

Karnataka Guarantee of Services to Citizens Act – 2011 (SAKALA)

- Evaluation of Implementation and its Impact on Stakeholders
(Citizens and others)



Karnataka Sakala Services Act – 2011
"No More Delays - We Deliver On Time"

The poster features a central logo for SAKALA with a clock icon. Surrounding the logo are 30 government departments, each with its name and the number of services it provides. The departments are:

- Revenue Department (100 Services)
- Urban Development Department (10 Services)
- Public Works Department (10 Services)
- Home Department (20 Services)
- Food and Civil Supplies Department (10 Services)
- Karnataka State Fisheries Department (10 Services)
- Labour Department (10 Services)
- Department of Health and Family Welfare (10 Services)
- Department of Veterinary and Animal Husbandry (10 Services)
- Department of Forests (10 Services)
- Department of Fisheries (10 Services)
- Department of Health and Family Welfare (10 Services)
- Education Department (10 Services)
- Karnataka State Development Board (10 Services)
- Commerce Department (10 Services)
- Kannada, Culture and Information Department (10 Services)
- Transport Department (10 Services)
- Industries and Commerce Department (10 Services)

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NOW GIVEN IN TIME**

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e-mail: sakala@nic.in

Employees Compensate Citizens @ Rs. 20/- (up to Rs. 500/-) for every day's delay in services



Administrative Training Institute
Mysore

2013

**Karnataka Guarantee of Services to
Citizens Act – 2011 (SAKALA)**
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**Administrative Training Institute, Mysore
Karnataka**

2013

Governance is the exercise of economic, political and administrative authority to manage a country's affair at all levels. It comprises the mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. UNDP (1997)

Governance is the manner in which power is exercised in the management of a country's social and economic resources for development. – Asian Development Bank (1995)

Governance is the process whereby societies or organizations make important decisions, determine whom they involve and how they render account. – Canada Institute of Governance (2002)

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

'Grievance/Complaint' is defined as any communication that expresses dissatisfaction about an action or lack of action, about the standard of service/deficiency of service of an insurance company and/or any intermediary or asks for remedial action.

Grievance Redressal Mechanisms (GRMs) are institutions, instruments, methods and processes by which a resolution to a grievance is sought and provided.

Dr. (Smt.) Amita Prasad. IAS
Director General

Preface

Our country is experiencing growth and development and the pace of development has been rapid in the last two decades. With increased urban growth, the expectations of the people are also going up. This calls for better governance, which entails timely delivery of services, transparency and accountability. In this direction, Karnataka state which is in the forefront of development and good governance has come out with a new Act – Karnataka Guarantee of Services to Citizens Act (KGSC) in 2011 to provide guarantee of services to citizens in the state of Karnataka within a stipulated time limiting to citizens related services. This is now named as Sakala which means in time or good time to provide services. Sakala program of the Government of Karnataka is backed by a comprehensive IT network to provide solution and service and also to monitor the services.

The Pilot phase of the Sakala was launched on 1st of March 2012 in northern most backward Taluk of Aurad in Bidar district, and in three other Taluks of Chitradurga, Dharwad and Dakshina Kannada districts. The program was fully launched on April 1, covering the entire state with 151 services and 11 Departments of the state including Bruhat Bangalore Mahanagara Paalike (BBMP). Karnataka is the 10th state in the country to launch this Guarantee of Services but what is unique in the state is in terms of implementation it has galloped ahead of other states and is implemented in mission mode. Further it has helped in putting in place an efficient public grievance redressal machinery. The state is being looked up by the center and other states as a model to emulate services guarantee to the citizens.

The Department of Administrative Reforms and Public Grievances (DAPRG), Government of India has initiated the impact studies of various Public Services Delivery Acts by the states and in Karnataka, the Administrative Training Institute, Mysore was entrusted the work to Study the Effectiveness of Implementation in order to assess its impact from the point of view of Stakeholders. This Research Study was taken up in December 2012 and was completed in March 2013 with the financial support from DAPRG. I am thankful to Sri Sanjay Kothari, Secretary and Sri Anil Jha, Additional Secretary DAPRG, Government of India for entrusting this work to ATI, Mysore. Our Research Team has completed this work in time and I am highly thankful to the Research team.

March 2013

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N. Narayana Sastry

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List of Abbreviations

| | |
|---------|---|
| AA | Appellate Authority |
| AC | Assistant Commissioner |
| AEE | Assistant Executive Engineer |
| AJK | Atalji Janseva Kendra |
| ATI | Administrative Training Institute |
| ARO | Assistant Revenue Officer |
| BBMP | Bruhat Bengaluru Nagara Palike |
| BEO | Block Education Officer |
| BDA | Bengaluru Development Authority |
| BWSSB | Bengaluru Water Supply and Sewerage Board |
| CB | Capacity Building |
| CMC | City Municipal Council |
| CO | Competent Officer |
| CPI | Commissioner of Public Instructions |
| CW | Case Worker |
| DO | Designated Officer |
| DTI | District Training Institute |
| DDPI | Deputy Director of Public Instructions |
| DDPU | Deputy Director Pre University Board |
| DHO | Deputy Health Officer |
| DPAR | Department of Personnel and Administrative Reforms |
| DC | Deputy Commissioner |
| ESIS | Employees State Insurance Services |
| FB | Face Book |
| FICCI | Federation of Indian Chambers of Commerce and Industry |
| GSC | Guarantee of Services to Citizens |
| HDI | Human Development Index |
| ICT | Information Communication Technology |
| KEONICS | Karnataka State Electronics Development Corporation Limited |
| KGSC | Karnataka Guarantee of Services to Citizens |
| KSSA | Karnataka Sakala Services Act |
| NGO | Non-Governmental Organisation |
| NIC | National Informatics Centre |
| PDO | Panchayat Development Officer |
| PGR | Public Grievances Redressal |
| PIO | Public Information Officer |
| RDPR | Rural Development and Panchayati Raj |
| RI | Revenue Inspector |
| RR | Record of Rights |
| RTO | Regional Transport Officer |
| RTC | Record of Rights, Tenancy and Crop Inspection |
| RTPS | Right to Public Services |
| SSA | Sarva Shikshana Abhiyan |
| SSLC | Secondary School Leaving Certificate |
| TMC | Town Municipal Council |
| ToT | Training of Trainers |
| TP | Town Panchayat |
| VA | Village Accountant |

Executive Summary

The growing realisation that the citizens are rightfully entitled to a certain standard of service and within a specified time necessitated the passing of the Karnataka Guarantee of Services to Citizens Act. The Act passed in 2011 and the mission mode of its implementation is an improvement over other e-governance measures such as Nemmadi, Janspandana, Janamitra etc., as it emphasises on timely delivery of services, failing which the bureaucrats are made to compensate the citizens with Rs.20 per day, going up to Rs.500, an amount considered to be “just right”, neither too soft nor too harsh on the bureaucrats.

The simple Act which gives no scope for confusion has been backed by the political will and welcomed by the bureaucrats as it gives them a chance to collectively change their brand image which was increasingly resented as being non-cooperative and harassing by the citizens. The bureaucrats realised that they had to “perform or perish”. They placed as many as 151 services at the launch of the Act in April 2012 putting Karnataka on top of the other nine States which were already in the fray. Within a span of seven months, 114 more services have been added to the list. DPAR intends bringing all the 1800 services under Sakala within a short span of time.

Though Karnataka has been the 10th State to implement a service guarantee act, in terms of implementation it has galloped ahead of States like Madhya Pradesh which has been in the mission mode over the last three years because of its (Karnataka’s) progress in the IT sector. The State is being looked up by the Centre and the other states as a model to emulate service guarantee programme.

The piloting of the Act prior to its passing, the detailed deliberations on the tenets of the Act, the involvement of the Information Department in building publicity material and in communicating the same to the public, the commitment of the high level officials of the different departments are cited as reasons for the successful implementation of the Act.

The capacity building and training exercise of ATI which began simultaneously with the implementation of the Act helped build work flow charts which aided in driving home the roles and responsibilities that each of the functionary within a department had to adhere to. Subsequent training programmes covering different levels of functionaries in different district have proved useful in building the capacities of the functionaries on the various aspects of the Act.

The present study has captured the issues relevant to the implementation of the Sakala in the state focussing more on the services rendered by various departments since enactment of the Act. These issues have been captured through both primary as well as secondary data and the study has been carried out in six districts in the State apart from BBMP. The districts were chosen based

on the best performing district and the poor performing district under Sakala. Also the other districts were chosen from each of the Divisions in the State. BBMP has been chosen since it has the highest number of applications disposed under the urban areas. The sample size included 2000 applicants who had availed services from different departments. Thus 6 districts plus BBMP covering 12 Taluks, 127 villages and nearly 2000 Sakala Applicants are covered in the study. Further, focussed Group discussions were also held with the Nodal officers of the State, district and Taluk levels.

Key Findings

- Clear line of authority in the implementation of Sakala with Deputy Commissioner (District Collector in many other states) as District Nodal Officer under Sakala for the listed services
- Flow of Administrative line and command for Sakala implementation is very clear and there are no gaps.
- Sakala Mission monitors the implementation of the scheme across the states.
- Very high rate of success in disposing applications filed under Sakala.
- Delayed disposals were on the lower side.
- Maximum number of applications filed under Sakala was for services in the Revenue department across the state.
- Data on services availed in different departments showed that not all services were availed but for some services like birth and death certificates, income certificates and caste certificates – the number of applications received were very high.
- No appeals had been filed in the districts where the study had been taken up indicating clearly that the citizens were happy with the services.
- In each district Call Centres have been mandated by the Government for the purpose of facilitating Sakala applications and has is also involved in getting feedback from those availing services.
- The awareness about the scheme is very low in many of the districts where the study has been taken up.
- Higher satisfaction levels among citizens who had availed services under Sakala.
- Significant change in the attitude of the cutting edge functionaries and grassroot level officials was seen after the implementation of Sakala.
- In many districts the application for the same service is received both under Sakala and non-Sakala. This is cited as one of the reasons for the involvement of middlemen in getting the services
- Sufficient data was not available to deduce the implementation of the scheme has resulted in reducing corruption. This may require more time to analyse the trends.

- e-initiatives undertaken by the departments in the State has significantly contributed to the improvement of the Service Delivery mechanism in the state and this in turn has provided a platform for the success of the Sakala scheme.
- The departments have cited frequent transfer of officials as one of the reasons in implementing Sakala.
- NGO involvement in the implementation of the scheme is very low and their services are needed in creating better awareness among the citizens.

Recommendations

The implementation of Karnataka Guarantee of Services Act (Sakala) was preceded by a number of e-initiatives taken by the state government departments to redress public grievances by the citizens. Karnataka Government had implemented number of citizen centric service delivery mechanisms in many departments, a few successful ones among them being Jan Mitra, Janaspandana, Sarathi, Bhoomi etc. Many of these were supported by MIS which played an important role in its success. Also the departments in the state had put in place a detailed process aimed at improving the public service delivery mechanisms in the respective departments. In spite of these landmark initiatives the public awareness among the citizens is very low mainly because of poor ICE activities.

The findings from the present study also identified certain weak areas in the implementation of the Sakala programme. These needs to be addressed to fine tune the programme and make its implementation much more efficient. The major recommendations are in the areas of:

- Improving the awareness among citizens through ICE Activities.
- Capacity building of officials at regular intervals especially to those serving at the grassroot level.
- Expansion of services provided under Sakala.
- Inclusion of Semi Government Agencies (Boards, Authorities, Agencies etc.) by bringing the services rendered them under the Act.
- Integrating softwares of various departments with the Sakala Software.
- Strengthening of e-initiatives across all the departments and make them more citizen centric.

Sakala implementation in the state has made a good beginning and there is a need to consolidate the gains of the scheme. In this direction there is a need to relook into some of the specific issues discussed in this report. A beginning needs to be made to empower and improve the efficiency of officials at the grassroot level by providing them with adequate IT skills and ensuring incentives. IEC activities need to be taken on a massive scale with support from NGOs and other stakeholders to make the citizens aware of their rights for a better delivery of services. Encouragement and incentives should be the driving force in Sakala than penalty and compensation.

Karnataka Guarantee of Services to Citizens Act -2011 (SAKALA) - Evaluation of Implementation and its Impact on Stakeholders (Citizens and others)

1. Introduction

1.1. Background

The development debate, over the last decade, has shifted its emphasis from the welfare approach to the right based one- one where the citizen takes the centre stage. This shift arose with the realisation that the target based welfare approach where the government decided what is good and needed for the citizen has led to a mismatch between the service required and what was being provided, allowing for pilferage and waste of resources. The World Development Report also¹ points to a dismal picture of the development goals being reached due to the failure of service delivery mechanisms. This, the report says, has been due to the lack of accountability mechanisms, which hold the government responsible for its shortcomings.

This underlines the fact that the citizens are entitled to a certain standard of public services which are required for their well-being. This is the ethical position which the right based approach to development-an infusion of human rights with participatory development- takes. The UN Secretary General in 1998 has stated that “the rights-based approach to development describes situations not simply in terms of human needs, or developmental requirements, but in terms of society’s obligations to respond to the inalienable rights of individuals, empowers people to demand justice as a right, not as a charity, and gives communities a moral basis from which to claim international assistance when needed”.

In the right based approach, the government is required to enable citizens’ participation and promote inclusiveness by creating a holistic approach to public service delivery. The approach enables citizens to be aware, understand, and ultimately, participate in the process of decision-making. Addressing public grievances when service deliveries fail or are fall short of required specifications is an important aspect that this approach necessitates from the service provider. Thus, this approach covers both service delivery and grievance redressal.

Three important legislations that have enhanced the right based approach are the Right to Information Act passed in 2005, Right to Education in 2010 and Right to Services in 2011. That the government should be accountable and responsible and that its processes have to be transparent are the emphasis placed by the Right to Information Act which was passed in 2005. This has enhanced the citizen centricity in the governance system, a system which has also gained impetus due to the increase in awareness levels of the citizens and their ever increasing demand for efficient and effective delivery of services. The rapid

¹ Ref: Making Services Work For the Poor (2003), The World Development Report, The World Bank, Washington DC

progress of technological development has played a vital role in ushering in such a system.

The last three years has seen many states in India enacting legislations on Right to Public Service delivery which forms a key administrative reform initiative that builds on the concept of the Citizen's Charter. The administrative guarantee provided under the Citizens' Charters has been transformed into a legal right under the various RTPS Acts. This is mainly due to the shortfalls that were evident in the Citizens Charter such as poor design and content, lack of public awareness, no reviews, citizen feedbacks or updates in the Charter². A time bound clause for the delivery of services has been introduced by some of the States in India by fixing a penalty clause which impinges on the erring bureaucrats' salary. The RTPS Acts aim to integrate various service guarantees under a single umbrella at the state level.

