</b>
Absence of centralized monitoring system	Centralized monitoring has helped both political and administrative executive to have a check on cutting edge administration.
Disposal rate was not encouraging many a times not crossing 50%.	Disposal rate has reached 97.62%. It is on increasing trend.
Expenditure to be borne by customer to avail one service used to include hidden costs (bribe).	Expenditure amount includes only the service specific prescribed service charges, if applicable. Corruption has come down. This

	has won public confidence and public participation in governance process has increased.
There was sense of helplessness among citizen as they could do nothing about a non performing official	Now there is 100% accountability of each and every Government official.
Every month thousands of petitions were received at various levels	There is reduction of grievance/Petitions by 50%.
The business statistics available were not foolproof as it was prepared manually - Vulnerable to manipulations.	Data is generated online. This data can really add value to a policy maker to plan and act in a people friendly manner. No chances of manipulation
No easy access to vent public grievance.	Multiple access points like call centre, mobile interface, e-mail access provide easy & responsive public grievance redressal mechanism.
Accountability and transparency was lacking in the system (Citizen was running from pillar to post to find the status of application)	100% accountability and transparency has crept into the system. (Status of application now runs behind citizen in the form of SMS).
Due to maintenance of manual register, Money swindling was rampant. Ex. If record room keeper delivers 100 pages of duplicates copies, he should have deposited Rs.500 rupees to treasury but would not account for it.	Revenue generation has gone up because every application seeking service is accounted for in the system, thus swindling of public money can be avoided.
Governments image was at its lowest	With 98% on time delivery of services the image of Government has improved to that extent.
There was no method to estimate the reach of Government services.	Out of a population of 6 Crore, 1.60 crore citizens have availed of Sakala services. The reach is apparent.
Reducing the time taken for Passport Verification by the Home Department	The passport verification initially required 90 days. After 4 months of Sakala Act it has been amended to 20 days only. Backlog of 60,000 applications was successfully cleared.
Simplification procedures - The land conversion process takes 120 days.	Dharwad Deputy Commissioner has brought at down to 45 days through procedural simplification. Government proposes to replicate it in all Districts.

## Future Plans

---

The core of the Act is captured in the statement –

*“The notified services shall be delivered (or rejected) within the prescribed maximum stipulated time in default of which the applicant shall be paid compensatory cost (upon demand); the paid compensation is, thereupon, recovered from the public servant(s) responsible for the delayed decision”*

The central idea of Sakala Mission is that the interface of citizen with government and its agencies becomes a pleasant and enriching experience. With this goal in mind the Mission is gearing up to hand-hold the citizen in his quest for service delivery from the Government.

**De-mystifying Government** The present impression of government being a complex and complicated entity with enigma attached to delivery of services to the citizens is sought to be replaced by transparent, predictable and pleasant experience. A paradigm shift in citizen-government interaction is the goal. The central thrust to achieve this covers the following –

**The citizen interface points** – be it regular government offices or Special Citizen Service Centres (like Nemmadi) – become better equipped from both infrastructure and staffing point of view to give full support to the citizens seeking services. Citizen Help Desks as well as On-line information makes it possible for citizen to obtain the services he desires in single or at the most two visits. The citizen need not visit more than twice for any service (Call Centre is already operational)

**On-line as well as Mobile Governance / Call Centre based acceptance of applications** for services from the citizens. In due course, this facility is aimed to be extended to the delivery of services as well. The information on each step of processing of a given application by a citizen will be made available On-line as well as through Call Centre and SMS. The application forms for all the services will be standardized and converted into On-line E-Forms. These application forms will be in a universal and common format, and, therefore, the citizen will find them user-friendly and easy to use/fill. For example – at present the application forms for different services tend to be very different from each other. This makes it a herculean task to decipher and fill each application form which is different for different services. MISSION will develop a universal and easy to use E-format for all services. This E-format will be usable in the manual system as well.



ಬದುಕು ಇನ್ನಷ್ಟು ಸರಳವಾಗಿ ಇರಬೇಕು ಅಂತ ಇಷ್ಟಾನಾ ನಿಮಗೆ?

ಹಲವಾರು ಸೇವೆಗಳಿಗೆ ಇಲ್ಲಿಂದ  
ONE WINDOW ACCESS

**m**  
**GOVERNANCE**  
ಕರ್ನಾಟಕ ಸರ್ಕಾರದ ಒಂದು ಚುಕ್ಕೆಮಾಹಿತಿ ಸೇವೆ

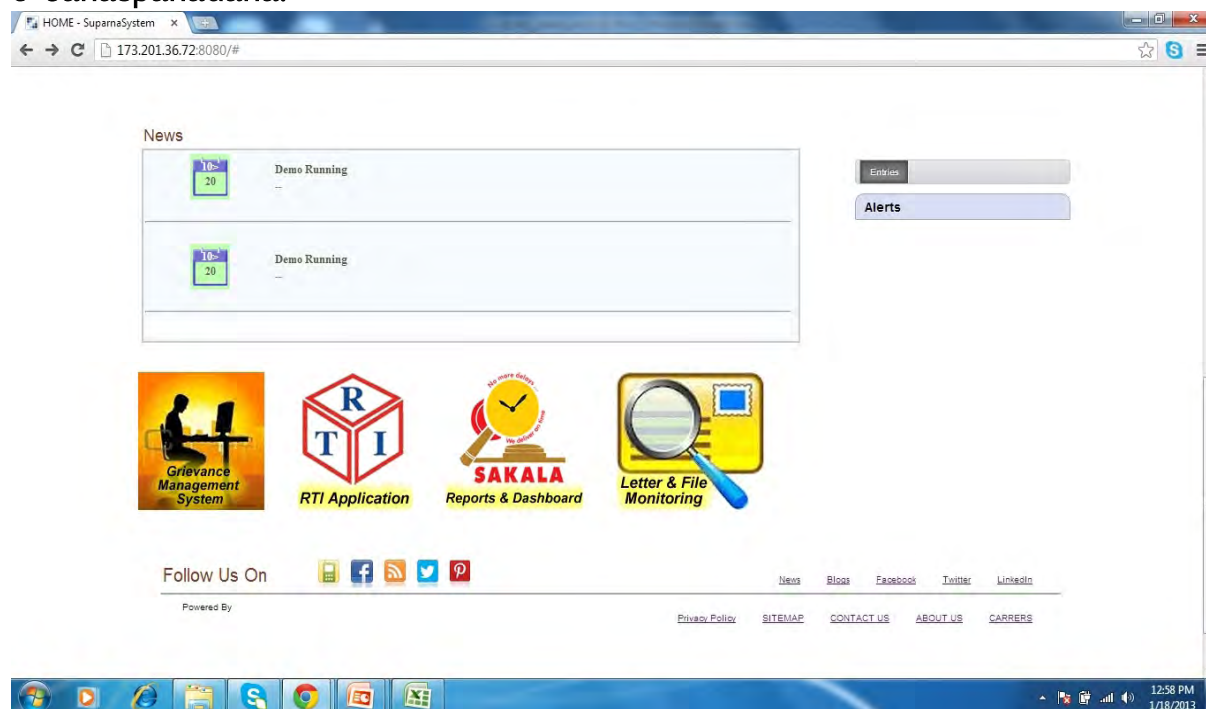
ನಿಮ್ಮ ಮೊಬೈಲ್ ನ ಒಂದು ಬಟನ್ ಒತ್ತಿ.  
ನಿಮ್ಮ ಬದುಕನ್ನು ಸರಳಗೊಳಿಸಿ

8088 88 77 66 ಗೆ ಕರೆ ಮಾಡಿ  
ಇಂಟರ್‌ಫೇಸ್ ಗಾಗಿ  
\*505\*807# ಅನ್ನು ಡಯಲ್ ಮಾಡಿ  
(Tata/Idea/BSNL ಗ್ರಾಹಕರಿಗೆ ಮಾತ್ರ)  
ಅಥವಾ ಲಾಗಾನ್ ಆಗಿ  
<https://mobile.karnataka.gov.in>

**Business Process Reengineering** It is well understood that timely service delivery is critically dependent on modifying/replacing old archaic procedures of service processing and delivery. Mission is working on “Business Process Reengineering” of processes to rationalise the decision making so that not only the citizen gets timely delivery of services but at the same time the government officials’ work burden also comes down.

**Broadbasing Information Technology:** IT will continue to form the backbone to serve citizens better. Mission aims to achieve inter-operability and cross-communication of multiple databases of government and private systems to use the information therein to accurately and quickly/on-line deliver services in a secure fashion. The State of Karnataka has Karnataka State Wide Area Network (KSWAN) and State Data Centre – these IT infrastructures are being leveraged for better and reliable delivery of services to the citizens. E-district and State services delivery gateway are being integrated with Sakala. An program titled **e JANASPANDANA** which is an integration system all grievances types is also being developed and being tested to act as one single window for grievance and complaint Management.

## e Janaspanadana:



**Integrating Services** Mission aims at leveraging existing databases of government departments to harness information therein accurately, quickly/over-the-counter, deliver public services. For example – in case of an applicant seeking repeat service or a applicant seeking repeat service which his family member have already availed, then the Mission's system will be able to correlate with the existing requests and facilitate quick/over-the-counter decisions. This will greatly help citizen in services such as caste certificates, income certificates, etc.

**Universal use of Digital Signature Certificates** and, maximization of e-delivery of services. However, the transition from present manual system to e-systems will be seamless and smooth for all the users.

**On-line payments** Mission, together with government departments, aims to provide interface to receive and make payments for any of the government services electronically/on-line. In fact, the claims of compensatory cost payments for delayed disposal of service request will also be payable to the citizen on-line/electronically.

**Skill Upgradation** The government servants will be provided full support to discharge their duties by providing actionable information in due time as well as by other support such as emails, login accounts etc. Mission has planned out regular and continuous training programmes for all stakeholders.

**Universalizing Sakala for Good Governance** The citizens interface with the government (or its agencies) broadly for the following (i) Public Services –

these are the services to be provided to the citizens pursuant to Acts, Rules, Government Orders, Schemes, Circulars etc (ii) Public Grievances – these broadly arise in relation to interaction of the citizens with the government or its agencies but do not constitute public services by themselves. For example allegation of lack of cordial behaviour against a public servant by a citizen will fall in this category (though the dividing line between the public services and grievances is a thin one) (iii) Information seeking requests – this is generally covered by Right to Information Act, 2005 & Rules there under (iv) Any correspondence from citizen due to or in connection with affairs of the government. Mission aims to become a single point solution to facilitate handling all these interactions, keep a track of the same on the lines of notified services.