The Service Delivery Act also takes off from the quality management system- Sevottam which was introduced in 2010 for providing measurable standards and procedures developed to ensure desired quality for every service. This initiative of creating uniform replicable standards of quality management seeks to improve service delivery across Departments at all levels fitting with the broad citizen centric approach that is being adopted in public administration. In the Sevottam Framework, the Citizens Charter provides a mandate to enforce existing rights of citizens in demanding various public services from government Ministries/ Departments and Organisations³. It represents the commitment towards standard, quality and timely delivery of services, grievance redress mechanism, transparency and accountability.

Karnataka

Karnataka passed the Service Guarantee Act in 2011. The mission mode of implementing this Act titled **SAKALA** - colloquially meaning in time- has been in operation in all the 30 districts of the State from April 2012. At the very beginning, the State included as many as 151 services, a feather in its cap as no other State attempted this many services. 11 departments – Revenue, Food and Civil Supplies, Women and Child Welfare, Education, Health, Urban Development, Home, Finance, Labour, Transport and Rural Development offered 24, 4, 6, 12, 12, 27, 12, 10, 25, 9 and 10 services which would be delivered within a stipulated time. If the departments failed to abide by the promised time, the citizens would be compensated with an amount of Rs 20 per day, the maximum amount of compensation is fixed at Rs.500 per application.

The State of Karnataka has had the advantage of being a pioneer in the IT sector. It has been ranked second, as the leader in e-Readiness in the country Data Quest⁴. There are many areas where ICT has been applied to

² India's Citizen's Charter – A decade of experience (2007) Public Affairs Centre, Bangalore.

³ The detailed Framework of the Citizens Charter can be referred in the web link http://darpn.nic.in/darpnwebsite/cms/Document/file/IIPA_Report_Citizen_Charter.pdf

⁴ Ref: Data Quest (2006), DQ-IDC Survey of 18 States: Best e-governed States, 2006, March Volume XXIV, No 5, pp 20-47

facilitate governance. In order to improve service delivery and redress public grievances, the State has implemented several e-Governance projects like Bhoomi⁵, Nemadi⁶ and Bangalore One⁷.

The State has taken up other online governance initiatives such as the *Jan Mitra* by the R D and P R department, public grievance redressal systems that help citizens file their grievances via a helpline, website, mobile or through post⁸. The Citizen Charters have been implemented in 35 departments.

Jan Mitra – A Public Grievance Redressal System

It provides multiple channels for citizens to file complaints or provide feedback through Helpline (call centre), Website, Mobile Phones and Post. Citizens need to provide basic information for registration before filing complaints.

Salient features:

- one stop interface for all types of complaints
- complaints can be better articulated and filed with photographs, audio, video or any other supporting documentation
- citizens can also file Karnataka Guarantee Services Act and MNREGA complaints
- Citizens can check status of complaints online or through call centres
- round the clock complaint submission possible because of web and mobile complaint systems
- closed loop system – complaints are systematically tracked to closure
- automatic alerts through email and SMS

However, these initiatives have not been able to satisfy the citizens. Timely deliveries of services have been lacking adding to the miseries and problems of the citizens. This made the government to rethink and introduce an Act which has citizens as central point of emphasis wherein they are guaranteed of the delivery of public services on time.

1.2. Research Objectives

The specific objective with which the study has been taken up is to assess the effectiveness with which SAKALA has been implemented, the impact it has had on the stakeholders

⁵ Programme digitising land records

⁶ IT enabled single window citizen service system

⁷ Providing one stop service in efficient, reliable manner to the citizens through multiple delivery channels by connecting various departments and their services using ICT

⁸ http://janmitra.com/index_eng.php#one

1.3. Coverage, Research Methodology and Tools

Area Coverage

For purposes of conducting this study, six districts – Hassan, Gulbarga, Dharwad, Kolar, Dakshina Kannada and Chitradurga were selected. The districts of Dakshina Kannada and Chitradurga were selected as representing the best and least practice districts in so far as the implementation of the Act is concerned, as assessed by the DPAR. The districts of Kolar, Hassan, Gulbarga and Dharwad were chosen, one each, from the four administrative divisions of Bangalore, Mysore, Gulbarga and Belgaum.

Two taluks in each of the districts were chosen for the study, one being closest to the district headquarters and another which is the farthest, with the assumption that the distance from the hub of administration would have a bearing on the accessibility to information. Hiriya and Chitradurga in Chitradurga district, Mangalore and Puttur in Dakshina Kannada district, Dharwad and Kalghatagi in Dharwad district, Chittapura and Gulbarga in Gulbarga district, Arasikere and Hassan in Hassan District, Kolar and Malur in Kolar District are the taluks that were selected for the study.

In addition, to exclusively understand the service delivery Acts implementation in an urban area, the metropolitan city of Bangalore was chosen and studied.

Coverage of Department

When the State began its implementation of the programme, 11 departments Urban Development, Food and Civil Supply, Transport, Revenue, Home, Education, Health and Family Welfare, RDPR, Finance, Labour and Women and Child Welfare department were covered. (Seven more departments were added later- Housing, Animal Husbandry and Fisheries, PWD, Ports and Inland Water Transport, Forest, Ecology Environment, Commerce and Industries, Kannada and Culture and DPAR, during November 2012). Of this, four departments were chosen for purposes of conducting this study – Revenue, Transport, School Education and Urban Services (specifically Bangalore Metropolitan City Corporation). The departments were chosen as they have a higher degree of interface between the officials and the citizens.

The department of Revenue has included as many as 24 services under Sakala⁹ – this is the highest, among all the departments. The transport department has had computerised systems in place over a long time, which is said to have brought efficacy in administration and was chosen with the assumption that it would have pointers to offer for implementing timely delivery of services. Education is an important social sector and of late has been implementing another right based legislation the Right to Education Act, and BBMP represents the urban services.

⁹ To this 25 were added during the second phase

Coverage of Services

In all, the four departments selected offered the scope of studying 44 services.

| Sl. No. | Selected Departments | No. of services |
|---------|----------------------|-----------------|
| 01 | Revenue | 24 |
| 02 | Transport | 09 |
| 03 | School Education | 06 |
| 04 | BBMP | 05 |
| | Total | 44 |

Research Methodology

Primary and Secondary Methods of data collection were used while conducting this study. The Secondary data analysis covered analysing the data available on the website/s, reviewing various reports, articles, and newspaper reports¹⁰. While gathering secondary sources of information, focus was placed on collecting information that would help understand the preparedness of the departments in implementing the Act- choosing the right services, fixing time, preparing work flow charts, building capacities of the personnel, providing infrastructure facilities etc.

The primary data collection focussed on one-to-one interviews with various stakeholders – Nodal Officers of the selected departments at the State, District and Taluk (block), the IT Consultant.

The study team visited the office of the IT Consultant located in the Deputy Commissioner's office and collected the list of applicants availing the services from the Revenue, Transportation and Education departments under the Sakala scheme. The details contained the name of applicant and the GSC number and in the absence of address of the applicant this was insufficient to canvass the questionnaires. The study team then visited the Nada Katcheris (Revenue department office located in the Hoblis). However this was enough to get details of nearly 20 per cent of the applicants' details. Then the team visited the Gram Panchayat offices and obtained the list of beneficiaries availing the services under various development schemes and from the list of these applications, the various records obtained under Sakala scheme and the applicants' details were obtained. However in many places even this method was insufficient. Then the Village Accountants of the Revenue department, Officials of Schools and Colleges, Bill Collectors of Gram Panchayats, Computer Operators of Gram Panchayats were contacted to obtain the list of citizens under Sakala. Apart from this there were also instances when the study team has to visit the schools and colleges to meet the applicants under the scheme.

The sample size of Sakala applicants who were interviewed for the study was 150 from each of the Taluks with 50 each of the departments namely Revenue,

¹⁰ List of secondary sources cited in the section on References

Transport and Education that were selected for the study. As far as BBMP was concerned, 200 applicants were interviewed that covered the services offered by the BBMP. The total sample size was 2000 Sakala applicants.

The list of 137 villages visited during the study is provided in the later sections of the report. Nearly 80 per cent of the respondents were contacted directly and the others were contacted over Mobile phones. The latter was followed more in contacting the beneficiaries availing services from BBMP since it was difficult to get in touch with the individual applicants in Bangalore city.

Pilot Study

Tools were developed to elicit information from the various stakeholders; the tools were pilot tested in Hassan - one of the study districts and fine tuned, before applying it to the State. The pilot study enabled understanding that the IT Consultants, placed at each of the districts are important stakeholders who could provide with an overall perspective of the implementation of the Act in the district and also provide detailed list of citizens who have accessed the services. A set of questions were developed that could be addressed to the IT consultants. Also, questions were added on addressing the functionaries of the Help Desk and the processes involved in getting the feedback.

Tools

Research tools were developed to conduct the study. Tools were developed to conduct informal interviews with (i) State Nodal Officers (ii) Nodal Officers at the district (iii) Nodal officer at the taluk/block and (iv) IT Consultant. (See Annexure 1, 2, 3 and 4)

Questionnaire to elicit feedback from the citizen was developed and administered (Annexure 5). A set of issues that are needed to develop the Case Studies were also devised in order that there is uniformity in conducting and writing the Case Studies. (Annexure 6)

The DPAR was contacted with a set of questions which covers aspects relating to the pre-implementation preparation and other mechanisms of addressing the implementation issues. (Details in Annexure 7)

Case Study

The secondary research revealed that there were six citizens who were compensated under this programme, as their services were not delivered on time. The details of the six citizens are given in the Annexure (Annexure 8). It was decided to conduct the case studies of these citizens as it would lead to reach qualitative data that would through light on various aspects addressed by the study. 3 Case Studies have been done during the study.

1.4. Limitations of the study

- In less than six months time of having implemented the Service Guarantee Act in Karnataka (April 2011), this research work was taken up. One view is that the implementation of the Act needed more time to settle down and be effective before any evaluation study of this kind is initiated.
- The other aspect was one of interviewing representatives of citizen's forums, NGOs and CSOs. The field work showed that there have been no significant forums which have actively taken up the understanding of the provisions of the service guarantee act, facilitating the citizens with its accessibility.

2. SAKALA

2.1. The rationale behind the Act

The Karnataka Guarantee of Service to Citizens Act 2011, also referred to as Sakala Act (since November 2012) was put on the governance landscape in the State to bridge the dichotomy between the citizens and the administration. This arose with the growing realisation of the bureaucrats that “all is not well”, that the citizens were finding it unpleasant to go to the government offices as they “found the public servants to be impersonal, paper oriented and could get away when they did not deliver services on time and/or when they did not deliver at all.” The miseries and woes of the people were unheeded to and there was an inclination to move more towards privatisation. The grievance redressal mechanisms too were getting restricted to registering grievances at the Chief Ministers Office which could address only 15 to 20% of it. “Perform or perish” – is the clear signs that bureaucrats read and made them welcome the service guarantee Act¹¹ They saw in the Act an opportunity to “collectively improve their brand image”.

The mission mode of implementing the Act with the slogan ‘No more delays, we deliver on time’ highlights the commitment of the Government to service delivery. The Act has been backed by the political will expressed by unanimously passing the Bill in the legislature.

2.2. Preparatory Process

Prior to passing “the simple, readable Act”¹², series of deliberations and debates were held on the draft Act. The piloting of the provisions of service guarantee in the four taluks Aurad (Bidar district), Chitradurga (Chitradurga district), Puttur (Dakshina Kannada district), Dharwad taluk (Dharwad district) and in addition Jayanagar Ward (urban ward in BBMP) helped in boosting the confidence of the bureaucrats who felt that guaranteeing services to the citizens in a stipulated time is “doable”¹³. The rolling out of the Act on April 2nd 2012 saw 151 services being covered under the Act – “the largest ever offered set of services to citizens under any other Act of the States of India”¹⁴.

The preparatory processes involved liaisoning of the DPAR with the Information Department which drew a media plan involving the All India Radio, T.V., Newspapers, FB, posters and Hoardings etc to create widespread awareness amongst the citizens. Beedi nataka (Street Plays) were also staged in villages

¹¹ Excerpts from interview with Dr Shalini Rajneesh, I.A.S. Secretary to Government, Department of Administrative Reforms and Mission Director, Sakala Mission, date March 1st 2013.

¹² Interview Dr Shalini Rajneesh I.A.S

¹³ An assessment was done by IIMB on the usage of the Sakala Project and feedback given DPAR, Source: *The Karnataka Sakala Services Act 2011, May 2012 – Report*

¹⁴ Guarantee of Services to Citizens, A Case Study of Karnataka- Note Circulated by Sakala Mission, nd

during Gram Sabhas, to bring home to the citizens that it is their right to demand and access services within a time frame.

Awareness building exercises also included dissemination of information through women groups and youth clubs. The citizen forums and the consumer forums were also approached seeking their suggestions for improving the tenets of the Act. Even the 30 days period stipulated for receiving objections to the Act -both online and offline-evoked tremendous response. Lawyers, government employees, citizens/individuals gave suggestions which were given due consideration. Some of the apprehensions were given importance- for e.g. the word 'penalty' was felt to have had disciplinary connotations and it was replaced by the word 'compensation' bringing the Act and its provisions more into a moral mandate than a legal and administrative one.

One of the important preparatory processes that helped build time frames for each of the bureaucrats was the workflow chart prepared under the guidance and facilitation of FICCI and ATI. Workflow charts were built, by every department, to map the time taken by each government 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-frame by each and every functionary of the Government leading to accountability. The employees were trained to use IT for delivering services in time and also for reducing their workload. The capacity building initiatives conducted by ATI gave the implementation and approach to the Act a scientific approach; the workflow charts laid the foundation stone to Sakala

Work studies to identify work overload and 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 and FICCI workshops have also helped give the government a sense of ownership.

A lot of effort and energy was spent in motivating the government officials. This was necessary to invoke their willingness to adapt to Sakala. They were made to realise that they had to struggle to survive and the government officials were also convinced that the Act and its enforcement would help them augment their work. Work is worship emotions were revoked

2.3. Procedure for Service delivery

The time bound delivery of service also entitles that service quality is enhanced. This is done by addressing the other processes involved in seeking and delivering services such as giving information on the office and official to approach for accessing the service, information on the documents that need to be attached to support the service request, knowing the status of the service request, details of the call centre and help desk for action and for service redressal.

By way of publicity, using the media and by way of the Citizen Charter displayed at every public authority, the list of services available under Sakala is made known to the citizen. The Citizen Charter has the details of the designated officer who could be contacted, and the time within which the service would be delivered and the list of the documents required to be submitted.

Figure 1: Citizens Charter

| ಕ್ರ.ಸಂ. | ಸೇವೆಗಳ ವಿವರ | ಸೂಚಿತ ವಾಡು | ಆಗಮನವಿಳಿಸಬೇಕಾದ ದಾಖಲೆಗಳ ವಿವರ (ವಿಳಿಸಬೇಕಾದ) | ವಿವರಿಸಬೇಕಾದ ಅಧಿಕಾರಿಯ ಹುದ್ದೆ | ವಿವರಿಸಬೇಕಾದ ಅಧಿಕಾರಿಯ ಗಣವು ವಾರಾಂತ್ಯ ಹಾಗೂ ಹಬ್ಬದ ದಿನ | ಸೇವೆಯ ಅವಧಿ | ಸೇವೆಯ ಅವಧಿ ಗಣವು ವಾರಾಂತ್ಯ ಹಾಗೂ ಹಬ್ಬದ ದಿನ | ವಿವರಿಸಬೇಕಾದ ಅಧಿಕಾರಿಯ ಹುದ್ದೆ | ವಿವರಿಸಬೇಕಾದ ಅಧಿಕಾರಿಯ ಗಣವು ವಾರಾಂತ್ಯ ಹಾಗೂ ಹಬ್ಬದ ದಿನ |
|---------|--|------------|--|-----------------------------|---|------------------|---|-----------------------------|---|
| 1 | ಪಾಸ್‌ಪೋರ್ಟ್ ಪ್ರಮಾಣಪತ್ರ ದಾಖಲೆ | ರೂ. 15/- | ಪಾಸ್‌ಪೋರ್ಟ್ ಪ್ರಮಾಣಪತ್ರ | ಪಾಸ್‌ಪೋರ್ಟ್ | 30 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 2 | ವಾಹನ ದರಿದ್ರ ಪಾಲಿ ಪ್ರಮಾಣ ಪತ್ರಗಳು | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 21 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 3 | ವಾಹನ ದರಿದ್ರ ಆವಾಸ ಪ್ರಮಾಣ ಪತ್ರಗಳು | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 21 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 4 | ದಾಖಲೆ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 5 | ವಿದ್ಯಾ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 6 | ಜನ ಸಂಖ್ಯೆ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 7 | ನಿವಾಸ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್/ಉಪ ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 8 | ಖರೀದಿ ಇಲ್ಲದ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 9 | ವಿವಿಧ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್/ಉಪ ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 10 | ಕೃಷಿ ಕುಟುಂಬ ಸಂಖ್ಯೆ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್/ಉಪ ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 11 | ಮಾಡು ವಿವಿಧ ಅಧಿಕಾರ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್/ಉಪ ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 12 | ಜನಸಂಖ್ಯೆ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್/ಉಪ ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 13 | ವಿವಿಧ ವಿವಿಧ ಕುಟುಂಬ ಸಂಖ್ಯೆ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 14 | ನಿರೀಕ್ಷಿಸಿದ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 15 | ಅನುಜ್ಞಾ ಪತ್ರದ ಮೇರೆಗೆ ನೆರವುಸಾಧಿಸಲು ಸರ್ಕಾರ ಕೆಲಸದಲ್ಲಿ ಇಲ್ಲದ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 16 | ಕೃಷಿ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್/ಉಪ ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 17 | ಸಣ್ಣ ಮತ್ತು ಮಧ್ಯಮ ವ್ಯಾಪಾರಿಗಳಿಗೆ ರೈತ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್/ಉಪ ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 18 | ಕೃಷಿ ಕುಟುಂಬ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 19 | ಕೆಲಸ ಮಾಡದ ಅಧಿಕಾರ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 20 | ವಾಹನ ಸಂಖ್ಯೆ ಪ್ರಮಾಣ ಪತ್ರ | ರೂ. 15/- | | ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |
| 21 | ಪರಿವಾಹನದ ಉದ್ದತೆ | ರೂ. 5/- | | ಪಾಸ್‌ಪೋರ್ಟ್/ಉಪ ಪಾಸ್‌ಪೋರ್ಟ್ | 07 ಕುರಿತು ದಿನಗಳು | 15 ಕುರಿತು ದಿನಗಳು | ಪಾಸ್‌ಪೋರ್ಟ್ | 15 ಕುರಿತು ದಿನಗಳು | |

A citizen can apply for services either (i) manually or (ii) electronically by accessing the website (www.kgsc.kar.nic.in); the prescribed application filled and submitted, attached with the required documents is acknowledged by the authority concerned by providing the applicant a GSC number. The 15 digit Guarantee of Services to Citizen Number is used to trace the movement of the application on the portal and to make enquiries, if needed.

The system also has a mobile interface. The applicants can check the status of their application by sending an SMS using the GSC number. The public authorities encourage applicants to provide their mobile numbers while seeking services in order that the authorities can reach them, if need be. Each of the public authority is also required to maintain online status of all applications related to the services and continuously update it.

When there is a delay or if the public authority defaults in receiving the assured service, the applicant can seek compensation by applying to the competent authority or by or filing a complaint at the Call Centre. 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 Competent Authority. The amount is deducted from the salary of the erring officer.

The monitoring mechanisms placed has helped the government in guiding additions to the services under Sakala, in simplifying the procedures, in delegating power, developing IT solutions. Feedback is collected from 2500 citizens in a month, from calls made randomly is also considered to help in monitoring the progress.

Online monitoring mechanism has been provided by way of the portal developed by the NIC. The monthly reports, prepared by the mission team, which also includes District Ranking based on performance evaluation shows data on poor performing districts (based on pendency, rejection and complaints) and they are given due attention to set the processes right. Monthly ranking based on Performance Benchmarks allows for competition among the district/s. The Taluk-wise ranking has begun from February 2013.

The State has put in place Call Centres and Help Desks to facilitate the implementation of the Act.

Call Centres helps in online resolving of complaints. The call centre functions as a hub for collecting complaints, providing information and serving as a feedback tool to understand the pulse of the citizens.

Helpdesks are set up to ensure that the citizens are facilitated while accessing services under Sakala and that the middlemen are eradicated. The Help Desks are manned by the Consumer Forums, recognised NGOs or retired government officials.

2.4. Implementation Machinery

Personnel

The Service Guarantee Act is being implemented in a mission mode by the DPAR, with the Secretary DPAR as ex-officio Mission Director, assisted by an IAS officer as the Additional Mission Director¹⁵. An Administrator of Karnataka Administrative Services has been appointed to manage the administrative activities of the Mission.

The Mission has involved two private sector professionals to bring in fresh ideas as the government, by its own submission, become stereotypical in their operations¹⁶ one from the management sector and another from the IT Sector- the management professional to manage the processes and for monitoring and the IT Consultant to deal with the technology aspects of the Mission and interface with the NIC.

¹⁵ Two additional MD posts have been created but one remains vacant. Interview with Dr Shalini Rajneesh, March 1st 2013.

¹⁶ Source: Interview with Dr Shalini Rajneesh, on march 1st 2013

At the district level, District IT Consultants are appointed by the Mission who report to the Deputy Commissioners, who are the nodal officers for managing and monitoring Sakala for all the departments.

Other staff were recruited through open advertisements, and in some places where there has been a shortage of applicants KEONICs has been approached, as a replacement strategy, as it has already been empanelled by the government.

454 data entry operators were sanctioned by the government at the initial stages, with the passage of time, the DCs have been authorised to deal with this locally.

2.5. Funds

Government of Karnataka had initially allocated 50 million INR for the project. This amount was enhanced to a total sum of 150 million INR to cover all costs of the project. e.g. hardware, software, capacity building and publicity¹⁷.

¹⁷ Ref: Guarantee of Services to Citizens, A Case Study of Karnataka, Circulated by DPAR, Bangalore, nd

3. SAKALA – Capacity Building Initiatives

The need for good governance is primary focus of all the Governments. Good Governance has become the cornerstone of the governments to boost its image before the public. UNDP has laid down some characteristics like Participation, Rule of Law, and Responsiveness, Efficiency, Accountability and Timely Delivery of Services to the citizens. Governance should always be people centric. Today the country is faced with the situation of delays, long worded procedure, rudeness of the officials and insensitivity on crucial issues of poor besides corruption. All these are bringing bad name to the administration; Karnataka has the legacy of being one of the better governed states in the country. Keeping this in view, Karnataka State legislature passed the Karnataka Guarantee of Services



to Citizens Act (KGSCA) to provide guarantee of services to citizens in the state of Karnataka within a stipulated time limit for citizen's related services.

In order to enable the implementation of Sakala, the Administrative Training Institute, Mysore has rolled out training programmes to the officers of the state covered under SAKALA by adopting the appropriate training methods. The media also is playing its role in giving wide publicity through AIR, Newspaper and Hoardings, Doordarshan to create awareness amongst the citizens.

3.1. Training Programmes at ATI Mysore

Purpose of the Training

The purpose of training was to enable implementation of KGSCA 2011 in all government departments in Karnataka. The training was useful to clarify the concepts behind time bound delivery of services, and enable translation of concepts into action for implementation of KGSCA in letter and spirit.





The Capacity Building Programme for Sakala implementing officers and Functionaries was held at two levels as per the Action Plan. The first level of the programme was in ATI for all 11 departments' Sakala implementing officers. It was planned to organize 40 programmes for the departments to cover about 1750 officers. The major departments like Revenue and RDPR got more opportunities because of number of staff to be covered in these departments.

As per the Action Plan for Training the cutting edge functionaries of the 11 departments identified under Sakala all 29 District Training Institutes were entrusted with the task of organizing programmes at district level.

Training Manual

The training material included in this manual was developed and used for training programmes held in districts during February and March 2012 for implementation of KGSCA 2011. Based on the experience of these trainings and participant feedback, the training material was updated. Officers using this manual for training purposes would enrich it further by focusing on issues more relevant to specific departments and local conditions.



The following materials were included with printed copies of the manual:

- i. Presentation Slides with Notes page for trainer's reference
 - a. Introductory session
 - b. Changing Notions about Government Functioning
 - c. Sevottam Framework and Concept of Quality in Public Service
 - d. KGSCA, 2011
 - e. Group Exercise Formats
 - f. KGSC Rules, 2012
 - g. IT Interventions for KGSCA, 2011
- ii. Word Documents
 - a. Registration Form
 - b. Course Schedule and Session Timings



- c. Do it Yourself Guide or Workbook
- d. Quiz on KGSCA 2011 and KGSC Rules, 2012
- e. Examples of Challenges faced during Pilot Trainings

iii. Films

- a. Short Film on Sevottam produced by Department of Administrative Reforms and Public Grievances, Government of India, New Delhi
- b. Digitization of Land Records-CR Patna/ DC Office-Hassan



iv. Website Demonstration

Training Materials

The ATI prepared the following Handbooks/Manual to be used during Sakala Training programme:

- 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 Sakala for the use of Implementing Officers of the Act.*
- 4) *KGSC Act both English as well as Kannada (supplied by Sakala Mission)*
- 5) *Handouts and other materials circulated by Sakala Mission*

The Manual and Handbook shown in Sl. No.1 to 3 were prepared by ATI in association with FICCI New Delhi. Members of FICCI were part of ATI's Capacity Building Programme on Sakala from the beginning. The materials and inputs keeping the 2 days schedule designed for CB programme was the basis. ATI developed the core content and inputs that should go in to the content of Sakala Training. Before finalizing the contents, a formal review of the module that was designed for 2 days at district level Sakala Workshop while launching the KGSC Act was taken up. The experience of the first round of workshop and the ToT guided the contents of Sakala CB Programme.



Table 1: Details of CB programmes organized at ATI Mysore for the implementing officers of Karnataka Sakala Act: Period July 2012 to December 2012

| Sl. No. | Name of the Department | Projected Target | | Cumulative Total-2012 | | Remarks |
|---------|---|------------------|--------------|-----------------------|----------|---|
| | | No. | Participants | No. | Attended | |
| 1 | Transport Department | 2 | 110 | 2 | 38 | Estimated 3 per District office but did not turn up |
| 2 | RDPR Department | 6 | 176 | 3 | 53 | Even after repeated invitation poor nominations from Department |
| 3 | Health and Family Welfare Department. | 8 | 300 | 8 | 191 | |
| 4 | Municipal Administration. and 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 Department |
| 9 | Women and Child Development Department. | 5 | 236 | 5 | 100 | Dropping listed service from Sakala Act |
| 10 | Food and Civil Supplies | 3 | 41 | 0 | Nil | Declined to nominate the officers without any reasons |
| | Total | 40 | 1750 | 33 | 592 | |

Part-II: Training Programmes in DTIs

Table 2: Training Programme for the Taluk and District level Functionaries of 11 Departments delivering 151 Services under SAKALA-Phase-I- in all 30 Districts

| Sl. No. | Districts | No. of Taluks | Officials per Taluk | Batches @ 40/B | Cumulative | | In Percentage | |
|---------|------------------|---------------|---------------------|----------------|------------|---------------|---------------|----------|
| | | | | | Batch | Trainees | Batch | Trainees |
| 1 | Bangalore(U) | 3 | 300 | 8 | 8 | 269 | 100 | 89.9 |
| 2 | Bangalore(R) | 4 | 400 | 10 | 11 | 381 | 110 | 92.2 |
| 3 | Chikkaballapura | 6 | 600 | 15 | 15 | 424 | 100 | 70.6 |
| 4 | Kolar | 5 | 500 | 12 | 12 | 496 | 100 | 99.2 |
| 5 | Tumkur | 10 | 1000 | 25 | 25 | 740 | 100 | 74 |
| 6 | Chitradurga | 6 | 600 | 15 | 15 | 516 | 100 | 86 |
| 7 | Davanagere | 6 | 600 | 18 | 15 | 610 | 83.3 | 101 |
| 8 | Shimoga | 7 | 700 | 18 | 18 | 609 | 100 | 87 |
| 9 | Uttara Kannada | 11 | 1100 | 25 | 25 | 752 | 100 | 68.3 |
| 10 | Dakshina Kannada | 5 | 500 | 12 | 12 | 462 | 100 | 92.4 |
| 11 | Udupi | 3 | 300 | 08 | 08 | 296 | 100 | 98.6 |
| 12 | Kodagu | 3 | 300 | 08 | 08 | 226 | 100 | 75.3 |
| 13 | Hassan | 8 | 800 | 20 | 17 | 694 | 100 | 86.7 |
| 14 | Chickmagalur | 7 | 700 | 18 | 18 | 510 | 100 | 72.8 |
| 15 | Mysore | 7 | 700 | 18 | 22 | 737 | 122 | 105.2 |
| 16 | Chamaraja Nagara | 4 | 400 | 10 | 10 | 218 | 100 | 54.5 |
| 17 | Mandya | 7 | 700 | 18 | 18 | 573 | 100 | 81.8 |
| 18 | Ramanagara | 4 | 400 | 10 | 10 | 298 | 100 | 74.5 |
| 19 | Gulbarga | 10 | 1000 | 25 | 25 | 890 | 100 | 89.0 |
| 20 | Yadgir | 4 | 400 | 10 | 9 | 394 | 90 | 98.5- |
| 21 | Raichur | 5 | 500 | 12 | 12 | 396 | 100 | 79.2 |
| 22 | Koppal | 4 | 400 | 10 | 11 | 410 | 110 | 102.5 |
| 23 | Bidar | 5 | 500 | 12 | 12 | 501 | 100 | 100.2 |
| 24 | Bellary | 7 | 700 | 18 | 23 | 714 | 127.7 | 102 |
| 25 | Bijapur | 5 | 500 | 12 | 12 | 455 | 100 | 91 |
| 26 | Gadag | 5 | 500 | 12 | 12 | 410 | 100 | 82 |
| 27 | Bagalkote | 6 | 600 | 15 | 7 | 311 | 63.6 | 51.8 |
| 28 | Belgaum | 10 | 1000 | 25 | 26 | 979 | 104 | 97.6 |
| 29 | Haveri | 7 | 700 | 18 | 18 | 534 | 100 | 76.28 |
| 30 | Dharwad | 5 | 500 | 12 | 15 | 587 | 125 | 117.4 |
| | Total | 176x 100 | 17600 | 446 | 449 | 15,392 | | |

The Progress under the Sakala Training programmes at DTIs was very much encouraging as most of the DTIs had achieved 100% as far as number of batches. However, regarding the number of trainees the attendance is not as per the projected numbers, the reasons being employees were busy in programme implementation; posts are vacant, office work pressure and such other reasons.