**Secretariat under the ambit of Sakala** It is expected that the number of departments and services under the ambit of Sakala Services Act will expand continuously and rapidly. The disposal of files in State Secretariat is being monitored on Sakala pattern. These simple but path-breaking changes will usher in transparent, people oriented, predictable administration and governance.

**Ringling the Voice of Citizens to the corridors of Power!** What makes the biggest difference is to listen to citizens' feedback and try to live up to their expectations! Based on citizens' feedback, we have decided to include RTI and other 114 different services which are most sought after by the Citizens in the second phase, this would go on in the future as well.

## Replicability:

---

The resounding success of Sakala has generated a lot of interest among other States and Countries to emulate Karnataka model. The Secretary, Department of Administrative Reforms, Government of India has appreciated the State for being a role model of for the country and the Rajya Sabha Parliamentary Committee has addressed Government of India to take inputs from the success of Sakala to be incorporated in the proposed Central Citizen Charter Bill. The Sakala Initiative has been a source of inspiration for many States which are embarking upon enacting and implementing their Citizen Service Acts. Sakala Mission Director for expert advice for other states and invited UNDP & World Bank organised event at Bhubaneswar on 23 November. On the same note, the Addl. Mission Director was invited by the Bangladesh Government at Dhaka on 29 -30 November to help them formulate a Sakala based system in their country. The Afghanistan team of District Governors came to the State on 2 November to learn and

understand the operationalisation of citizen centric services. The Chief Secretary of Gujarat visited us on 30 November to know more on Sakala. A Team from Punjab will be visiting on 14 December.

A Research Team from the Booth School of Economics - The University of Chicago, USA is carrying out an evaluation study of Sakala and its impact on Citizens. A team from University of South California during their interaction on Sakala expressed their amazement at the lightening speed in which the integrated Portal, was created by NIC and the case with which the Employees were motivated for complying to a system with 100% accountability!

## Challenges for sustainability

---

Framing of an Act is not sufficient to ensure its enforcement in letter and spirit. The single portal enabling online monitoring and automated checks and balances can be affected only with a personalized follow-up at the highest level of Chief Secretary and the Chief Minister. The administrative heads have to physically supervise the implementation on day to day basis. The integration of Sakala with Human Resource Monitoring System (HRMS) carrying the service details of all the Government employees would ensure that the defaulters are taken action against under the conduct rules as per Rule 16 of the Act.

No system can be made sustainable by outside forces alone. The internal motivation of the employees to improve their brand image in the eyes of the public have to be continuously re-enforced through training, workshop, seminars etc., involving both officials, citizens and media. If a employee chooses to bypass an application (not issue a GSC) > it is only through some attitudinal trainings that this mentality can change, which may take some time. Hence section 14 which aims at developing culture to deliver services within fixed period will be the long term aim of the Mission and Department of Administrative Reforms.

The external motivation for performance based incentives has been introduced through annual 'Sarvottam Seva' cash awards for Group A, B, C & D employees of Karnataka. Each official giving no default in service will be recognised for their meritorious through an appreciation letter to be entered in the Annual Confidential Report.

The Act is only a means to improve the administrative processes up to the satisfaction of the citizens. Work studies pertaining to officials' capacity v/s the workload forms a critical input for ensuring good administration. The stipulated time limits have to be certainly reviewed and business processes simplified so that the services are given within an optimum time and the human resources are also optimally utilised.

There is a tendency among certain employees to bypass the system by not giving computer acknowledgement number (GSC Numbers) and handling the application manually. This has been cross verified through physical inspection as well as comparison with last year's Pre Sakala statistics.

## Pre/Post Sakala: Clear evidence of by-pass is seen in some Departments

Department	District	Pre-Sakala <small>Average applications received per month</small>	Post-Sakala <small>Average applications received per month</small>
Women & Child	Dharwad	800	350
Transport	Udupi	7500	5000
Urban Development (ULBs)	Dakshina Kannada	7500	2500

*Compensation Claims:* The Competent Officers try to provide the delayed services to citizens, but dissuade the citizens from claiming compensatory cost. This is making the provision of compensatory cost infructuous.

*Display of Notice Boards:* Some offices were seen keeping mandatory notice boards away from public gaze. This is again a very negative tendency which has to be constantly supervised.

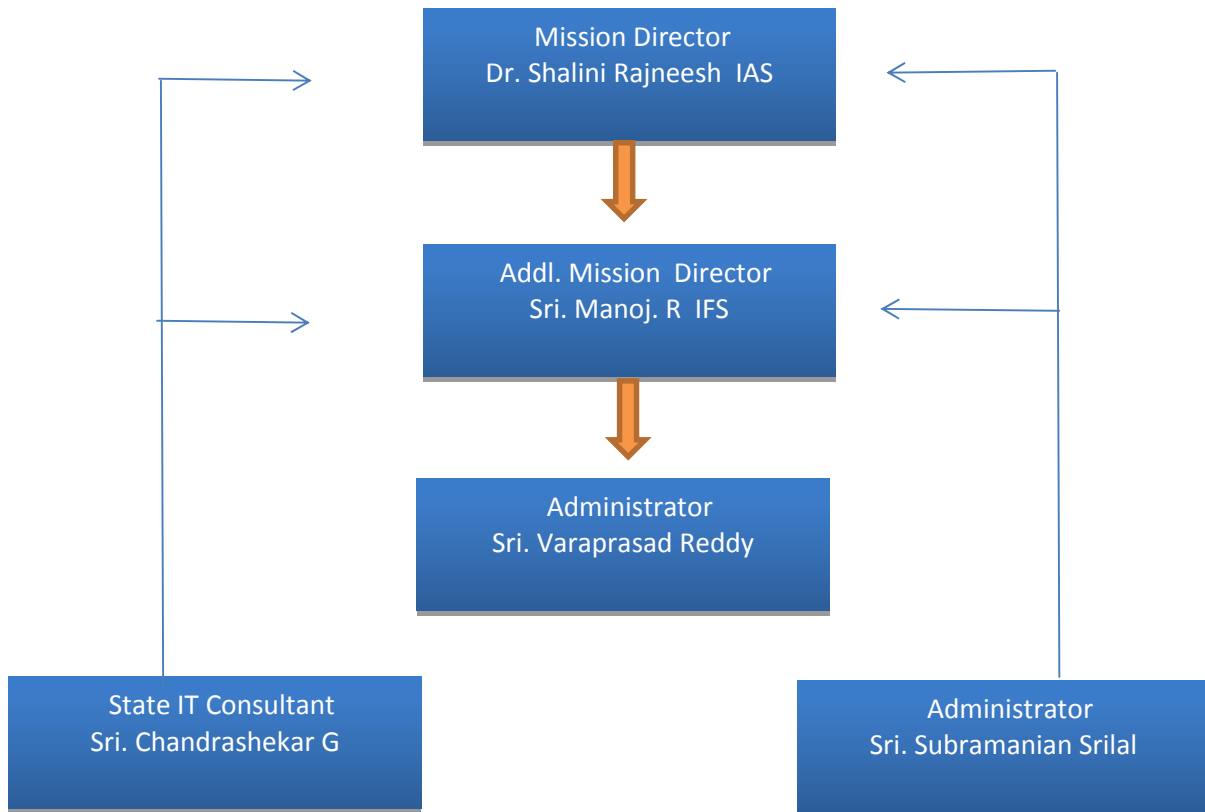
There is tendency among officials at all levels to become complacent about any new scheme or legislation. It is only the checks & balances asserted by aware citizens and media which can sustain this right based movement in the days to come!

Any feedback is welcome:

Mail: [Sakala@nic.in](mailto:Sakala@nic.in)

Phone: 080 44554455, (080) 22032825, 22032672, 22032699, 22033189.

## *The Mission Team:*



## Annexure 2

### Sample Display Boards

Note: If the Designated Officer is a Medical Officer working in a PHC / CHC / Taluk Hospital, the Competent Officer and Appellate Authority will be District Health & Family Welfare Officer (DHO) and Chief Executive Officer (CEO) ZP respectively. If the Designated Officer is a Medical Officer working in a District Hospital, the Competent Officer and Appellate Authority will be District Surgeon and Deputy Commissioner respectively.

#### DRUGS CONTROL DEPARTMENT

Issue / Renewal of Licenses for establishment of Medical Stores / Chemist & Druggists

Sl. No.	List of Services	Designated officer	Stipulated time for designated officer	Competent Officer	Time limit for disposal by the Competent Officer	Appellate Authority	Time limit for disposal by the Appellate Authority
1.	Issue of License	Assistant Drugs Controller	30 working days	Regional Deputy Drugs Controller	15 working days	Additional Drugs Controller	15 working days
2.	Renewal of License	Assistant Drugs Controller	30 working days	Regional Deputy Drugs Controller	15 working days	Additional Drugs Controller	15 working days
3.	Change addition / deletion of Registered Pharmacist	Assistant Drugs Controller	30 working days	Regional Deputy Drugs Controller	15 working days	Additional Drugs Controller	15 working days
4.	Change addition / deletion of Competent person	Assistant Drugs Controller	30 working days	Regional Deputy Drugs Controller	15 working days	Additional Drugs Controller	15 working days
5.	Name Change	Assistant Drugs Controller	30 working days	Regional Deputy Drugs Controller	15 working days	Additional Drugs Controller	15 working days

### Commercial Taxes

2.	Issue of Clearance Certificate under the Karnataka Value Added Tax Act 2003	Jurisdictional Local VAT Officer (LVO)/VAT Sub Officer(VSO)	15 working days from the date of filing the application	Deputy Commissioner of Commercial Taxes in the Jurisdictional VAT Division who is authorised by the Commissioner	15 working days from the date of application	Joint Commissioner of Commercial Taxes of the jurisdictional Division	15 working days from the date of filing appeal
3.	Issue of Registration under the Central Sales Tax Act	Jurisdictional Local VAT Officer (LVO)/VAT Sub Officer(VSO)	15 working days from the date of filing the application	Deputy Commissioner of Commercial Taxes in the Jurisdictional VAT Division who is authorised by the Commissioner	15 working days from the date of application	Joint Commissioner of Commercial Taxes of the jurisdictional Division	15 working days from the date of filing appeal
4.	Issue of C Forms under the Central Sales Tax Act	Jurisdictional Local VAT Officer (LVO)/VAT Sub Officer(VSO)	10 working days from the date of filing the application	Deputy Commissioner of Commercial Taxes in the Jurisdictional VAT Division who is authorised by the Commissioner	15 working days from the date of application	Joint Commissioner of Commercial Taxes of the jurisdictional Division	15 working days from the date of filing appeal
5.	Issue of H Forms under the Central Sales Tax Act	Jurisdictional Local VAT Officer (LVO)/VAT Sub Officer(VSO)	10 working days from the date of filing the application	Deputy Commissioner of Commercial Taxes in the Jurisdictional VAT Division who is authorised by the Commissioner	15 working days from the date of application	Joint Commissioner of Commercial Taxes of the jurisdictional Division	15 working days from the date of filing appeal
6.	Issue of F Forms under the Central Sales Tax Act	Jurisdictional Local VAT Officer (LVO)/VAT Sub Officer(VSO)	10 working days from the date of filing the application	Deputy Commissioner of Commercial Taxes in the Jurisdictional VAT Division who is authorised by the Commissioner	15 working days from the date of application	Joint Commissioner of Commercial Taxes of the jurisdictional Division	15 working days from the date of filing appeal