The common observation from many trainees was that the training was very effective and has given them confidence to implement Sakala and training could have been extended to 3-4 days taking computer training also into account. The 2 days module was by and large accepted as adequate. The activity part working on the work-flow process has enabled them to understand how they can achieve the timelines fixed by Sakala. It appears that there are gaps in few departments' software and their integration with Sakala.



4. Secondary Data Analysis - Karnataka State Progress

There are two websites – both in the public domain www.kgsc.kar.nic.in - the official website accessed by the citizens and the applicants who can check the status of the applications and www.kgsc.kar.nic.in/gsc_rpt which is a lesser known portal, mainly used by the department functionaries.

Based on data provided in the first website, secondary data has been analysed to get the overall progress for the State. The data covers the nine months from April 2012 to December 2012 and is used to cover the overall state progress (all departments and all services), followed by the status of Appeals.

To analyse the service-wise data, the second website has been used as the first one does not give the detailed service-wise break up.¹⁸

4.1. Karnataka State Progress under Sakala

Karnataka's claim to fame of introducing Sakala, when it first began in April 2012, was of bringing 151 services under the mission mode of implementation. In November 2012 more services have been added, with 265 being the cumulative number as on December 2012.

The departments of Urban Development, Transport, Revenue, Home, Education, and RDPR added a total of 59 services to the ones that they had taken up during the first phase. Table 1 shows the details.

Table 3: Number of Departments and Services under Sakala

| Sl. No. | Department | Services included in the first phase | No. of Additional Services | Total No. of Services |
|---------|---------------------------|--------------------------------------|----------------------------|-----------------------|
| 1. | Urban Development | 27 | 14 | 41 |
| 2. | Food and Civil Supplies | 04 | - | 04 |
| 3. | Transport | 09 | 02 | 11 |
| 4. | Revenue | 24 | 25 | 49 |
| 5. | Home | 12 | 11 | 23 |
| 6. | Education | 12 | 06 | 18 |
| 7. | Health and Family Welfare | 12 | - | 12 |
| 8. | RDPR | 10 | 01 | 11 |
| 9. | Finance | 10 | - | 10 |
| 10. | Labour | 25 | - | 25 |
| 11. | Women and Child Welfare | 06 | - | 06 |
| | Total | 151 | 59 | 210 |

Source: KGSC Act, 2011, October 2012, Report

Seven more departments of (i) Housing, (ii) Animal Husbandry and Fisheries, (iii) PWD, Ports and Inland Water Transport, (iv) Forest, Ecology, Environment, (v)

¹⁸ This website was made known to the research team during the later course of the study.

Commerce and Industries, (vi) Kannada, Culture and Information Department and (vii) DPAR were added during the second phase adding 55 more services. Details are given in the Table below.

Table 4: Additional number of Departments and Services

| Sl. No. | Department | | No. of Additional Services | Total No. of Services |
|---------|---------------------------------------|------------|----------------------------|-----------------------|
| 12. | Housing | | 06 | 06 |
| 13. | Animal Husbandry and Fisheries | | 03 | 03 |
| 14. | PWD, Ports and Inland Water Transport | | 02 | 02 |
| 15. | Forest, Ecology and Environment | | 05 | 05 |
| 16. | Commerce and Industries | | 07 | 07 |
| 17. | Kannada, Culture and Information | | 11 | 11 |
| 18. | DPAR | | 21 | 21 |
| | Grand Total | 151 | 114 | 265 |

Source: KGSC Act, 2011, October 2012, Report

4.1.1. All Departments

The secondary data analysis shows that the number of applications received (cumulative as on December 2012) is 1,52,82,119. The number disposed shows 1,49,58,082. This shows that 97.87% of the applications have been disposed.¹⁹ There has been an increase in the disposal rate from October to December 2012, it was 96.29% in October, 97.35% in November and 97.62% in December.²⁰ It should however be noted that the disposal rate does not completely reflect the number of applications disposed as the time frames for the various services are different.

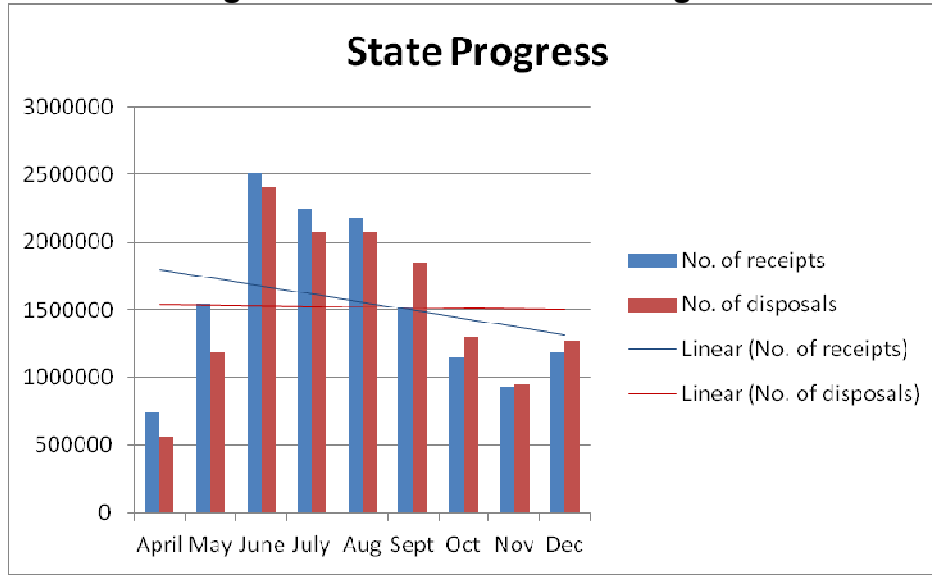
Data also shows a reduction in the rejection rates (rejected applications) from 6.55percent in November to 5.64 per cent in December 2012. End of December, there were 70,090 rejected applications. Applications are rejected if the documents are not in order and/or if the required documents are not enclosed.

The Figure below shows the overall monthly progress since the inception of the programme. The number of applications received and disposed has been on the higher side during the month of June. From July, both the number of applications received and disposed has reduced. The month of June shows a higher number of applications as there is a higher demand for caste and income certificates and also some of the services provided by the department of education are in demand during this month. Since September 2012, the number of disposals has exceeded the number of applications received indicating that the departments are showing progress as they are disposing applications at an increasing rate.

¹⁹ The number of applications received from April 2012 to January 2013 is 1,80,25,013 and the number disposed has been 1,77,26,218

²⁰ Source: KGSC Act, 2011 October, November and December Report/s

Figure 2: Month-wise State Progress



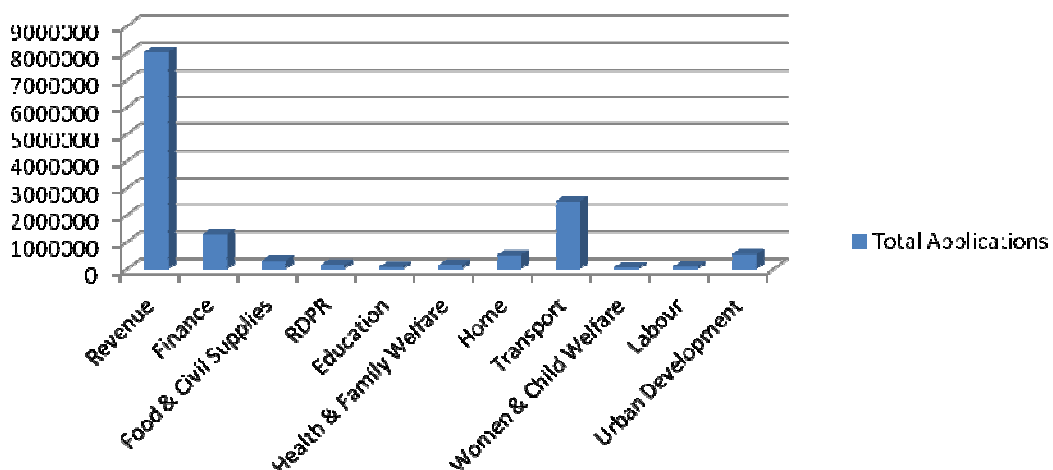
4.1.2 Applications Received

For purposes of analysing inter-departmental variations the cumulative number of applications received from April to December 2012 (9 month period) has been used. The cumulative number had to be arrived at, as the December report does not give data for each department, month- wise. The cumulative figures had to be arrived at by taking figures from the reports/tables given in the website.

The following figure for total GSC applications received in the State for the period from April – Dec 2012 (9 months) shows that the Revenue Department accounts for the highest number followed by the Transport Department.

Figure 3:

Karnataka State - Department-wise Total Applications

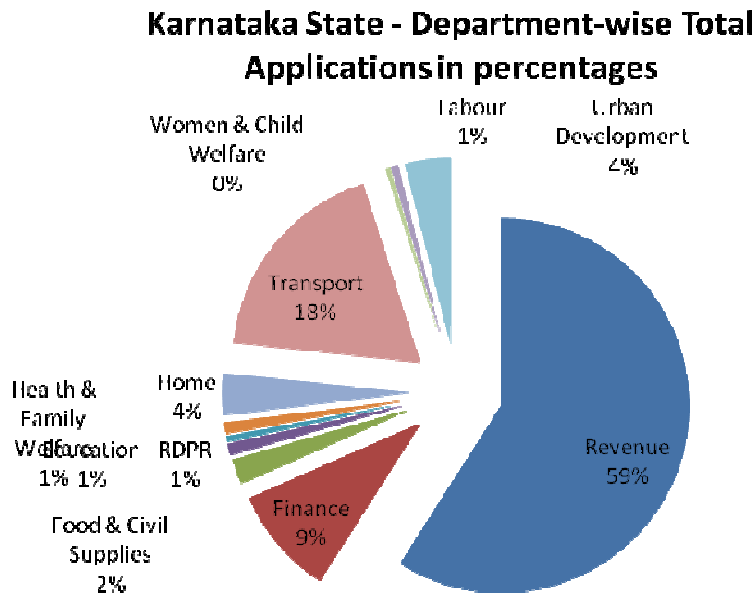


Source: Compiled data from The Karnataka Sakala Services Act 2011, April – Dec 2012 Reports

The figure below captures the percentage variations in the number of applications received across the different departments in the State from April to December

2012. This shows that the Women and Child Welfare Department account for a minimal application (in numbers this is 51,679).²¹ The other departments that have a low number of applications are Labour, Education and RDPR.

Figure 4:

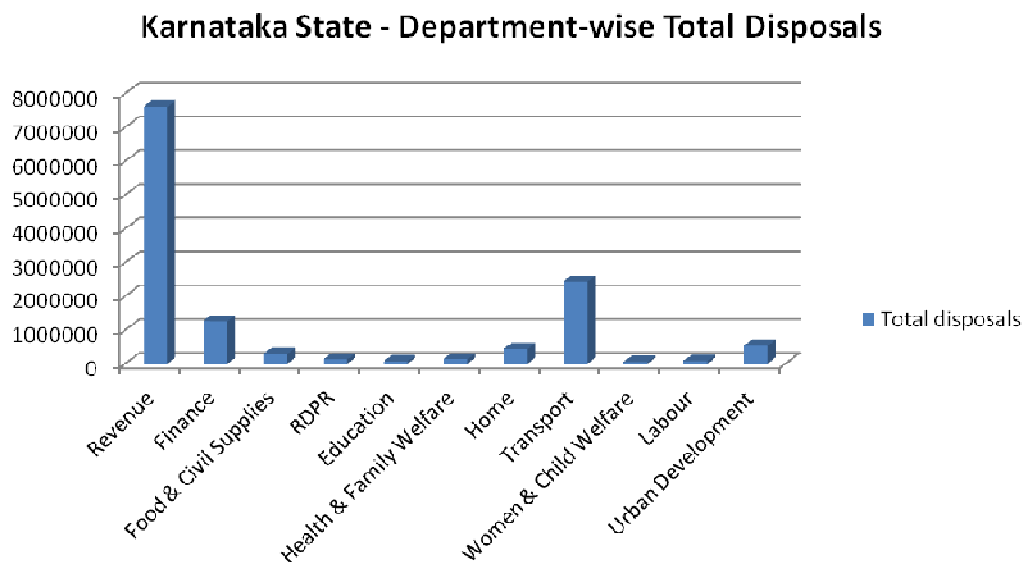


Source: Compiled data from The Karnataka Sakala Services Act 2011, April – Dec 2012 Reports

Applications Disposed

In terms of application disposals in the State, Revenue Department has the highest number of disposals followed by the Transport Department.

Figure 5:

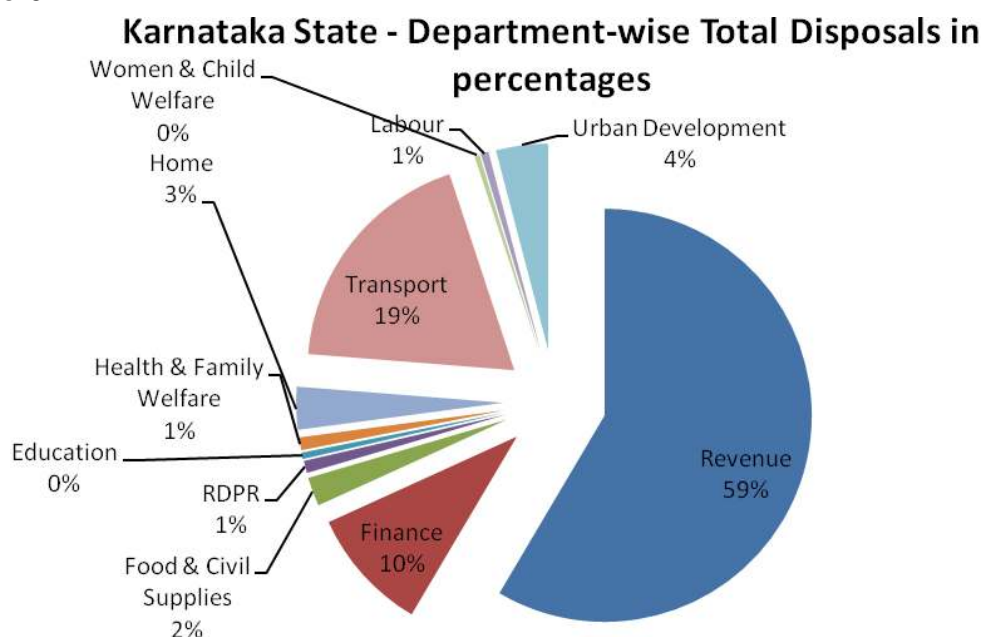


Source: Compiled data from The Karnataka Sakala Services Act 2011, April – Dec 2012 Reports

²¹ Women and Child Welfare Department subsequently opted out of Sakala programme .