**Those government employees who will not provide the service within the stipulated time will be fined Rs. 20/- per day of delay per service, up to a maximum of Rs. 500/-**

To know the status of your application please 'sms' your acknowledgement number to  
**09212357123**

Please obtain acknowledgement compulsorily for your application

For information and complaints contact: **080-44554455**

Website: [www.sata.in](http://www.sata.in) 1800-1200-1200

# WOMEN AND CHILD DEVELOPMENT DEPARTMENT

## 5 listed Services

Sl. No.	List of Services	Designated officer	Stipulated time for designated officer	Competent Officer	Time limit for disposal by the Competent Officer	Appellate Authority	Time limit for disposal by the Appellate Authority
1.	Enrollment of 0-3 children in anganwadi centres (Supplementary Nutrition, health checkup, immunization & referral services)	Child Development Project Officer	3 working days	Deputy Director	7 working days	Director	10 working days
2.	Enrollment of 3-6 children in anganwadi centres (Supplementary nutrition, Health checkup, Immunization, Pre school and referral services)	Child Development Project Officer	3 working days	Deputy Director	7 working days	Director	10 working days
3.	Enrollment of pregnant and lactating mothers in anganwadi centres (Supplementary Nutrition, Health checkup, Immunization, Referral services and health education)	Child Development Project Officer	3 working days	Deputy Director	7 working days	Director	10 working days
4.	Disability Certificate and Identity Card for Differently Abled Persons	District Disabled Welfare Officer	7 working days	Deputy Director, Women & Child Development	15 working days	Director	15 working days
5.	Senior Citizen Identity Card	District Disabled Welfare Officer	7 working days	Deputy Director, Women & Child Development	15 working days	Director	15 working days



## *Annexure 3*

### *Sample Field Inspection Report*

#### SHIMOGA REPORT

#### **I. Shimoga District HQ & Taluk and its offices**

1. **Helpdesk at CMC office - 9.55am to 10.20am.** It was observed that the Helpdesk was not functional even at 10.20 when I left the office. However, the very next helpdesk for Issue of Birth/Death Certificate was functional right from 9.55am. These were CMC staff. When I enquired with some citizens, they say that the Helpdesk is normally open, but only after 10.30am.

**Action Point:** Spoken to the staff and warned of action if this trend continues. DITC to do a mid-week surprise check and report back to Mission.



**CMC helpdesk with no staff at 10.16 am on 23 Feb 2013.**

#### **2. Public Health Centre at KOTE \_ Dr Uma Giriswamy:**

- a. The flows of patients are high on Mondays & Thursdays. This trend is normally across the state
- b. Most citizens do not carry original documents that are required - but demand for certificates right then and there. This puts the staff into great difficulty. Awareness as to what to carry as documents is highly required now the Doctor and staff felt. The mindset to not send them back as they are women who have just delivered or old citizens who cannot come back.
- c. Shortage of Staff – currently there is one JHA (Junior Health Assistant) to assist every 10000 citizens, however the norm is one JHA per 5000 citizens. Added to this, Projects like NRHM, Sakala as well as visits to other areas add to a lot of pressure and updating of register takes a beating. Currently pharmacists enter the data.

d. There is a position called 'Block Proj Manager' – these posts could be created in addition to ensure all the administrative tasks are carried out by these persons so that Doctors could work on their basic function of taking care of patients.

**Suggestions:** There could be a team of 2-5 DEOs that could be appointed per Taluk to assist in the data entry (depending on the traffic of patients the DEOs could be taken)> These DEO will be a 'Moving team' which will visit each PHC and help in Data entry of each PHC. In my guess, it should not take over 2 hours per PHC to carry out the job. This way, Doctors can do what they are meant to.

Since there is a spike of patients on Mondays & Thursdays – Doctors/Staff from Ayush can come over to help out the PHCs. The help can be in the role of an assistant. In my review of the Ayush (Further down in the report) the doctors are relatively free and they could pitch in to help PHCs.

### **3. Nemmadi Consultant's Issues:**

- To the existing 36 Nemmadi centres, there are 6 more that are added. This is causing confusion in the reporting. These 6 new Nemmadi centres do not merge with the existing reports, this need to be sorted out. UPS and Solar back up is yet to reach – this has been informed to Addl. Director Ms. Arundati.

**Action Points:** Point – 1 - Chandrasekhar may be required to intervene to ensure applications integration does not impact Sakala. Point 2 - No action point from Mission.

**4. CMC office – DC office Compound:** As per the process, Sanction of building plans is done jointly by the CMC as well as SUDA (Shimoga Urban development Authority) .However, the officials feels that delay in this specific service is caused due to deviations or actual verifications at the site ( which is a common feature in all CMCs). Sometimes the delay is caused by SUDA in delivering the papers to CMC back. Referring back to service Procedures, SUDA is expected to return back with its report in 11 days out of the 30 days for this service.

**Action Points:** CMC Shimoga to list out all the cases of delay over 11 days by SUDA and follow up with a letter. Copy to DITC. (2) DITC will help in training SUDA officials if required in concurrence with CMC.

**5. Commercial Tax office Shimoga–** Sagar Road Shimoga: Review of the actual register with details of Rejections were verified by the Mission. Some points noted were:

Some of the common reasons for rejections duplicate applications for the same service, Wrong commodity entered, Wrong state code entry, Insufficient entry of taxes( wrong amounts) Incorrect TIN etc. The Officials there explained the process and they were highly knowledgeable of what they were doing. It appears like the rejection is purely due to citizens and the software design and definitely not due to discretion by the officials. They were doing their best and they even explained how they carry out verification process before rejection.

Report Style		Summary		Details				
Type		VAT/CST Registrations		Statutory Forms				
LVO		LVO 220 - Shivamogga						
Rejected Date		23/02/2012		To 23/02/2013				
Sl. No	GSC No	GSC Date	TIN	Name	Ack No	Ack Date	Rejected Date	Reason
501	CT0010001407075	13/12/2012	29600543180	KAHADENU,	5228182	22/12/2012	19/12/2012	already approved
502	CT0010001407076	13/12/2012	29600543180	KAHADENU,	5228019	13/12/2012	14/12/2012	incomplete
503	CT0010001330124	27/11/2012	29490007357	VIJAYA MOTOR SALES AND SERVICE	5151805	27/11/2012	06/12/2012	double entry
504	CT0010001330125	27/11/2012	29490007357	VIJAYA MOTOR SALES AND SERVICE	5151805	27/11/2012	06/12/2012	incorrect state
505	CT0010001446828	22/12/2012	29400007261	PRABHU & CO MANDI MERCHANTS	5268242	22/12/2012	28/12/2012	as per dealer request
506	CT0010001407259	13/12/2012	29600543180	KAHADENU,	5228289	13/12/2012	19/12/2012	as per dealer request
507	CT0010001323338	27/11/2012	29240000074	SUDHA TRADERS	5135719	24/11/2012	27/11/2012	incomplete
508	CT0010001464947	27/12/2012	29370263794	MALNAD JYOTHI GAS PVT. LTD.,	5247133	18/12/2012	28/12/2012	already approved ✓
509	CT0010001494931	04/01/2013	29030014982	CHAND AND COMPANY	5316675	04/01/2013	05/01/2013	incorrect tin
510	CT0010001446700	22/12/2012	29400007261	PRABHU & CO MANDI MERCHANTS	5268084	22/12/2012	28/12/2012	as per dealer request
511	CT0010001308899	23/11/2012	29460003154	CHIDANANDA TRADERS	5129015	23/11/2012	27/11/2012	incomplete ✓
512	CT0010001308910	23/11/2012	29460003154	CHIDANANDA TRADERS	5129014	23/11/2012	27/11/2012	incomplete
513	CT0010001446643	22/12/2012	29400007261	PRABHU & CO MANDI MERCHANTS	5268041	22/12/2012	28/12/2012	as per dealer request
514	CT0010001446791	22/12/2012	29400007261	PRABHU & CO MANDI MERCHANTS	5268131	22/12/2012	28/12/2012	as per dealer request
515	CT0010001446792	22/12/2012	29400007261	PRABHU & CO MANDI MERCHANTS	5268210	22/12/2012	28/12/2012	as per dealer request
516	CT0010001446793	22/12/2012	29400007261	PRABHU & CO MANDI MERCHANTS	5268183	22/12/2012	28/12/2012	as per dealer request
517	CT0010001446794	22/12/2012	29400007261	PRABHU & CO MANDI MERCHANTS	5268173	22/12/2012	28/12/2012	as per dealer request
518	CT0010001576533	22/01/2013	29830620404	SRIDEVI RICE INDUSTRIES	5401083	22/01/2013	01/02/2013	double entry
519	CT0010001623677	29/01/2013	29580010266	GRAND AUTOMOBILES	5452894	29/01/2013	31/01/2013	double entry
520	CT0010001576604	22/01/2013	29830620404	SRIDEVI RICE INDUSTRIES	5401234	22/01/2013	01/02/2013	double entry
521	CT0010001576686	22/01/2013	29830620404	SRIDEVI RICE INDUSTRIES	5401294	22/01/2013	01/02/2013	double entry
522	CT0010001607951	26/01/2013	29130000377	SREE VEERABHADRESHWARA GLASS & FRAME WORKS	5435820	26/01/2013	28/01/2013	incorrect tin ✓
523	CT0010001631255	30/01/2013	29940000077	VISVESVARAYA IRON AND STEEL PLANT	5459393	02/02/2013	01/02/2013	incorrect tin
524	CT0010001561491	19/01/2013	29060000367	SRI ANNAPURNA SILK HOUSE	5385019	19/01/2013	21/01/2013	double entry ✓
525	CT0010001508547	05/01/2013	29360000396	SUPER SHELLS	5322338	05/01/2013	07/01/2013	double entry

**Suggestions:** It appears that the usage of the online e Sugam is a highly complicated one. To one of the dealers that I got to speak by phone, he mentioned that a highly qualified person is a MUST to enter data correctly, failing which there could be reasons cited above for rejections.