The figure below shows the percentage variation in the total applications disposed with Education Department having the lowest percentage of applications disposed.

Figure 6:



Source: Compiled data from The Karnataka Sakala Services Act 2011, April – Dec 2012 Reports

It can be seen that 59 per cent of the State Applications and Disposals are from the Revenue Department, followed by the Transport Department at over 18 per cent and Finance Department at over 9 per cent. The other eight departments account for 14-15 per cent of the total State Applications and disposals.

The table below arrived at from data available in the Performance Report for the Districts show the state totals as on 29.12.2012 in terms of delayed disposals, application pendency, rejections and cumulative complaints.

Table 5: Performance under Sakala in the State

| | Delayed disposal | Pendency | Rejections | Cumulative complaints |
|--------------------|------------------|----------|------------|-----------------------|
| State Total | 31106 | 10842 | 70090 | 464 |

Source: The Karnataka Sakala Services Act 2011, December 2012 Report

4.2. Selected Districts all departments

Six districts were selected for the study - Hassan, Gulbarga, Dharwad, Kolar, Dakshina Kannada and Chitradurga. Secondary data relating to each of the district for all the departments is presented below. The data pertains to the month of December 2012.

In Hassan district, the department of revenue has the highest number of applications and disposals followed by the Core Transport Department. There are

a high percentage of delayed disposals in the Health and Family (Drugs Control) Department, while Departments such as Women and Child, Commerce and Industry, Public Instruction, Health and Family Department show no delayed disposals. There have been no applications filed under Sakala in the PWD, Ayush, KHB, Information, ESI, Inspector General of Registration and Labour – Factories and Boilers. The departments of KHB, Information have been added under the second phase which came into effect from December 2012 and this explains the zero number of applications.

1. HASSAN

Table 6: Department-wise Performance of Sakala in Hassan District

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---------------------------|---|---------------------|------------------|------------------------|-----------------------------------|
| 1. | Urban Development | | | | | |
| | | City Municipal Council | 389 | 403 | 0.5 | 22 |
| | | Town Municipal Council | | | | |
| | | Town Panchayat | 55 | 62 | 1.6 | 22 |
| 2. | Transport | Transport Core | 3712 | 4097 | 0.8 | 218 |
| | | Transport Corp (incl. BMTC) | 3272 | 3247 | 0.2 | 192 |
| 3. | Food and Civil Supplies | Food and Civil Supplies | | | | |
| 4. | Revenue | Revenue | 24322 | 23751 | 2.6 | 1430 |
| | | Inspector General of Registration (Bangalore, Mysore) | - | - | - | - |
| | | Survey and Settlement Commissioner | - | - | - | - |
| | | Land Records and Survey | 724 | 559 | 0.5 | 42 |
| 5. | Home | Home (Police) | 1850 | 1975 | 1.6 | 108 |
| | | Fire Services | | | | |
| 6. | Education | Department of Pre-University Education | - | - | - | - |
| | | Commissioner of Public Instruction | 22 | 13 | 0 | 1 |
| 7. | Health and Family Welfare | Health and Fly Welfare | 242 | 241 | 0 | 14 |
| | | Drugs Control Department | 41 | 16 | 6.3 | 20 |
| | | Ayush Department | | | | |

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|--|---------------------|------------------|------------------------|-----------------------------------|
| 8. | Rural Development and Panchayati Raj (RDPR) | | 826 | 706 | 0.3 | 11 |
| 9. | Finance | Commercial Tax | 646 | 666 | 0.8 | 38 |
| 10. | Labour | Labour Core | 196 | 196 | 0.6 | 22 |
| | | Department. Of Factories and Boilers, Industrial Safety and Health | - | - | - | - |
| | | Directorate of ESIS (Medical Services) Employees State Insurance Services (ESIC): Dispensary Level | - | - | - | - |
| | | Hospital Level | - | - | - | - |
| | | Directorate Level | - | - | - | - |
| 11. | Women and Child Development | | 231 | 212 | 0 | 13 |
| 12. | Housing | Karnataka Housing Board | - | - | - | - |
| | | Karnataka Slum Development | - | - | - | - |
| 13. | Animal Husbandry and Fisheries | | - | - | - | - |
| 14. | Public Works, Ports and Inland Water Transport | | - | - | - | - |
| 15. | Forest Ecology, Environment | | - | - | - | - |
| 16. | Commerce and Industries | | 75 | 75 | 0 | 4 |
| 17. | Kannada, Culture and Information | Kannada and Culture | - | - | - | - |
| | | Department of Archives | - | - | - | - |
| | | Information Department | - | - | - | - |
| 18. | Department of Personnel and Administrative Reforms (DPAR) | | - | - | - | - |

Source: The Karnataka Sakala Services Act, 2011, December -2012, Report

The December Report does not show that there have been any Appeals filed in Hassan. While there are 211 cases of Pendency and 1094 cases of delayed disposals and 3023 cases of rejections of Sakala Applications reported in the Performance Analysis for the District, as given in December report. Delayed disposal imply that the applications have been disposed but after the stipulated time, it does not call for compensation as the citizen would not have asked for it.

Table 7: Overall Performance of Sakala in Hassan District

| Particulars | Pendency as on 29.12.12 | Delayed disposals as on 29.12.12 | Rejections as on 29.12.12 | Cumulative Complaints |
|-------------|-------------------------|----------------------------------|---------------------------|-----------------------|
| Nos. | 211 | 1094 | 3023 | 12 |

Source: The Karnataka Sakala Services Act, 2011, December -2012, Report

2. GULBARGA

The district of Gulbarga shows similar trend like that of Hassan, in terms of the applications received with Revenue and Transport (Core) taking the lead. The Women and Child welfare department in the district has received no applications in December. The Transport Corporation department shows a high percentage of delayed disposals of applications followed by the Town Panchayat and then Home (Police) Department. The departments of Land Records and Survey, Labour Core, Health and Family Welfare and Drugs Control show no delayed disposals. The new departments that were brought under the gambit of Sakala in November 2012, such as the Karnataka Housing Board and the Information department that come under the broad heading of Kannada and Culture Department have received no applications.

Table 8: Department-wise performance of Sakala

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|-------------------------|-----------------------------|---------------------|------------------|------------------------|-----------------------------------|
| 1. | Urban Development | | - | - | - | - |
| | | Other City Corporations | 1037 | 1014 | 0 | 41 |
| | | City Municipal Council | 344 | 374 | 6.7 | 13 |
| | | Town Municipal Council | - | - | - | - |
| | | Town Panchayat | 167 | 161 | 17.4 | 6 |
| 2. | Transport | Transport Core | 5392 | 5212 | 0.1 | 215 |
| | | Transport Corp (incl. BMTc) | 2463 | 2495 | 48.6 | 98 |
| 3. | Food and Civil Supplies | Food and Civil Supplies | | | | |
| 4. | Revenue | Revenue | 28847 | 28591 | 0.8 | 1153 |

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|---|---------------------|------------------|------------------------|-----------------------------------|
| | | Inspector General of Registration (Bangalore, Mysore) | - | - | - | - |
| | | Survey and Settlement Commissioner | - | - | - | - |
| | | Land Records and Survey | 33 | 9 | 0 | 1 |
| 5. | Home | Home (Police) | 1589 | 1195 | 8.9 | 63 |
| | | Fire Services | - | - | - | - |
| 6. | Education | Department of Pre-University Education | - | - | - | - |
| | | Commissioner of Public Instruction | 111 | 103 | 2.9 | 4 |
| 7. | Health and Family Welfare | Health and Fly Welfare | 101 | 76 | 0 | 4 |
| | | Drugs Control Department | 50 | 28 | 0 | 2 |
| | | Ayush Department | - | - | - | - |
| 8. | Rural Development and Panchayati Raj (RDPR) | | 3936 | 3689 | 5.9 | 157 |
| 9. | Finance | Commercial Tax | 1208 | 1384 | 0.1 | 48 |
| 10. | Labour | Labour Core | 107 | 102 | 0 | 4 |
| | | Department. Of Factories and Boilers, Industrial Safety and Health | 56 | 38 | 8 | 2 |
| | | Directorate of ESIS (Medical Services) Employees State Insurance Services (ESIC): Dispensary Level | - | - | - | - |
| | | Hospital Level | - | - | - | - |
| | | Directorate Level | - | - | - | - |
| 11. | Women and Child Development | | 0 | 0 | - | 0 |
| 12. | Housing | Karnataka Housing Board | - | - | - | - |
| | | Karnataka Slum | - | - | - | - |

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|------------------------|---------------------|------------------|------------------------|-----------------------------------|
| | | Development | | | | |
| 13. | Animal Husbandry and Fisheries | | - | - | - | - |
| 14. | Public Works, Ports and Inland Water Transport | | - | - | - | - |
| 15. | Forest Ecology, Environment | | - | - | - | - |
| 16. | Commerce and Industries | | 44 | 44 | 4.5 | 1 |
| 17. | Kannada, Culture and Information | Kannada and Culture | - | - | - | - |
| | | Department of Archives | - | - | - | - |
| | | Information Department | - | - | - | - |
| 18. | Department of Personnel and Administrative Reforms (DPAR) | | - | - | - | - |

Source: The Karnataka Sakala Services Act, 2011, December -2012, Report

There are 215 cases of Pendency and 1950 cases of delayed disposals and 1637 cases of rejections of Sakala Applications as reported in the Performance Analysis.

Table 9: Overall performance of Sakala

| Particulars | Pendency as on 29.12.12 | Delayed disposals as on 29.12.12 | Rejections as on 29.12.12 | Cumulative Complaints |
|-------------|-------------------------|----------------------------------|---------------------------|-----------------------|
| Nos. | 215 | 1950 | 1637 | 8 |

Source: The Karnataka Sakala Services Act, 2011, December -2012, Report

3. DHARWAD

The Revenue Department followed by the Core Transport department in Dharwad show the highest number of applications in December. The Commercial Tax department shows a very high number of applications in December compared to all the other study districts during this period. In Dharwad, the Health and Family Drugs Control Department shows a high percentage of delayed disposals. There are no delayed disposals in the Land Records and Survey, Women and Child, Labour-Factories and Boilers, Industrial safety and health departments. The Karnataka Housing Board, Information and IG of

Registration are new departments that were officially put into effect on 3rd of December 2012 and have no applications in the month.

Table 10: Department-wise performance of Sakala

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|---|---------------------|------------------|------------------------|-----------------------------------|
| 1. | Urban Development | | - | - | - | - |
| | | Other City Corporations | 1615 | 1625 | 0.1 | 89 |
| | | City Municipal Council | 196 | 184 | 0 | 10 |
| | | Town Municipal Council | - | - | - | - |
| | | Town Panchayat | 262 | 241 | 0 | 14 |
| 2. | Transport | Transport Core | 7709 | 7053 | 0.4 | 428 |
| | | Transport Corp (incl. BMTC) | 4 | 3 | 0 | 0 |
| 3. | Food and Civil Supplies | Food and Civil Supplies | | | - | - |
| 4. | Revenue | Revenue | 11345 | 10811 | 0.2 | 630 |
| | | Inspector General of Registration (Bangalore, Mysore) | - | - | - | - |
| | | Survey and Settlement Commissioner | - | - | - | - |
| | | Land Records and Survey | 67 | 55 | 0 | 3 |
| 5. | Home | Home (Police) | 1568 | 1528 | 1.4 | 87 |
| | | Fire Services | - | - | - | - |
| 6. | Education | Department of Pre-University Education | - | - | - | - |
| | | Commissioner of Public Instruction | 30 | 3 | 0 | 1 |
| 7. | Health and Family Welfare | Health and Fly Welfare | 262 | 245 | 0.8 | 14 |
| | | Drugs Control Department | 44 | 22 | 9.1 | 20 |
| | | Ayush Department | - | - | - | - |
| 8. | Rural Development and Panchayati Raj (RDPR) | | 104 | 121 | 4.1 | 5 |
| 9. | Finance | Commercial Tax | 6299/ | 6615 | 1.4 | 349 |

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|--|---------------------|------------------|------------------------|-----------------------------------|
| 10. | Labour | Labour Core | 503 | 478 | 0.4 | 27 |
| | | Department of Factories and Boilers, Industrial Safety and Health | 40 | 46 | 0 | 2 |
| | | Directorate of ESIS (Medical Services) Employees State Insurance Services (ESIC): Dispensary Level | - | - | - | - |
| | | Hospital Level | - | - | - | - |
| | | Directorate Level | - | - | - | - |
| 11. | Women and Child Development | | 205 | 205 | 0 | 11 |
| 12. | Housing | Karnataka Housing Board | - | - | - | - |
| | | Karnataka Slum Development | - | - | - | - |
| 13. | Animal Husbandry and Fisheries | | - | - | - | - |
| 14. | Public Works, Ports and Inland Water Transport | | - | - | - | - |
| 15. | Forest Ecology, Environment | | - | - | - | - |
| 16. | Commerce and Industries | | 0 | 0 | - | 0 |
| 17. | Kannada, Culture and Information | Kannada and Culture | - | - | - | - |
| | | Department of Archives | - | - | - | - |
| | | Information Department | - | - | - | - |
| 18. | Department of Personnel and Administrative Reforms (DPAR) | | - | - | - | - |

Source: The Karnataka Sakala Services Act, 2011, December -2012, Report

The December Report does not provide information on the appeals in Dharwad. While there are 486 cases of Pendency, the highest among all the study districts and 230 cases of delayed disposals and 1652 cases of rejections of Sakala

Applications reported in the Performance Analysis for the District for the period. Among the six study districts, Dharwad accounts for only two complaints registered as per the December 2012 report.

Table 11: Overall performance of Sakala

| Particulars | Pendency as on 29.12.12 | Delayed disposals as on 29.12.12 | Rejections as on 29.12.12 | Cumulative Complaints |
|-------------|-------------------------|----------------------------------|---------------------------|-----------------------|
| Nos. | 486 | 230 | 1652 | 2 |

Source: The Karnataka Sakala Services Act, 2011, December -2012, Report

4. KOLAR

Revenue followed by the Core Transport department shows the highest number of Sakala applications (December 2012). Of all the 23 departments under the Act, the Commerce and Industries Department accounts for the highest percentage of delayed disposals.

Among the district selected for the study, Kolar is the only district where the Employee State Insurance Medical Services (ESI) that comes under the Labour department received twelve Applications and disposed seven in December 2012. This department has three services that come under the Sakala Services Act - Sanction of medical reimbursement bills, Submission of Super Specialty Medical Reimbursement bills and Submission towards sanction of deposits for Super Specialty Treatment to ESIC.

There are eight departments in Kolar which have not received any applications in December, of which three are newly included departments (introduced in the second phase), they are – Karnataka Housing Board, Information department and IG of Registration.

Table 12: Department-wise performance of Sakala

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|-------------------|------------------------------|---------------------|------------------|------------------------|-----------------------------------|
| 1. | Urban Development | | | | | |
| | | Other City Corporations | - | - | - | - |
| | | City Municipal Council | 955 | 911 | 0.2 | 63 |
| | | Town Municipal Council | - | - | - | - |
| | | Town Panchayat | - | - | - | - |
| 2. | Transport | Transport Core | 2038 | 1846 | 4.9 | 135 |
| | | Transport Corp (incl. BMTTC) | 128 | 129 | 0 | 8 |

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|--|---------------------|------------------|------------------------|-----------------------------------|
| 3. | Food and Civil Supplies | Food and Civil Supplies | | | - | - |
| 4. | Revenue | Revenue | 14293 | 15041 | 2.5 | 952 |
| | | Inspector General of Registration (Blr, Mys) | - | - | - | - |
| | | Survey and Settlement Commissioner | - | - | - | - |
| | | Land Records and Survey | 0 | 0 | - | 0 |
| 5. | Home | Home (Police) | 1571 | 1543 | 4 | 104 |
| | | Fire Services | - | - | - | - |
| 6. | Education | Department of Pre-University Education | - | - | - | - |
| | | Commissioner of Public Instruction | 48 | 33 | 3 | 3 |
| 7. | Health and Family Welfare | Health and Fly Welfare | 1267 | 1255 | 0.2 | 84 |
| | | Drugs Control Department | 69 | 25 | 0 | 4 |
| | | Ayush Department | - | - | - | - |
| 8. | Rural Development and Panchayati Raj (RDPR) | | 266 | 244 | 0 | 17 |
| 9. | Finance | Commercial Tax | 474 | 405 | 0.2 | 31 |
| 10. | Labour | Labour Core | 259 | 254 | 0 | 17 |
| | | Department. Of Factories and Boilers, Industrial Safety and Health | - | - | - | - |
| | | Directorate of ESIS (Medical Services) Employees State Insurance Services (ESIC): Dispensary Level | 12 | 7 | - | - |
| | | Hospital Level | - | - | - | - |
| | | Directorate Level | - | - | - | - |
| 11. | Women and Child Development | | 46 | 46 | 0 | 3 |
| 12. | Housing | Karnataka Housing Board | - | - | - | - |
| | | Karnataka Slum | - | - | - | - |

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|------------------------|---------------------|------------------|------------------------|-----------------------------------|
| | | Development | | | | |
| 13. | Animal Husbandry and Fisheries | | | | - | - |
| 14. | Public Works, Ports and Inland Water Transport | | 3 | 2 | 0 | 0 |
| 15. | Forest Ecology, Environment | | - | - | - | - |
| 16. | Commerce and Industries | | 52 | 52 | 3.8 | 3 |
| 17. | Kannada, Culture and Information | Kannada and Culture | - | - | - | - |
| | | Department of Archives | - | - | - | - |
| | | Information Department | - | - | - | - |
| 18. | Department of Personnel and Administrative Reforms (DPAR) | | - | - | - | - |

Source: The Karnataka Sakala Services Act, 2011, December-2012, Report

There were 100 cases of Pendency, 556 cases of delayed disposals and 1740 cases of rejections of Sakala Applications reported in the Performance Analysis for the District during December 2012.

Table 13: Overall performance under Sakala

| Particulars | Pendency as on 29.12.12 | Delayed disposals as on 29.12.12 | Rejections as on 29.12.12 | Cumulative Complaints |
|-------------|-------------------------|----------------------------------|---------------------------|-----------------------|
| Nos. | 100 | 556 | 1740 | 13 |

Source: The Karnataka Sakala Services Act, 2011, December - 2012, Report

5. DAKSHINA KANNADA

Among the six study districts, Dakshina Kannada District is the only district that has the highest number of the applications in the Transport Core department followed by Revenue department. Among the departments that were under the Act since its inception, the Department of Public Instructions has the lowest number of applications. The Transport department has the highest percentage of delayed disposals while there are 13 departments that show zero delayed disposals that could indicate efficiency in terms of timely application disposals of services. There are five departments of which four are newly included to provide

services under Sakala that have no applications in December, while Ayush with three services under the Sakala Act since its inception received no applications during the period.

Table 14: Department-wise performance under Sakala

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|--|---------------------|------------------|------------------------|-----------------------------------|
| 1. | Urban Development | | - | - | - | - |
| | | Other City Corporations | 2606 | 2620 | 0 | 130 |
| | | City Municipal Council | 1269 | 1387 | 0 | 63 |
| | | Town Municipal Council | - | - | - | - |
| | | Town Panchayat | 218 | 223 | 0 | 10 |
| 2. | Transport | Transport Core | 9798 | 10547 | 0.1 | 489 |
| | | Transport Corp (incl. BMTC) | 58 | 59 | 9 | 2 |
| 3. | Food and Civil Supplies | Food and Civil Supplies | | | - | - |
| 4. | Revenue | Revenue | 6952 | 6827 | 0.1 | 347 |
| | | Inspector General of Registration (Blr, Mys) | - | - | - | - |
| | | Survey and Settlement Commissioner | - | - | - | - |
| | | Land Records and Survey | 153 | 100 | 0 | 7 |
| 5. | Home | Home (Police) | 4482 | 3894 | 4 | 224 |
| | | Fire Services | - | - | - | - |
| 6. | Education | Department of Pre-University Education | - | - | - | - |
| | | Commissioner of Public Instruction | 42 | 24 | 0 | 2 |
| 7. | Health and Family Welfare | Health and Fly Welfare | 529 | 527 | 0 | 26 |
| | | Drugs Control Department | 94 | 14 | 0 | 4 |
| | | Ayush Department | - | - | - | - |
| 8. | Rural Development and Panchayati Raj (RDPR) | | 1165 | 1243 | 0 | 58 |

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|--|---------------------|------------------|------------------------|-----------------------------------|
| 9. | Finance | Commercial Tax | 4327 | 5006 | 0 | 216 |
| 10. | Labour | Labour Core | 366 | 416 | 0 | 18 |
| | | Department. Of Factories and Boilers, Industrial Safety and Health | 89 | 105 | 0 | 4 |
| | | Directorate of ESIS (Medical Services) Employees State Insurance Services (ESIC): Dispensary Level | - | - | - | - |
| | | Hospital Level | - | - | - | - |
| | | Directorate Level | - | - | - | - |
| 11. | Women and Child Development | | 376 | 377 | 0 | 18 |
| 12. | Housing | Karnataka Housing Board | - | - | - | - |
| | | Karnataka Slum Development | - | - | - | - |
| 13. | Animal Husbandry and Fisheries | | - | - | - | - |
| 14. | Public Works, Ports and Inland Water Transport | | 1 | 1 | 0 | 0 |
| 15. | Forest Ecology, Environment | | - | - | - | - |
| 16. | Commerce and Industries | | 0 | 0 | - | 0 |
| 17. | Kannada, Culture and Information | Kannada and Culture | - | - | - | - |
| | | Department of Archives | - | - | - | - |
| | | Information Department | - | - | - | - |
| 18. | Department of Personnel and Administrative Reforms (DPAR) | | - | - | - | - |

Source: The Karnataka Sakala Services Act, 2011, December -2012, Report

There are 109 cases of Pendency, 180 cases of delayed disposals and 1360 cases of rejections of Sakala Applications reported in the Performance Analysis for the District for the period.

Table 15: Overall performance under Sakala

| Particulars | Pendency as on 29.12.12 | Delayed disposals as on 29.12.12 | Rejections as on 29.12.12 | Cumulative Complaints |
|-------------|-------------------------|----------------------------------|---------------------------|-----------------------|
| Nos. | 109 | 180 | 1360 | 5 |

Source: The Karnataka Sakala Services Act, 2011, December -2012, Report

6. CHITRADURGA

The Revenue department followed by the Core Transport department report the highest number of applications received. In this district, the delayed disposals percentage is zero in 12 departments and the highest percentage is only 0.7 for the Home (Police) Department that shows the efficiency in timely disposal of applications. However, in comparison to the other districts, data shows that Chitradurga received fewer applications (excluding Revenue department) that could also be one of the reasons for the ability of the departments in the district to dispose applications on time. Among the departments that were under the Act since its inception, the Department of Public Instructions has the lowest number of applications during this month. While among the new departments that were introduced in the second phase of the Sakala Services Act 2011, Karnataka Housing Board, PWD has disposed all its applications in Chitradurga that were received in December.

Table 16: Department-wise performance under Sakala

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|-------------------------|-----------------------------|---------------------|------------------|------------------------|-----------------------------------|
| 1. | Urban Development | | - | - | - | - |
| | | | - | - | - | - |
| | | Other City Corporations | | | | |
| | | City Municipal Council | 688 | 656 | 0 | 43 |
| | | Town Municipal Council | | | | |
| | | Town Panchayat | 120 | 133 | 0 | 7 |
| 2. | Transport | Transport Core | 3429 | 3459 | 0 | 214 |
| | | Transport Corp (incl. BMTc) | 125 | 125 | 0 | 7 |
| 3. | Food and Civil Supplies | Food and Civil Supplies | | | | |
| 4. | Revenue | Revenue | 21618 | 21488 | 0.1 | 1351 |
| | | Inspector General | | | | |

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|--|---------------------|------------------|------------------------|-----------------------------------|
| | | of Registration (Blr, Mys) | | | | |
| | | Survey and Settlement Commissioner | | | | |
| | | Land Records and Survey | 369 | 248 | 0 | 23 |
| 5. | Home | Home (Police) | 1223 | 1210 | 0.7 | 76 |
| | | Fire Services | | | | |
| 6. | Education | Department of Pre-University Education | | | | |
| | | Commissioner of Public Instruction | 23 | 27 | 0 | 1 |
| 7. | Health and Family Welfare | Health and Fly Welfare | 1043 | 1100 | 0 | 65 |
| | | Drugs Control Department | 60 | 27 | 0 | 3 |
| | | Ayush Department | 10 | 10 | - | - |
| 8. | Rural Development and Panchayati Raj (RDPR) | | 298 | 313 | 0.3 | 18 |
| 9. | Finance | Commercial Tax | 435 | 421 | 0 | 27 |
| 10. | Labour | Labour Core | 388 | 384 | 0 | 24 |
| | | Department. Of Factories and Boilers, Industrial Safety and Health | | | | |
| | | Directorate of ESIS (Medical Services) Employees State Insurance Services (ESIC): Dispensary Level | | | | |
| | | Hospital Level | | | | |
| | | Directorate Level | | | | |
| 11. | Women and Child Development | | 423 | 423 | 0 | 26 |
| 12. | Housing | Karnataka Housing Board | 5 | 5 | - | - |

| Sl. No. | Department | Wings/Particular | No. of Applications | No. of Disposals | % of delayed disposals | GSC appl. per one lakh population |
|---------|---|----------------------------|---------------------|------------------|------------------------|-----------------------------------|
| | | Karnataka Slum Development | | | | |
| 13. | Animal Husbandry and Fisheries | | | | | |
| 14. | Public Works, Ports and Inland Water Transport | | 4 | 4 | 0 | 0 |
| 15. | Forest Ecology, Environment | | | | | |
| 16. | Commerce and Industries | | 0 | 0 | - | - |
| 17. | Kannada, Culture and Information | Kannada and Culture | - | - | - | - |
| | | Department of Archives | - | - | - | - |
| | | Information Department | - | - | - | - |
| 18. | Department of Personnel and Administrative Reforms (DPAR) | | - | - | - | - |

Source: The Karnataka Sakala Services Act, 2011, December-2012, Report

There were 45 cases of Pendency, 94 cases of delayed disposals and 1921 cases of rejections of Sakala Applications reported in the Performance Analysis for the District Among the six study districts, Chitradurga accounts for the highest number of cumulative complaints.

Table 17: Overall performance under Sakala

| Particulars | Pendency as on 29.12.12 | Delayed disposals as on 29.12.12 | Rejections as on 29.12.12 | Cumulative Complaints |
|-------------|-------------------------|----------------------------------|---------------------------|-----------------------|
| Nos. | 45 | 94 | 1921 | 20 |

Source: The Karnataka Sakala Services Act, 2011, December -2012, Report

4.3 Appeals

The Act allows for two rounds of appeals (Sections 12 and 13). Secondary data analysis shows that there have been no second round of appeal so far. The number of appeals (first round) has been on the increase, with the passage of time. There were 69 appeals in the month of September, the number increased to 109 in October, 119 in November and 125 in December and this is as per the statements made in the monthly reports.

The monthly reports indicate that many of the Appeals have been disposed / resolved and some are pending. For e.g. the December report shows that there were 125 appeals, 79 were resolved and 14 were pending, the rest are said to be under investigation²². Nine out of the 14 citizens whose appeals are pending have asked for compensation.

Since the time the Act has been enforced till December, six citizens have claimed and received compensation. The citizens are from Tumkur (3 persons) Yadgir (1), Hospet (1) and Udupi (1). (See Case Study Section for details)

September 2012 report gives a detailed break up of appeals i.e. the applicants name, service requested, department, competent officer, appeal type and status and remarks too (giving out reasons). It shows that the number of appeals was highest in the department of Revenue - 43, followed RDPR- 16, Commercial Tax -3, TMC -3, BBMP- 2, CMC-1 and Food and Civil Supplies 1.

Of the total of 69 appellants, 18 were women. 47 were men. Four were appeals lodged by private sector companies.

Of the 18 appeals filed by women, 15 were in the department of revenue, 2 in TMC and one in BBMP. The service request related to birth and death certificate (BBMP) and those in revenue mainly related to income and caste certificate/s.

4.4 Selected Service Progress

As mentioned above, the service wise details, within the departments, are provided in the website www.kgsc.kar.nic.in/gsc_rpt and this has been refereed for presenting service wise progress in the selected departments – of Public Instructions, Transport and Revenue.

Department of Public Instructions

Of the six services provided by the Department of Public Instructions, chosen under Sakala in the first phase, the issue of duplicate marks cards and provisional marks cards- SSLC contributes to the highest number of applications received (40.51%). The service next in demand is the revaluation of examination papers (17.75%) and the service request is more in the month of June. The request of issue of duplicate/ provisional marks card peaks in December.