The design of the system could be reviewed in terms of simplifying it, for instance if the wrong TIN number is given > there should be a pop up message "Are you sure you have entered the TIN correctly?" or the entry of the state code is a very simple verification that could be done. Listing of commodity based on the first few characters of the Registration number should reveal the commodity etc. A few officials within the department and a few dealers could come together the portal development team to rectify these issues, which should eventually make the usage simple and easy to use. It is best to be reviewed at the earliest.

The department could organise online training or hand out user manuals to every dealer to reduce instances of rejections by preparing a document and uploading in the website to be printed by every user.

A very Clear board giving details of the services and the charter as published in the CT office at Shimoga was seen.

## II. Location name: *Nidige - outskirts of Shimoga:*

**1. Visit to the Village accountant's office:** The office visit reveal the following: The office was closed with no information of why the revenue department official was not present. When we spoke to a few citizens who had come all the way from about 35 kms to obtain a service, they said they have come for the second or the third time and this is what they have always seen. They were frustrated.



**The citizens travel from far off places where there are no direct buses either, just to wait and go back empty handed!**

Some citizens also confirmed stating that the officer is never present most of the time and he is not bothered either.

How is attendance of such employees monitored? The post office very next to this office was working with full zeal!

**Action Point:** The Department/District Administration may please initiate action against the official Sri. Harshavardhana – VA, after a hearing. While, we understand that the specific day was an election busy day, but the normal trend is the same is the general opinion.

**2. Ayush Department:** Visiting the Ayush office in Nidige revealed that there are about 17 patients who come to the clinic on a daily basis. These patients visit for general medicines such as for cold, cough and Asthma. Services under Sakala is either very low or Nil. The work load is very low for the assistant and he is rarely seen in the office. An Anganwadi was being run currently as the Anganwadi was currently under repair. The Doctor was away for a meeting.



**The Ayush Centre at Nidige:**

**Suggestion:** As suggested earlier, the Ayush Office staff & Doctor could be used to assist the PHC during the peak days of Mondays and Thursdays. One more observation is that the Ayush Centres are located about 6-8 kms away from the PHC. Could there be a reorganisation of these? Since most of the Ayush visitors are not or emergency services per se (as in PHC, where Delivery cases and emergency first aid cases do arrive) > It may be logical to group these and preferably have some Ayush centres merge with PHC permanently. As of now, there are 135 PHCs and 34 Ayush Centres across the District, is the figures we have.

### 3. Panchayat Office – Nidige:

A Visit to the Panchayat office at Nidige revealed that about 3-4 applications per day come to them mostly for Alteration to Assessment list. However, the System operator refused to show registers and GSC acknowledgements issued so far (She said it was locked by the PDO). She says that Power is a big issue and could not show us the live system either as power was not there. I wanted to verify the Panchatantra and Sakala system for reconciliation. The PDO was not in the office at the time of visit.

The DITC login revealed that these applications are NOT entered! **BYPASS!**

s.no	Office	GSC No	GSC Date	Service	Applicant Name	Mobile	Status
1	GRAMA PANCHAYAT OFFICE,NIDHIGE	PRO011000004448	26/04/2012 00:00:00	BUILDING LICENCE	ಕಲೇಶಿಯಾ ಕಮಲಾವತಿ	9060957379	Approved
2	GRAMA PANCHAYAT OFFICE,NIDHIGE	PRO011000014485	24/05/2012 00:00:00	GENERAL LICENCE (TRADE LICENCE)	ಗೋವಿಂದನಾಯ್ಕ	9845665131	Approved
3	GRAMA PANCHAYAT OFFICE,NIDHIGE	PRO011000040060	21/07/2012 00:00:00	BUILDING LICENCE	ಶ್ರೀಮತಿ.ಜಯಲಕ್ಷ್ಮಿ	9611394902	Approved
4	GRAMA PANCHAYAT OFFICE,NIDHIGE	PRO011000081525	10-03-2012 00:00	ALTERATION TO ASSESSMENT LIST	ಸುವರ್ಣಮ್ಮ	9880799583	Approved
5	GRAMA PANCHAYAT OFFICE,NIDHIGE	PRO011000153134	01-03-2013 00:00	MAINTENANCE OF DRINKING WATER	ವ್ರಕಾಶ	9480451787	Approved
6	GRAMA PANCHAYAT OFFICE,NIDHIGE	PRO011000153139	01-03-2013 00:00	MAINTENANCE OF VILLAGE SANITATION	nc ಚಂದ್ರಬಾಬು	9480451787	Approved

**Overall there are only 6 Applications received under this office as per records – which are not possible by what the systems operator updated. Review needed.**



The State of the Display board as seen in the Panchayat office.

#### 4. Notes enroute to Shimoga – Vidyanagar – Working of Nemmadi centre, Info dept

Enroute from Nidige towards Shimoga, we passed through a place called Vidyanagar. The place houses a Nemmadi centre which is very well located and managed and the advertisement for Atalji Janasnehi Kendra is very good. At prominent location the hoardings are placed and boards are neatly placed like Bus stops, junctions, market places etc. This is not the case with Sakala. Is there a different agency that does this? Appears like the concepts are copied from Sakala, but better implemented! Information Department may please provide more info.



The Atalji Centre at Vidyanagar – Shimoga

**5. Information Department:** We saw a very prime located Hoarding belonging to the Information department which was unused. It will be great if the department can use these spaces to generate awareness for Sakala. This is right on the road between Bhadravati & Shimoga and there is a very high traffic density, which will be most beneficial for Sakala. Perhaps Info department could get a count of all such empty spaces as of date & fill them up with Sakala info. A huge logo of

Sakala, Call centre number and website address will be enough to create a big impact (as this is a highway and people may not stop to read).



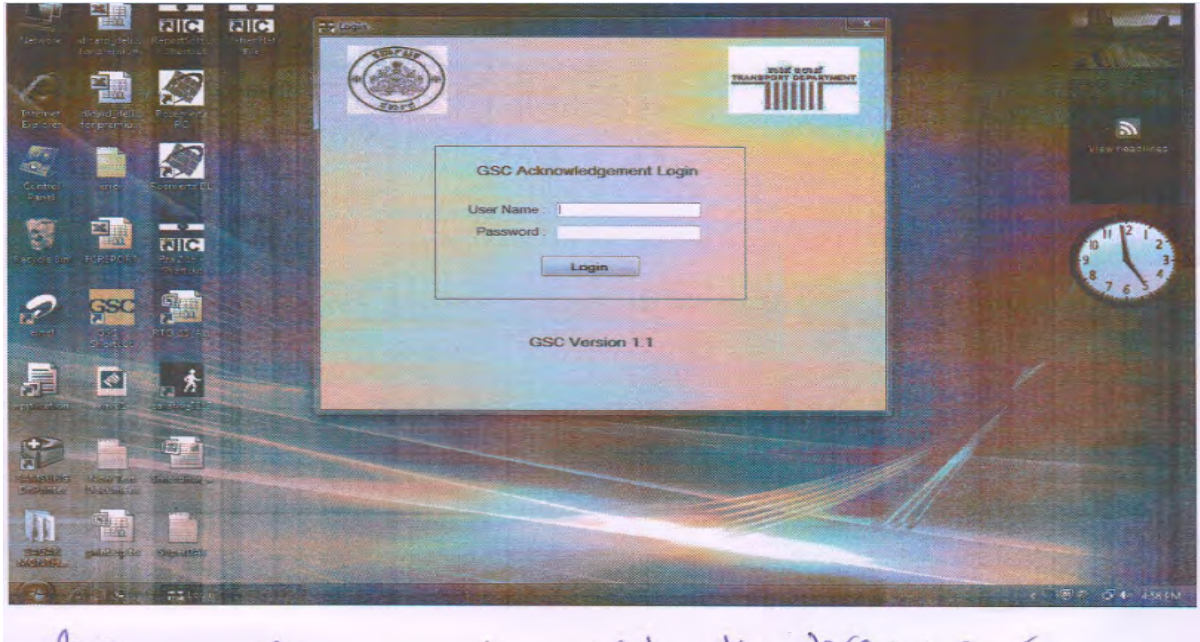
### **III. Sagar**

#### **1. RTO Office – Sagar**

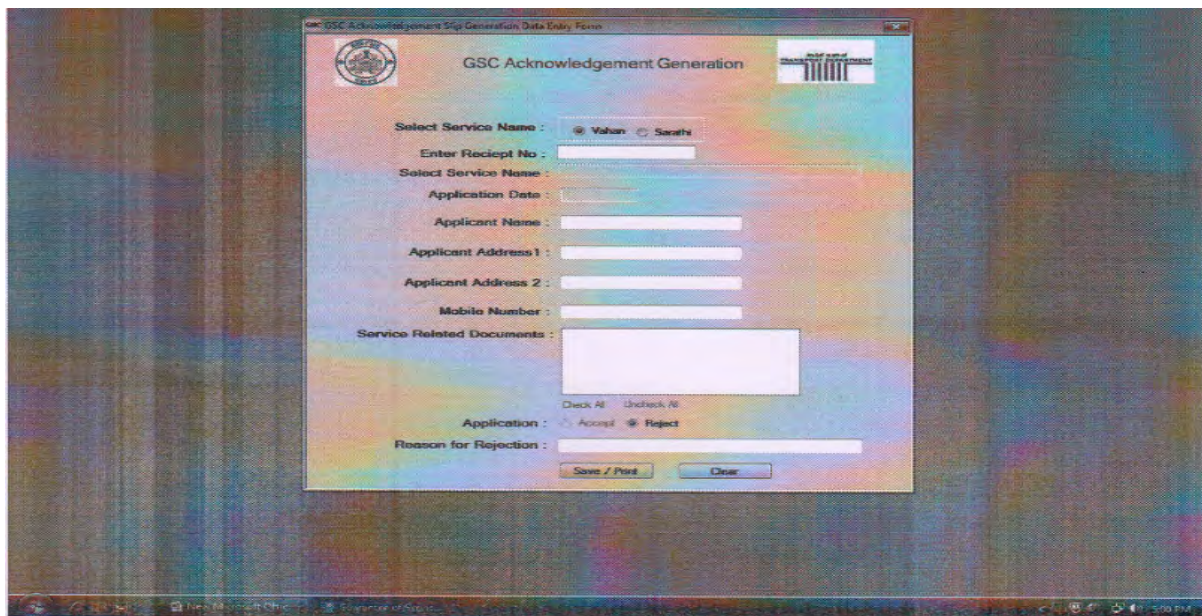
On Visiting the RTO office at Sagar, we met the Sri. Dharme Gowda – ARTO and the following points were discussed in the meeting. We also had one of the consultants from the Transport department who joined in.