Data shows that there are two peak seasons, one during May-July and the other from October to December. Registration of schools and renewal are requested for in the months of October to December, as also Issue of Duplicate Marks Card/Provisional Marks Card. May, June and July, the retotalling and revaluation services are at their peak. The interview with Nodal Officer also confirmed the seasonality of demand for services chosen under Sakala.

²² Source: The Karnataka Sakala Service Act, December 2012, Report. The appropriate word should have been scrutinised

Table 18: Month-wise progress under Sakala

| Sl. No | Services | Apr | May | Jun | July | Aug | Sept | Oct | Nov | Dec | Total | % |
|--------|--|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|------------|
| 1. | Re-totalling of marks secured in examination-SSLC | 0 | 561 | 191 | 121 | 3 | 0 | 0 | 0 | 0 | 876 | 4.96 |
| 2. | Revaluation of Examination Papers-SSLC | 0 | 216 | 2441 | 310 | 170 | 0 | 0 | 0 | 0 | 3137 | 17.75 |
| 3. | Issue of Duplicate Marks Card /Provisional Marks Card-SSLC | 438 | 593 | 860 | 889 | 828 | 940 | 709 | 812 | 1091 | 7160 | 40.51 |
| 4. | Registration of Schools | 4 | 1 | 10 | 4 | 19 | 20 | 1206 | 1224 | 378 | 2866 | 16.21 |
| 5. | First Recognition of Schools | 5 | 8 | 18 | 40 | 80 | 82 | 184 | 136 | 120 | 673 | 3.81 |
| 6. | Renewal of recognition for Schools | 38 | 83 | 153 | 259 | 338 | 445 | 566 | 541 | 539 | 2962 | 16.76 |
| | Total | 485 | 1462 | 3673 | 1623 | 1438 | 1487 | 2665 | 2713 | 2128 | 17674 | 100 |

Source: www.kgsc.kar.nic.in/gsc_rpt

Department of Transport

Learning License and Registration of Vehicles have topped the service request (38.66 and 38.29 %). The applications for Duplicate License and for getting Duplicate Registration Certificate have been low, Given that the Transport department has shortage of staff (20% shortage as informed by the Nodal Officer), these two services could have been kept in abeyance for the present.

The request for Learning License peaks in July, possibly due to more number of youth applying for LLR/DL during these months.

Table 19: Month-wise progress under Sakala

| Sl. No. | Services | Apr. | May | Jun | Jul | Aug | Sept. | Oct. | Nov. | Dec. | Total | % |
|---------|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|--------------|
| 1. | Learning Licence | 64976 | 83929 | 96258 | 107511 | 94324 | 84196 | 72361 | 82549 | 95776 | 781880 | 38.66 |
| 2. | Driving Licence | 38858 | 47773 | 49895 | 54829 | 55935 | 48122 | 43655 | 47380 | 49858 | 436305 | 21.57 |
| 3. | Duplicate Licence | 1626 | 2166 | 2205 | 2452 | 2361 | 2062 | 1545 | 2053 | 2194 | 18664 | 0.93 |
| 4. | Registration of Vehicle | 80736 | 91547 | 94680 | 87950 | 88827 | 81259 | 80505 | 96286 | 72818 | 774608 | 38.29 |
| 5. | Duplicate Registration Certificate | 949 | 1409 | 1549 | 1322 | 1309 | 1201 | 951 | 1206 | 1271 | 11167 | 0.55 |
| | Total | 187145 | 226824 | 244587 | 254064 | 242756 | 216840 | 199017 | 229474 | 221917 | 2022624 | 100 |

Source: www.kgsc.kar.nic.in/gsc_rpt

Department of Revenue

Among the 24 services covered by the Revenue Department, over 50 per cent of the applications received were for the issue of all types of Caste Certificates followed by the issue of all types of Income Certificates at 32 per cent of the total applications. The application requests were highest in the months of June and July for Caste and Income certificates.

The department is said to have taken the initiative to issue one time caste certificate and the life of a income certificate has been increased from one to five years, as per the Nodal Officer.²³ This would, in the coming days, reduce the number of applications to the Revenue Department. Both of these account for more than 80 % of applications. When one time caste certificate will be given, the service of Verification/Validity of Caste Certificate will not be in much demand.

Table 20: Month-wise progress under Sakala

| SI No | Type of Services | Apr | May | June | Jul | Aug | Sept | Oct | Nov | Dec | Total | % |
|-------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------------|--------------|
| 1. | Agricultural Family member Certificate | 2426 | 3217 | 5186 | 2959 | 2800 | 2727 | 2468 | 2835 | 2534 | 27152 | 0.32 |
| 2. | Agricultural Labour Certificate | 697 | 1283 | 1427 | 1200 | 981 | 1077 | 839 | 953 | 1069 | 9526 | 0.114 |
| 3. | Agriculturist Certificate | 1001 | 1291 | 2295 | 1275 | 1121 | 1116 | 1086 | 1265 | 1010 | 11460 | 0.137 |
| 4. | All types of Caste Certificate | 205461 | 574260 | 954663 | 677698 | 709535 | 528457 | 254676 | 232806 | 265311 | 4402867 | 52.60 |
| 5. | All types of Income Certificate | 98962 | 257644 | 491830 | 678901 | 723293 | 386131 | 175505 | 150608 | 143729 | 3106603 | 37.11 |
| 6. | Birth Certificate | 142 | 113 | 118 | 82 | 94 | 63 | 61 | 68 | 48 | 789 | 0.009 |

²³ Interview with Ms Kathyani, on March 1st 2013.

| SI No | Type of Services | Apr | May | June | Jul | Aug | Sept | Oct | Nov | Dec | Total | % |
|-------|---|---------------|---------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|----------------|------------|
| 7. | Conversion of agriculture land to non agriculture purpose | 1132 | 2003 | 2215 | 2790 | 2220 | 2403 | 2349 | 2471 | 3002 | 20585 | 0.246 |
| 8. | Death Certificate | 333 | 227 | 263 | 356 | 409 | 363 | 304 | 363 | 325 | 2943 | 0.035 |
| 9. | Domicile Certificate | 1535 | 2732 | 3118 | 2838 | 1877 | 3511 | 2394 | 1244 | 3455 | 22704 | 0.271 |
| 10. | Landless Certificate | 590 | 470 | 1149 | 826 | 616 | 672 | 654 | 688 | 974 | 6639 | 0.08 |
| 11. | Living Certificate | 40 | 42 | 53 | 42 | 35 | 42 | 31 | 52 | 52 | 389 | 0.005 |
| 12. | Mutation Extract | 2693 | 3359 | 3340 | 3741 | 4461 | 3884 | 3363 | 3646 | 4193 | 32680 | 0.39 |
| 13. | No Government Job Certificate for Compassionate Appointments | 283 | 366 | 410 | 442 | 399 | 441 | 458 | 443 | 443 | 3685 | 0.044 |
| 14. | No tenancy certificate | 2057 | 3628 | 3741 | 4122 | 3585 | 4138 | 3900 | 4285 | 3326 | 32782 | 0.392 |
| 15. | Non-Creamy layer Certificate | 643 | 1235 | 1308 | 363 | 461 | 219 | 87 | 140 | 486 | 4942 | 0.06 |
| 16. | Not Re-married Certificate | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17. | Payment of Compensation as per Land Acquisition Act after the issue of 12(2) notice in undisputed cases | 24 | 35 | 20 | 100 | 94 | 96 | 64 | 138 | 135 | 706 | 0.0084 |
| 18. | Population Certificate | 1 | 3 | 1 | 0 | 0 | 0 | 2 | 0 | 10 | 17 | 0.0002 |
| 19. | Record of Rights Certificate | 2121 | 2910 | 3034 | 3289 | 3231 | 3059 | 2913 | 3093 | 3457 | 27107 | 0.324 |
| 20. | Residence Certificate | 30170 | 46062 | 84196 | 76723 | 72958 | 68490 | 59091 | 55209 | 58233 | 551132 | 6.58 |
| 21. | Small and Marginal Farmer Certificate | 2919 | 5178 | 11456 | 6918 | 4626 | 4879 | 5137 | 6569 | 6301 | 53983 | 0.65 |
| 22. | Surviving Family member Certificate | 5258 | 7139 | 7992 | 5262 | 2054 | 2184 | 3261 | 7022 | 7405 | 47577 | 0.57 |
| 23. | Unemployment Certificate | 306 | 141 | 178 | 324 | 267 | 278 | 352 | 340 | 317 | 2503 | 0.03 |
| 24. | Verification/Validity of Caste Certificate | 25 | 93 | 172 | 335 | 212 | 160 | 196 | 181 | 170 | 1544 | 0.02 |
| | Total | 358819 | 913431 | 1578165 | 1470586 | 1535329 | 1014390 | 519191 | 474419 | 505985 | 8370315 | 100 |

Source: www.kgsc.kar.nic.in/gsc_rpt

The service of issuing a certificate saying Not Remarried has not received any application in any of the months. The issue of Population Certificate has received minimal number of applications. The table above also makes it obvious that there are many more services which are not in great demand.

4.5 Call Centre – Sakala Complaints

In consonance with KGSC Act 2011, the Government of Karnataka has set up a Call Centre specifically to help in delivering services to the citizens “in a fast, efficient and timely manner”. The government has taken a two phased approach, the first phase covers setting up of Call Centres to help provide information regarding non-emergency Government to Citizen (G2C) services of various departments to the citizens. The second phase would concentrate on integrating with the different departments and various applications.

Call centres are set up to provide “the right information to the right person at the right time and the right cost”. The centre would provide “greater accessibility due to high penetration of telecom and cellular services in rural parts, ease of usage, reduced costs and improved service delivery over channels.”²⁴

As a single window IT enabled facility which facilitates interaction of citizens and government, the Call Centre helps access critical information and is expected to be manned by “highly experienced and skilled call centre executives deployed to address the needs of the citizens.”²⁵

The Centre functioning in the State since April 2012 is both a guidance point – to guide citizens on services offered by the departments – on schemes, programmes etc, on the modalities of accessing benefits, on the status of their applications: it also handles citizen’s grievances. Transact BPO Services India Pvt. Ltd, a BPO service provider located at Bangalore has facilitated the Call Centre activities, six days a week from 9 am to 6pm on the number 080 – 4455 4455.

The information relating to data related to Call Centre has been collected from Transact BPO²⁶. As many as 21,541 calls were received in December 2012. This includes all calls (Sakala and non-Sakala) and the number of calls enquiring about the procedure for applying for Sakala was on the higher side, this is followed by the number of calls about the Act itself and by the enquiries on status of the applications. This has implications for concentrating on building awareness and capacities of the common man on the procedure for applying for Sakala and what the Act says.

DPAR has produced material, CD etc. the concentration could be on reaching out to the common man

²⁴ Source: Note on Provision of Call Center Services to enable KGSC Act, 2011, Centre for e-governance

²⁵ Source: same as above

²⁶ Interview with Darshan Chinnappa, TransAct BPO Services India Pvt. Ltd, Yeshwantpur, on February 18th 2013, Bangalore

Table 21: Enquiry through Call Centres

| Type of Enquiry | Total calls |
|--------------------|-------------|
| About the Act | 3958 |
| About Appeal | 98 |
| About Documents | 212 |
| About Eligibility | 96 |
| About Fees | 22 |
| About Procedure | 16062 |
| Address Enquiry | 34 |
| Application Status | 1028 |
| Compensation | 26 |
| Complaints | 5 |
| Grand Total | 21541 |

Source: Data from Transact, BPO Services India Ltd, Bangalore

The Call Centre collects data department and district wise. The figures show a total of 21, 550 calls, with Revenue showing the highest number of calls, followed by Urban Development. The district wise figures show a total of 22,699, with Bangalore Urban registering the highest number of calls. It should be noted here that the numbers, though for the same month, do not tally. This is explained by the Call Centre personnel who say that, at times, it is difficult to slot a call to a department and there are times that the caller does not want to reveal the district that he/she belongs to.

The complaints relating to Sakala that is received by the Call Centre is miniscule. There were a total of 466 complaints- complaint would imply a slightly serious tone than other calls as it would relate to the delay in service and at times expressing their displeasure with an officer -- from April to December 2012.

The highest number of calls - 246 - was related to the Revenue department followed by the RDPR at 74.

Table 22: Department-wise enquiries through Call Centres

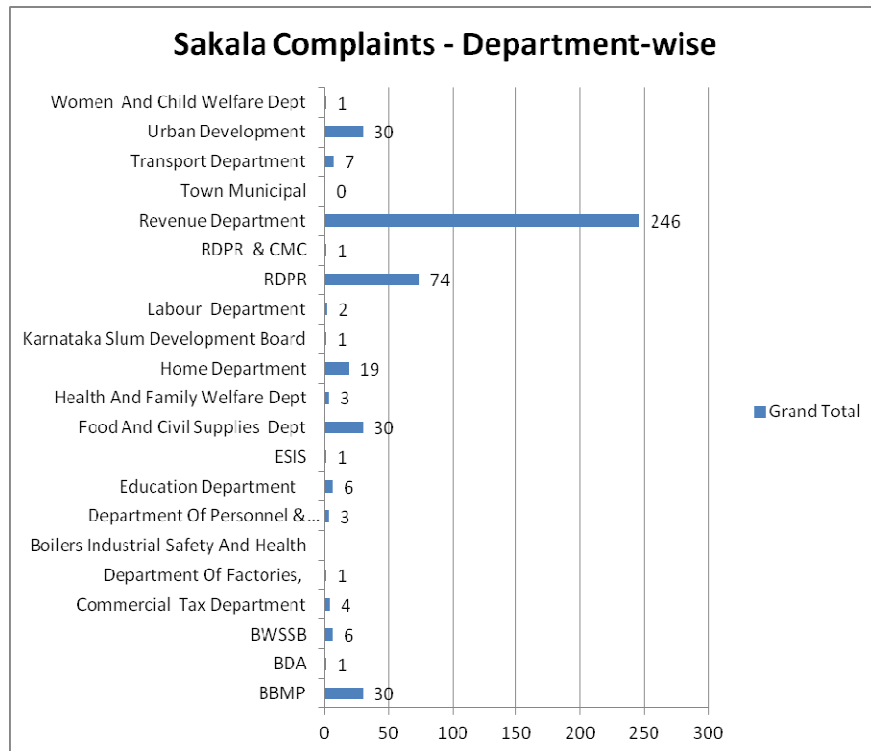
| Departments | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| BBMP | | 6 | 3 | 1 | 2 | 8 | 2 | 4 | 4 | 30 |
| BDA | | | | | | | | | 1 | 1 |
| BWSSB | | | | | | 4 | 1 | | 1 | 6 |
| Commercial Tax | | 2 | 1 | | | | 1 | | | 4 |
| Department of Factories, Boilers Industrial Safety And Health | | | | | | | | | 1 | 1 |

| Departments | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total |
|--|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Department of Personnel and Administrative Reforms | | | | | | | | | 3 | 3 |
| Education | 1 | | 2 | | 1 | | | 1 | 1 | 6 |
| ESIS | | | | | | | | | 1 | 1 |
| Food And Civil Supplies | | 3 | | 2 | 2 | 4 | 2 | 9 | 8 | 30 |
| Health And Family Welfare | | 2 | | | | 1 | | | | 3 |
| Home | | 1 | 1 | | | 1 | | 7 | 9 | 19 |
| Karnataka Slum Development Board | | | | | | | | | 1 | 1 |
| Labour | | | | | 1 | | | 1 | | 2 |
| RDPR | | 13 | 7 | 6 | 10 | 8 | 9 | 7 | 14 | 74 |
| RDPR and CMC | | | | | | | | | 1 | 1 |
| Revenue | | 11 | 48 | 32 | 32 | 58 | 23 | 15 | 27 | 246 |
| Transport | | 3 | 1 | | | | | 1 | 2 | 7 |
| Urban | | 5 | 4 | | | 4 | 4 | 1 | 8 | 30 |
| Women And Child Welfare | | 1 | | | | | | | | 1 |
| Grand Total | 1 | 47 | 67 | 41 | 52 | 88 | 42 | 46 | 82 | 466 |