1. Multiple Camps are conducted for LL issue across the district, which brings in close to about 300 applications per day on an average for all services.
2. Presence of only one Data entry operator to do all these tasks is very difficult. The process is designed in such a way that multiple logins are required for getting one transaction completed. For instance Hypothecation and dehypothecation when transfer of ownership is a service. The design is to ensure no frauds happen. The point here is that the staffs is not enough to do these tasks, as multiple logins are required.
3. Availability of Systems is another issue. The transport department entries, Sakala Entries are all done form one single system. This makes one person wait for another to complete and take up his work. This may need an urgent resolution by the department to provide one system and staff.
4. KSWAN is really weak, we were told. It is intermittent and connection problems caused more time delays.

5. A Unique software called “GSC” is operation in the office. This basically updates the Sakala system from Vaahini/Saarathi I am told. However, the biggest glitch that we observed here is that there are no credentials for accepting, rejecting or any action that one can mandate and this is across designations. Screenshot of the system was obtained and attached for reference. This needs immediate verification and review.



The System opened without any credentials!!



### *Action Points/Suggestions:*

- 1) State IT consultant may require to please look into the *GSC software issue*.
- 2) The department should review the staff requirements and augment where required. Staffing should be a certain percentage of vehicle density for that area for RTO. This way, the workload is also balanced. Same principle can be applied for other departments too.



**2. Helpdesk review:** The Sagar Helpdesk is handled by two young persons. They are highly enthusiastic and they have a good understanding of the Sakala process. I personally saw them answering some Qs to citizens and overall they seem to be of good help to the administration also. They said they helped the AC whenever they needed. They have prepared their own notes for answering queries.

1. Most of the Queries to the Helpdesk come for Ration Cards, Adhaar Cards, Voter ID, obtaining previous records (from the record room) , guidance for obtaining Encumbrance certificates etc.
2. No help from anyone. They have been self learners.
3. Salary for the Months of June to November has been paid, they are not too sure of the Salary from December as there is some clarity required. DITC is to check and get back to mission on funds position with DC office and report to Administrator of Sakala for guidance.
4. They said that they do not get any funds specifically for Cartridge or paper (part of the 2000/- for stationary needs. Though they get paper from the Tahsildhar office, other aspects such as funds for carrying out propaganda, pamphlets printing or other unique programs could be undertaken.
5. Mission has advised that since they are 2 of them in the Helpdesk, they could work out a plan to ensure one of them does outside propagation while the other sits in the helpdesk counter to cater to citizens. They could share their plans for any guidance.

### **3. Keonics issues.**

- As in other locations, KEONICS has seldom paid its staff in time. The employees whom I met at various offices who work for KEONICS complain that payment of salary is delayed up to 2 months and sometimes up to three months. Keonics has also huge deductions in the agreed salary Vs actual paid Salary. This may need to be looked into.

## **IV. Meeting with the DC and ADC – Review points**

The following points were discussed with the Respected DC.

- The DC admitted that he was not happy with the number of applications from the district. He said he has already had a review meeting with each of the department and given strict instructions for improving not only numbers but also quality of services under Sakala.
- He said he target Shimoga to be Ranked # 1 at the earliest. March is his target.
- He felt that Technical issues with Nemmadi/Atalji has dogged for some time and this should be resolved at the earliest. Integration issues seem to be a bottleneck. This should be given top priority.
- He felt that DITC can be given delegation of tasks to track and monitor issues such as duplication of GSC numbers, and overall monitoring & other verification tasks. This will give a more focused approach on districts and strengths and weaknesses can be addressed quicker. Certain tasks that the central team in Mission does should be passed on to the DITCs.
- 
- The DC also suggested that any delay in delivering a service should be compensated, irrespective of whether the Citizens claim or not. **The default claimant for delayed service is the DC. He is the authorised representative of the public.** The DC would

have a central account which will house the funds collected. The delay can be at Rs 10/- per day for such compensations. (50% of actual). The funds will be used for Sakala purposes only. He felt that since citizen participation on the compensation part was so less (referring to 7 claims so far for the entire state) > This would be a good model to ensure accountability and people will wake up and claim it themselves and make Sakala more effective and punitive.

## ***V. Request to the DC:***

1. A better place of work for the DITC – currently working out a small place within the helpdesk space, which is inconvenient. A secluded place where he can work from is requested.

2. Salary Payment to Helpdesk & DITC: The helpdesk got their salary at one go for the months of June to November in December 2012 – this was after working for 6 months without salary! It will be great if salary is paid out before the 10<sup>th</sup> of the month to both DITCs as well as Helpdesk. The DC may please instruct respective Tahsildhar to streamline the process and hasten the payouts.

3. Release of the funds for pamphlet printing and innovations for the helpdesks. Since the salary alone is paid, the helpdesks are unable to do anything innovative. This may please be looked into.

4. Action on an Individual – demand of Commission from helpdesk staff out of their salary of Rs 500/- per month each.

## ***VI. Other Observations:***

1. The Bhoomi Consultant required some clarifications – Referred the issue to State IT consultant for resolution.

2. The Nemmadi issues have been update to Sri Chandrasekhar – State IT consultant.

3. The RTO software issue needs advice/Resolution by State IT consultant.

4. Technical issues faced by the Nadakacheri operator needs to be sorted by State IT Consultant.

5. Telephone numbers and screenshots/relevant documents provided to State IT Consultant for further advice/Action.

## *Annexure 4*

### *Pilot Evaluation Report by IIM Bangalore*

## **Assessment of the Usage of the Sakala - Karnataka Guarantee of Services to Citizens act – Pilot Phase**

*Submitted to:*

**Dr. Shalini Rajneesh,  
Principal Secretary,  
DPAR (AR),  
Government of Karnataka**

*Authored By:*

**Sridhar Pabbisetty,  
Chief Operating Officer,  
Center for Public Policy,  
IIM Bangalore**

### **Abstract**

Sakala – Karnataka Guarantee of Services to Citizens Act covers 151 Services spread across 11 departments of Government of Karnataka. The Act mandates the delivery of these 151 services within a stipulated time. In case of a delay, post the due date, a fine of Rs. 20 per day limited to a maximum of Rs. 500 will be levied on the officer responsible for the delay and the fine is provided to the citizen as compensation.

The pilot phase of Sakala was launched on the 1st of March 2012 in Aurad taluk in Bidar district, Chitradurga taluk in Chitradurga district, Puttur taluk in Dakshina Kannada District and Dharwad taluk in Dharwad District. In addition to the four talukas, Bruhat Bangalore Mahanagara Palike (BBMP) is offering its services in the Jayanagar Ward Office in Bangalore South and the Commercial Taxes Department has rolled out Sakala across the entire state of Karnataka. A mission has been constituted to assist in the implementation of this Act.

A brief overview of the provisions of the Act and the details of the launch are provided in this report. This report examines data on the usage of Sakala and analyses the various services the citizens have requested and the status of those requests – with a District-wise and Department-wise split of the services. It explores the five departments that have a high incidence of defaults and the top requested services in each of the pilot talukas. The report outlines a roadmap of changes in the system and an action plan for the implementation team to enable better monitoring of the system.

## Contents

Assessment of the Usage of the Sakala - Karnataka Guarantee of Services to Citizens act – Pilot Phase.....	87
Abstract .....	87
Background: .....	88
Usage of the Sakala Act across various departments .....	90
Usage of the Sakala Act across various districts.....	91
Usage of the Sakala Act in Aurad.....	92
Usage of the Sakala Act in Jayanagar, Bangalore .....	93
Usage of the Sakala Act in Chitradurga .....	94
Usage of the Sakala Act in Dharwad.....	95
Usage of the Sakala Act in Puttur .....	96
Next steps: .....	97
References: .....	97

## Background:

Karnataka State Legislature in 2011 passed the Karnataka Guarantee of Services to Citizens Act (KGSC) to provide guarantee of services to citizens in the State of Karnataka within a stipulated time limit for citizen related services. A comprehensive IT Solution enables the act by providing a transparent monitoring mechanism for the services requested by a citizen. Whenever the request for the service is made, the citizen receives an acknowledgement slip with a unique number called the Guarantee Services to Citizen (GSC) number. With the help of the GSC number, a citizen can monitor the status of his application on the website <http://kgsc.kar.nic.in>. This system also has a mobile interface. Citizens can check the status of their application by sending an SMS from a mobile phone. In case the application is rejected or if the service is not provided within the stipulated time, citizens can file an appeal to the competent officer to redress their grievance. For the use for a large number of public who may be unable to use either the SMS mode or the website, a call center is available to assist the citizens. The number of the call center is 080-4455 4455.

In case of a delay or default in delivering any of the services or rejection of the service, then citizens can file an appeal to the competent officer within the specified time limit against the GSC number. The competent officer will hear the appeal and redress your grievance within the specified time. Citizens can claim the compensatory cost of Rs. 20 per day for the delayed period subject to a maximum of Rs. 500 from the designated officer who fails to deliver the service within the stipulated time. The designated officer shall be liable to pay the citizens the compensatory cost.

The pilot phase of Sakala was launched on the 1st of March 2012 in Aurad Taluk in Bidar district, Chitradurga Taluk in Chitradurga district, Puttur in Dakshina Kannada District and Dharwad Taluk in Dharwad District. At the launch function held at Jayanagar 4<sup>th</sup> Block, Bangalore the Chief Minister Shri. DV Sadananda Gowda invited a citizen to light the inauguration lamp. The caption, logo and name of the act were selected based on a campaign inviting citizens to send in their entries. The name Sakala, the logo below was selected with the caption highlighting that the services will be delivered on time.

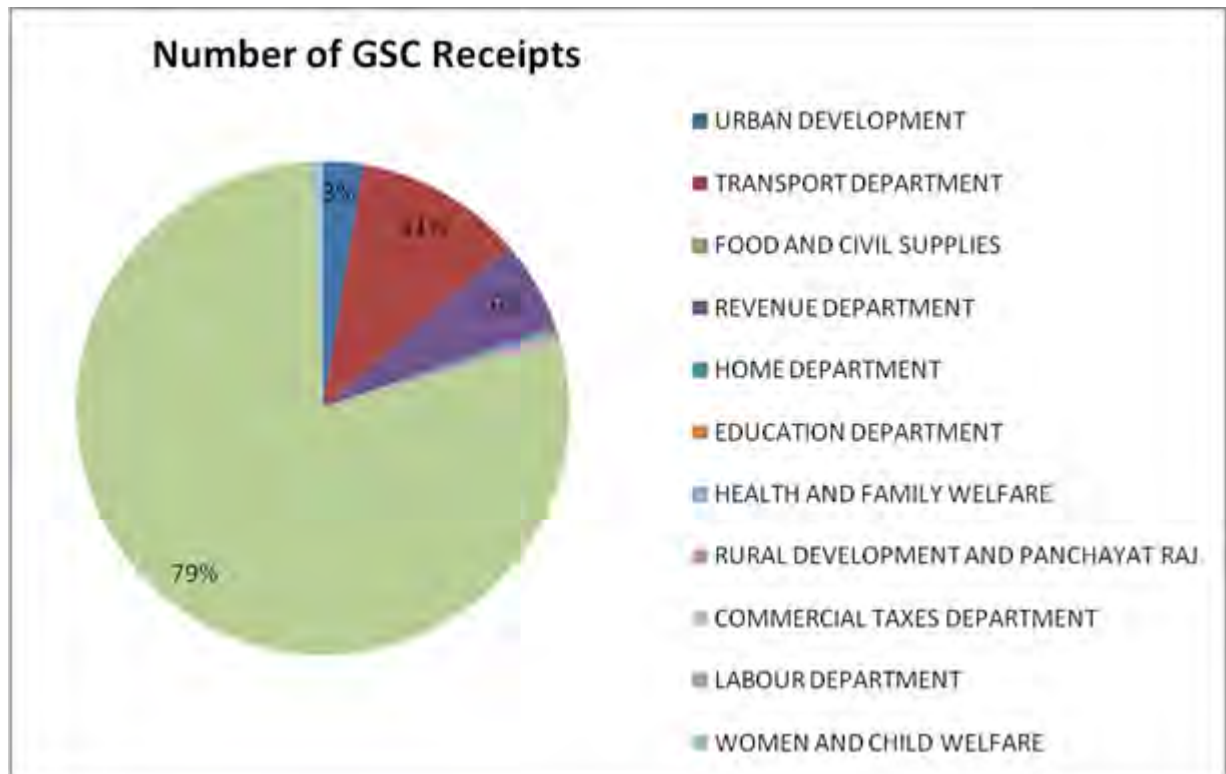


In addition to the four talukas, Bruhat Bangalore Mahanagara Palike (BBMP) is offering its services in the Jayanagar Ward Office in Bangalore South and the Commercial Taxes Department has rolled out Sakala across the entire state of Karnataka. A team has been constituted to assist in the implementation of this Act.

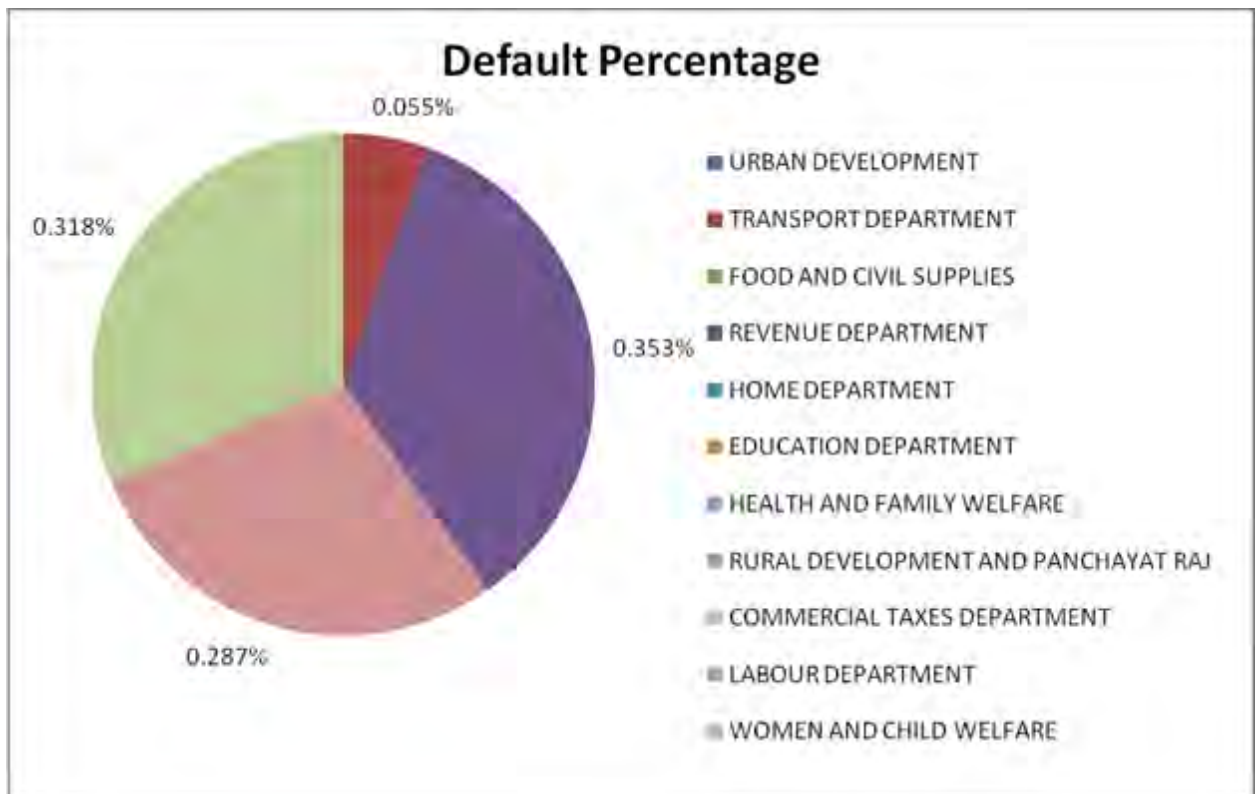
In order to enable the different departments roll out the services across the state, a detailed checklist along with multiple trainings from the Administrative Training Institute, Mysore has been enabling the individual departments. A media plan involving the All India Radio, Newspaper articles and Hoardings has been adopted to create awareness amongst the citizens. A detailed analysis of the media plan along with citizen outreach will be provided in the next report that will be done in May 2012 after a month from the state wide roll out April 2<sup>nd</sup> 2012.

The state government has formed a Mission to assist in the implementation of this act. This Mission is led by Dr. Shalini Rajneesh as Mission Director assisted by Mr. Munish Moudgil, IAS as the Addl Mission Director. The team also has an Management & IT Consultant who will look after the interfacing with National Informatics Center (NIC) and the various agencies who are implementing Sakaala. aspects of process monitoring, improvisations, focus on reducing the defaults and eventually help the mission director to bring in more services under the act.

## Usage of the Sakala Act across various departments

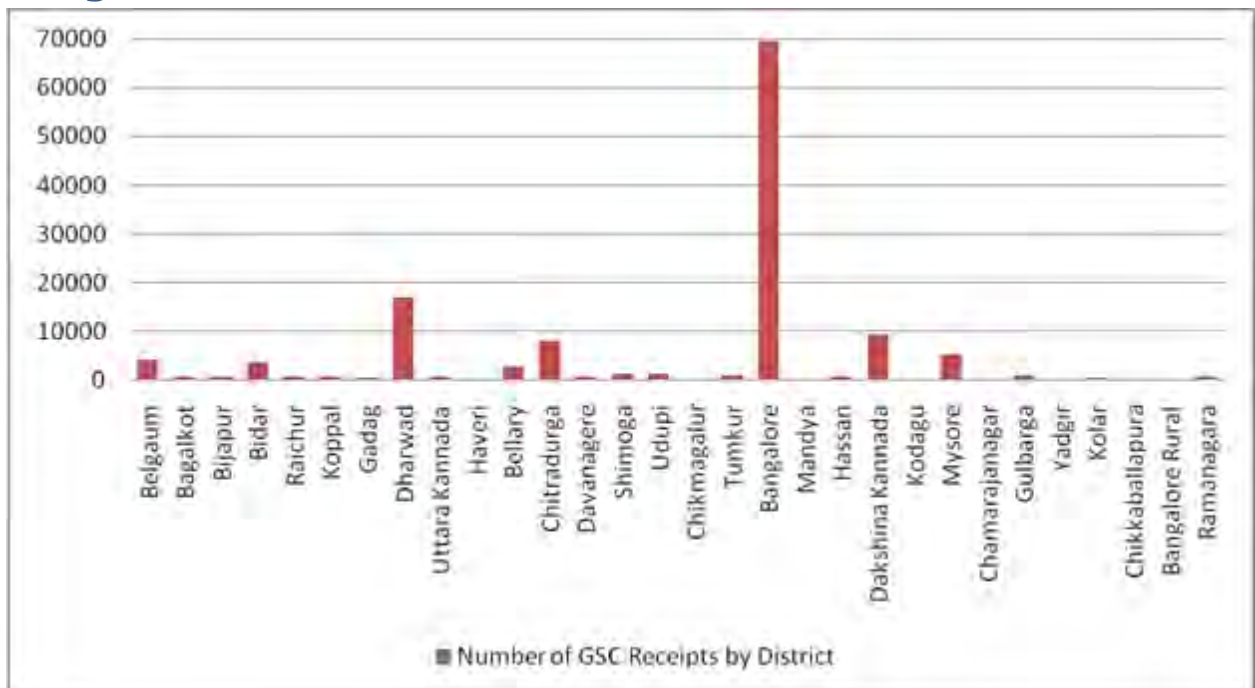


Of the 1,32,304 receipts received by the 11 departments, 79% of them were directed to the Commercial Taxes Department followed by 11% to the Transport Department and 6% to the Revenue Department.



Of the requests received across departments, only 0.3% of the total receipts are left pending post the due date. A majority of the pending GSC receipts are with the Revenue, Commercial Taxes and Rural Development and Panchayat Raj departments. Among these departments the Food and Civil Supplies and Revenue Department had a default rate higher than the total average of 0.3%.

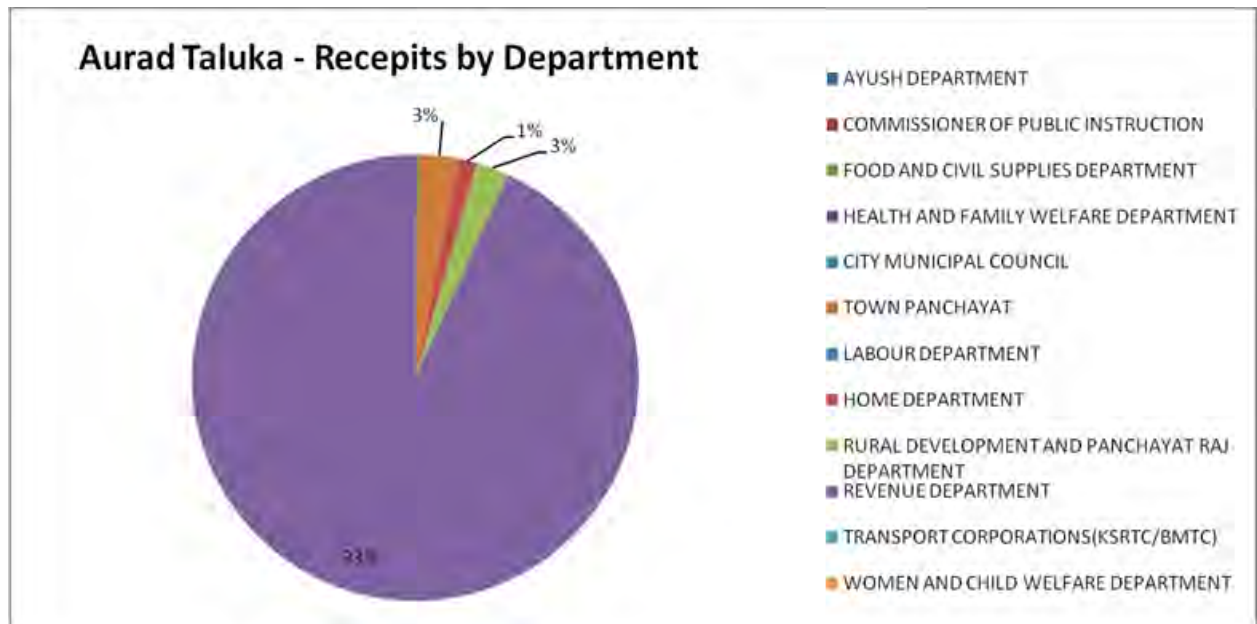
### Usage of the Sakala Act across various districts



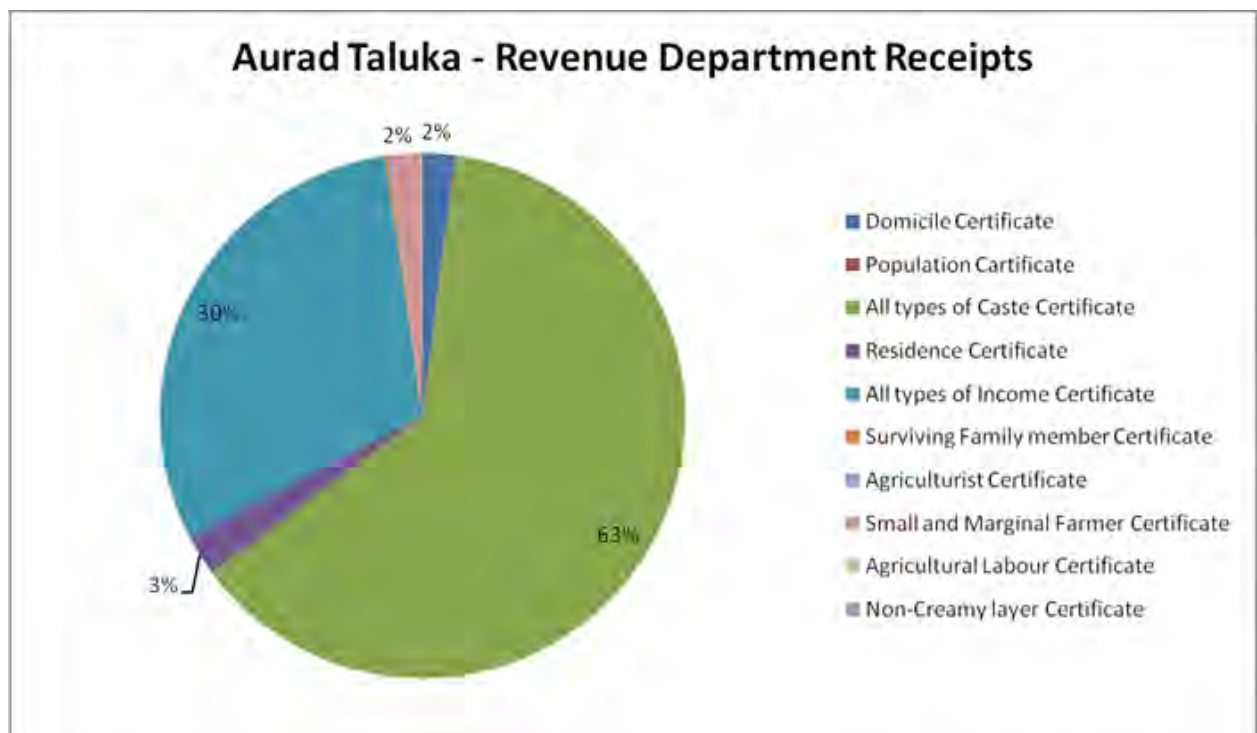
Bangalore received more than half (52%) of the GSC receipts, followed by Dharwad (13%) and Dakshin Kannada (7%).

Among the districts Chikkaballapura (3.8 %), Chikmagalur (1.9%), Mandya (1.8%) and Yadgir (1.43%) had the highest number of defaults and above the state average of 0.3%.

## Usage of the Sakala Act in Aurad



Aurad taluka received 1,815 receipts during the month of March. A majority of the receipts were received by the Revenue Department, which was also the only department liable for the pendency after the due date (for five receipts).





In the Revenue Department, 63% of the receipts received were for various Caste certificates and 30% of them were for various Income Certificates.

## Usage of the Sakala Act in Jayanagar, Bangalore

In the Bangalore South (Jayanagar Ward) Pilot, of the 38,204 receipts that were received, 99% were directed towards the Commercial Taxes Department. There were only 540 requests that were for the BBMP.

Table - Number of Receipts, Disposals and Pendency by Bangalore South

Department	Number of GSC Receipts	Number of GSC Disposals	Number of Pendency
BRUHAT BANGALORE MAHANAGARA PALIKE	540	464	0
COMMERCIAL TAXES DEPARTMENT	37663	31886	173
<b>Total</b>	<b>38203</b>	<b>32340</b>	<b>173</b>

Source: KGSC Data, March 2012

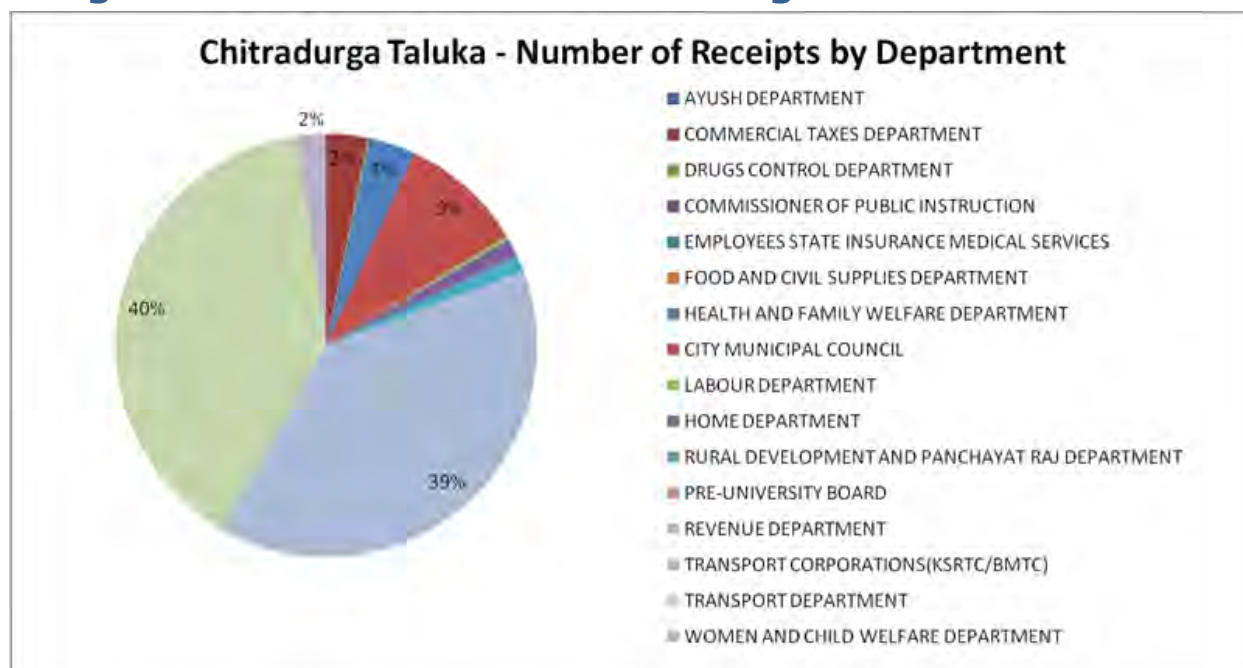
89% of the 540 receipts received by BBMP were for 'Issue of Birth, Death and Still Birth Certificates at Registration centers within one calendar year from date of registration' and there were no pending receipts.

Table – BBMP: Details of Receipts, Disposals and Pendency

Service	Number of GSC Receipts	Number of GSC Disposals	Number of Pendency
Issue of Birth,Death and Still Birth Certificates at Registration centers after one calender year from date of registration	28	28	0
Issue of Birth,Death and Still Birth Certificates at Registration centers within one calender year from date of registration	479	405	0
Khatha Extract/Certificate	32	30	0
<b>Total</b>	<b>539</b>	<b>463</b>	<b>0</b>

Source: KGSC Data, March 2012

## Usage of the Sakala Act in Chitradurga



In Chitradurga, a total of 8078 requests were received. Amongst these the Transport and Revenue departments received a bulk of 40% and 39% of the receipts.

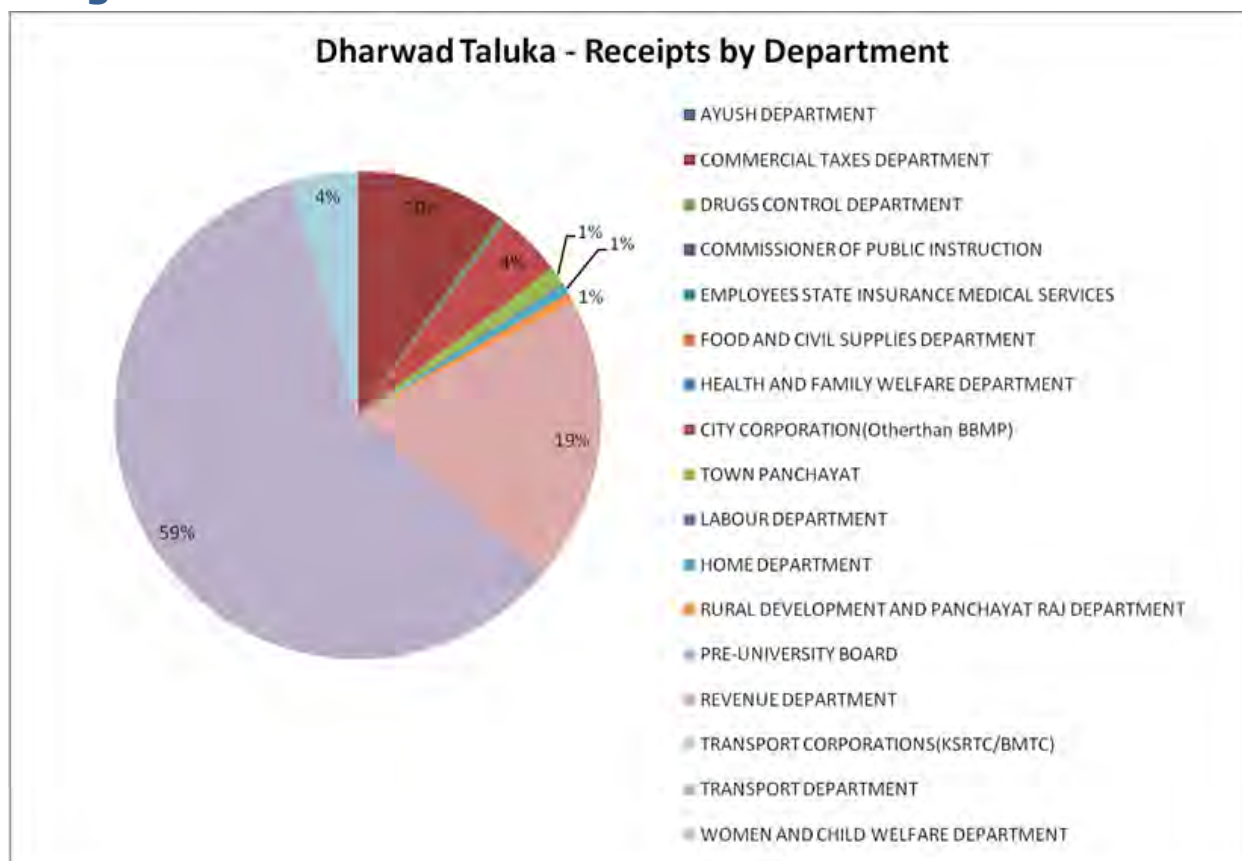
The Transport department received a total of 3,197 receipts of which 59% were for Driving and Learning Licenses, and 40% for Registration of Vehicles. Among the License requests only 6 requests for Learning license out of 948 requests were pending beyond the due date.

Table - Transport Department: Details of Receipts, Disposals and Pendency

Service	Number of Receipts	Number of GSC Disposals	Number of GSC Pendency
Driving License	941	637	0
Duplicate License	12	4	0
Duplicate Registration Certificate	4	1	0
Learning License	948	750	6
Registration of Vehicle	1292	714	0
<b>Total</b>	<b>3197</b>	<b>2106</b>	<b>6</b>

Source: KGSC Data, March 2012

## Usage of the Sakala Act in Dharwad



Dharwad taluk received a total of 12,924 GSC requests and 59% were for the Transport Department and 19% for the Revenue Department. Of these requests, 25 requests were not delivered within the stipulated time. The Revenue Department had 22 and Commercial Taxes department had 3.

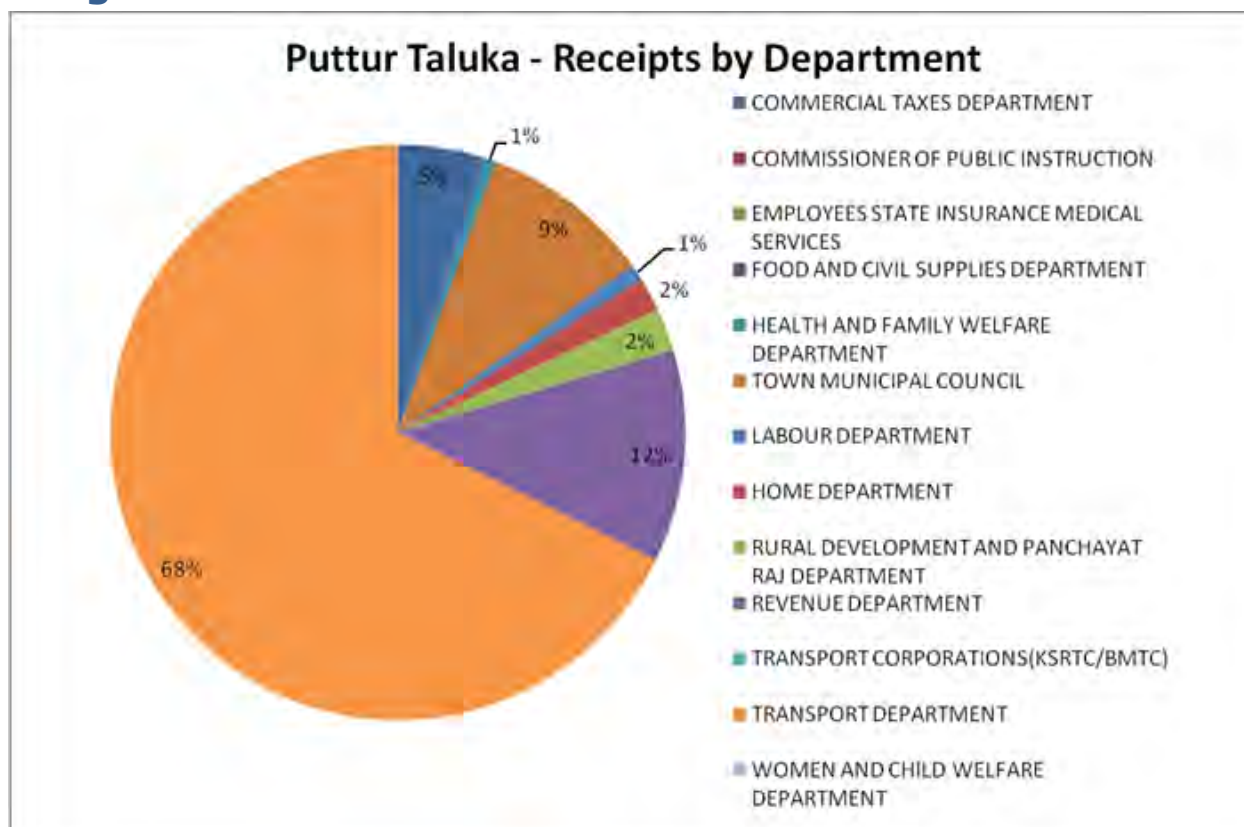
In the Transport Department that had the leading number of requests in Dharwad, 37% of the GSC receipts were for Learning License, 38% for Registration of Vehicles and 25% for Driving Licenses.

Table – Transport Department: Details of Receipts, Disposals and Pendency

Service	Number of GSC Receipts	Number of GSC Disposals	Number of Pendency
Driving Licence	1900	1430	0
Duplicate Licence	20	10	0
Duplicate Registration Certificate	40	20	0
Learning Licence	2789	2394	0
Registration of Vehicle	2888	769	0
<b>Total</b>	<b>7637</b>	<b>4623</b>	<b>0</b>

Source: KGSC Data, March 2012

## Usage of the Sakala Act in Puttur



Puttur received 5,209 GSC receipts of which 68% were for the Transport Department. Departments of Revenue, Commercial Taxes, Rural Development and Panchayat Raj, Home, Labour, Town Municipal Council, and Health and Family Welfare together accounted for 32% of the receipts. Only 2 receipts were pending one each under the departments of Transport and Rural Development and Panchayat Raj. 69% of the receipts in the Transport department were for Learning and Driving Licenses and 31% for Registration of Vehicles.

Table - Transport Department: Details of Receipts, Disposals and Pendency

Service	Number of GSC Receipts	Number of GSC Disposals	Number of Pendency
Driving Licence	938	882	0
Duplicate Licence	5	4	0
Duplicate Registration Certificate	2	0	0
Learning Licence	1489	1434	1
Registration of Vehicle	1092	947	0
<b>Total</b>	<b>3526</b>	<b>3267</b>	<b>1</b>

Source: KGSC Data, March 2012

## Next steps:

An act that focuses on impacting the manner in which services are delivered by 11 different departments across the various districts of the state is not a one time solution. The system has to be systematically improved upon till the delivery begins to serve the ultimate purpose of citizens being the satisfied beneficiaries of states services.

In this direction, the following suggestions are provided:

1. While there has been a considerable pace of delivery of services, the defaults need to be analyzed further to understand the root causes. A systematic Preventive and Corrective action taking mechanism for default management will assist in making the system robust and error proof.
2. In certain cases it has been observed the definition of disposal of a service has to be redefined when the process is complete but the citizen has not yet come back to pick up the requested certificate or service.
3. An analysis of the processes being followed in the 151 services need to be undertaken to see if there steps that can be simplified. A business processing reengineering exercise will help in identifying simplifications that can be undertaken.
4. A roadmap has to be established to enlarge the number of services that are covered under sakala from the 11 departments as well as bring in other departments in Government of Karnataka under the ambit of Sakala.

## References:

All the following references have been used as on the March 30<sup>th</sup> 2012.

1. Karnataka Guarantee of Services to Citizens Act System - <http://kgsc.kar.nic.in/>
2. Deccan Herald - 'Sakaala' guarantees service to people - Puttur, Mar 1, 2012 <http://www.deccanherald.com/content/231385/sakaala-guarantees-service-people.html>
3. Karnataka Guarantee of Services to Citizens Act – Sakala <http://www.karnatakaspider.com/resources/4365-Deadlines-citizens-services-Sakala-scheme.aspx>

\*\*\*\*\*