Source: Data from Transact, BPO Services India Ltd, Bangalore

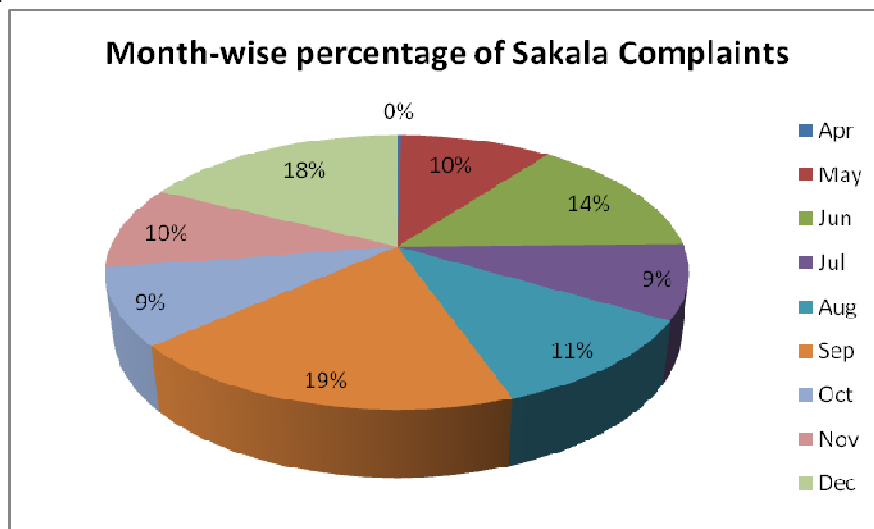
Graphically the table is represented in the Figure below.

Figure 7:



The month-wise calls are highlighted in the Figure below which depicts percentage-wise details. The figure shows that there were maximum complaints received during the month of September 2012.

Figure 8:



With respect to district wise data, the number of Sakala Complaints received by the Sakala Call Centre was the highest in Bangalore (Urban) and the lowest from Chikkamagalur.

Table 23: District-wise receipt of Sakala Complaints at the Call Centres

| Districts | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Grand Total |
|------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------------|
| Bagalkot | | 2 | | 3 | | 1 | | 1 | 3 | 10 |
| Bangalore | | 14 | 8 | 11 | 14 | 40 | 17 | 20 | 31 | 155 |
| Bangalore Rural | | 1 | | | | 2 | 2 | | 1 | 6 |
| Belgaum | | 1 | 3 | 3 | 1 | 3 | 2 | | 6 | 19 |
| Bellary | | | 5 | 1 | 2 | 3 | 6 | 2 | | 19 |
| Bidar | | 2 | | 1 | | | | 3 | 3 | 9 |
| Bijapur | | 1 | 1 | | 2 | 1 | | | 1 | 6 |
| Chamaraja Nagara | | | | | 1 | 1 | 2 | 2 | | 6 |
| Chikkaballapur | | | 1 | 1 | 1 | 1 | 1 | | 1 | 6 |
| Chikkamagalur | | 1 | | | | | | | 1 | 2 |
| Chitradurga | | 3 | | 1 | 5 | 6 | | | 3 | 18 |
| Dakshina Kannada | | | | | 1 | | 1 | | 2 | 4 |
| Davanagere | | | 15 | 10 | 1 | 9 | 1 | 6 | 2 | 44 |
| Dharwad | | | 1 | 1 | | | | | 1 | 3 |
| Gadag | | 1 | 2 | 1 | | | | | 1 | 5 |
| Gulbarga | | 1 | 1 | | 2 | | | 2 | | 6 |
| Hassan | | 1 | 1 | 2 | | 4 | 1 | | 1 | 10 |

| Districts | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Grand Total |
|--------------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|
| Haveri | | 2 | | | | 1 | | | | 3 |
| Kodagu | | 1 | | | | | 2 | | 1 | 4 |
| Kolar | | 3 | 2 | 1 | 2 | 2 | 1 | | 3 | 14 |
| Koppal | | 2 | | 2 | | 2 | 3 | 1 | 3 | 13 |
| Mandya | | 1 | 1 | | 2 | 1 | 1 | 1 | 1 | 8 |
| Mysore | | 3 | 2 | 1 | 5 | 2 | | 1 | 2 | 16 |
| Raichur | 1 | 2 | 4 | 1 | 3 | 5 | | 4 | | 20 |
| Ramanagar | | | 1 | | | 2 | | | | 3 |
| Shimoga | | | 3 | | 1 | 1 | 1 | 1 | 2 | 9 |
| Tumkur | | 3 | 13 | 1 | 3 | 1 | 1 | 1 | 5 | 28 |
| Udupi | | 1 | 1 | | 5 | | | | 3 | 10 |
| Uttara Kannada | | | | | | | | | 3 | 3 |
| Yadgiri | | | 2 | | | | | | 2 | 4 |
| Grand Total | 1 | 46 | 67 | 41 | 51 | 88 | 42 | 45 | 82 | 463 |

Source:

The call centre has also been catering to the non-Sakala complaints, though it is not mandated to do so. Between April 2012 to December 201, there were 1280 complaints and even in this, the department of Revenue topped the list (526 complaints), followed by BBMP. The district wise complaints also show that Bangalore Urban topped the list. The Call Centre has also received 23 mails from August 2012 to December 2012.

Overall Feedback

The Call Centre also takes feedback April 2012 from those who have accessed their services in a random fashion. They enquire whether the citizens were satisfied with the Sakala services provided to them. The level of satisfaction, as expressed by the people, is given in percentages in the table below.

Table 24: Feedback through Call Centres

| Month | Satisfied | Not Satisfied |
|-----------|-----------|---------------|
| August | 95% | 5% |
| September | 93% | 7% |
| October | 96% | 4% |
| November | 93% | 7% |
| December | 89% | 11% |

4.6. Data Discrepancies

1. There are two websites – both in the public domain. www.kgsc.kar.nic.in is the official website accessed by the citizens and the applicants who can check the status of the applications. www.kgsc.kar.nic.in/gsc_rpt is the less known portal, mainly used by the departmental functionaries. The data put on the two websites do not tally.

(i) Missing Data

- a) **Department details** are missing in the first website. For e.g. December month report in the first website does not have a table for the Food and Civil Supplies Department giving details on receipts, disposals, percentage of delayed disposals etc. The second website has all the details.
- b) **District details are missing. For e.g.** In the July 2012 report in the first website, Chitradurga is not mentioned in the Transport Corporation. But there is data for this district, relating to the Transport Corporation in the second website.
- c) **Month wise details are missing.** For e.g. details relating to the urban development department for the months of April are missing in the first website but available in the second website.

(ii) Data Discrepancy

There is discrepancy in data too between the two websites. To cite one eg. in Hassan district, the total number of applications received by the Commercial Tax department is shown as 646 in the first and 731 in the second website (December 2012)

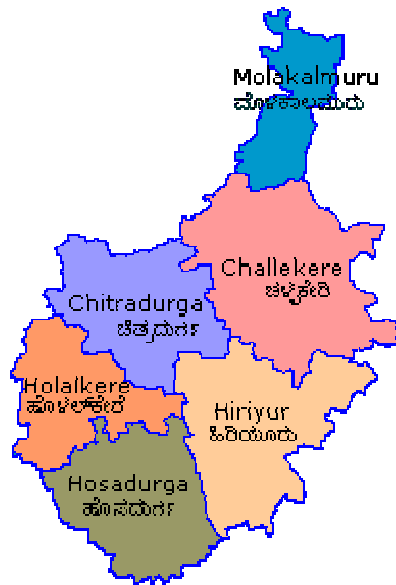
2. In the website www.kgsc.kar.nic.in there are data discrepancies in the monthly reports. For e.g. in November report, the table showing overall performance has a total of 924995 applications which have been received (page 5). In the department wise disposal analytics, the number of applications during the month is given as 928673. (Chapter 3B, page 31). The reason for the difference of 3678 is not explained in the report.

5. Primary Data Analysis

Primary data has been collected from the citizens in the 6 districts and BBMP as mentioned in the earlier section of this report. Further focussed group discussions have been held with officials in the 6 districts apart from BBMP. The first part in this section provides the profile of the districts covered during the survey, the second part provides the findings from the primary survey and part 3 highlights the observations of officials in 3 districts namely Hassan, Chitradurga and Dharwad districts covering wide ranging issues.

Part A. Profile of Districts

CHITRADURGA – District Profile



(Source: RDPR, GP Portal)

Chitradurga district lies in the valley of the Vedavati River, with the Tungabhadra River flowing north-west in the district that gets its name from Chitrakaldurga, an umbrella shaped hill. The total area of the district is 8444 sq.km with the district headquarters at Chitradurga. The district is divided into six Taluks namely Chitradurga, Hiriyur, Hosadurga, Molakalmuru, Challakere and Holalkere. In the six Taluks, the number of Gram Panchayats are as follows:

- Molakalmuru – 16
- Challakere – 39
- Hiriyur – 32
- Chitradurga – 36
- Holalkere – 29
- Hosadurga – 33

In terms of urban local bodies, Chitradurga has three Town Municipal Councils, two Town Panchayats and one City Municipal Corporation.

It is a district rich in mineral deposits, including gold prospecting at Halekal, Kotemardi or Bedimaradi, etc. and open cast copper mines at Ingaldhal. The Districts of Tumkur, Chikkamagalur, Davanagere and Bellary in Karnataka and Anantapur District of Andhra Pradesh State surround the District of Chitradurga.

The Karnataka Human Development Report shows the district with a HDI index of. 0.627. Data from the 2011 census shows that Chitradurga has a population of 1,660,378 of which there are 843,411, male and 816,967 female. It stands at 2.72 per cent of the Karnataka State population. The density of population in Chitradurga district for 2011 is 197 people per sq. km. The average literacy rate has increased in Chitradurga from 64.45 in 2001 to 73.82 in 2011. With respect to literacy gender wise, male and female literacy were 81.37 and 66.05 respectively. The Sex Ratio in the district stands at 969 per 1000 male compared to 2001 census figure of 955.

In Chitradurga there is a total 177,786 children under age of 0-6. Child Sex Ratio as per census 2011 was 933 compared to 946 of census 2001. From the 2011 Census, the per cent of children under 0-6 has decreased from 13.15 per cent in 2001 to 10.71 per cent in 2011.

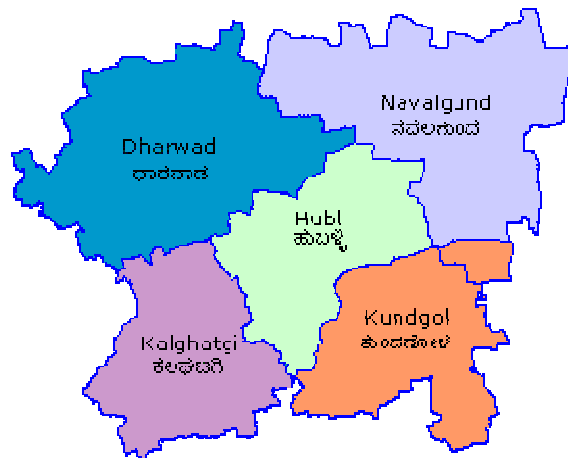
| Particulars | 2011 | 2001 |
|------------------------------------|-----------|-----------|
| Actual Population | 1,660,378 | 1,517,896 |
| Male | 843,411 | 776,221 |
| Female | 816,967 | 741,675 |
| Population Growth | 9.39% | 15.63% |
| Area Sq. Km | 8,437 | 8,437 |
| Density/sq.km | 197 | 180 |
| Proportion to Karnataka Population | 2.72% | 2.87% |
| Sex Ratio (Per 1000) | 969 | 955 |
| Child Sex Ratio (0-6 Age) | 933 | 946 |
| Average Literacy | 73.82 | 64.45 |
| Male Literacy | 81.37 | 74.66 |
| Female Literacy | 66.05 | 53.78 |
| Total Child Population (0-6 Age) | 177,786 | 199,535 |
| Male Population (0-6 Age) | 91,973 | 102,512 |
| Female Population (0-6 Age) | 85,813 | 97,023 |
| Literates | 1,094,403 | 849,690 |
| Male Literates | 611,462 | 503,013 |
| Female Literates | 482,941 | 346,677 |
| Child Proportion (0-6 Age) | 10.71% | 13.15% |
| Boys Proportion (0-6 Age) | 10.90% | 13.21% |
| Girls Proportion (0-6 Age) | 10.50% | 13.08% |

In terms of the rural-urban composition, 80.22% of the population lives in rural Chitradurga. The adult and child sex ratios are higher in urban areas at 989 females per 1000 males and 939 girls per 1000 boys. The table shows that there is a higher percentage of children below 6 years in the rural population of the district. However, the average literacy rate is higher in urban areas at 86.41 per cent as compared to the rural percentage of 70.68.

| Particulars | Rural | Urban |
|-------------------------|-----------|---------|
| Population (%) | 80.22 % | 19.78 % |
| Total Population | 1,332,012 | 328,366 |
| Male Population | 678,352 | 165,059 |
| Female Population | 653,660 | 163,307 |
| Sex Ratio | 964 | 989 |
| Child Sex Ratio (0-6) | 932 | 939 |
| Child Population (0-6) | 144,763 | 33,023 |
| Male Child(0-6) | 74,946 | 17,027 |
| Female Child(0-6) | 69,817 | 15,996 |
| Child Percentage (0-6) | 10.87 % | 10.06 % |
| Male Child Percentage | 11.05 % | 10.32 % |
| Female Child Percentage | 10.68 % | 9.80 % |
| Literates | 839,201 | 255,202 |
| Male Literates | 476,774 | 134,688 |
| Female Literates | 362,427 | 120,514 |
| Average Literacy | 70.68 % | 86.41 % |
| Male Literacy | 79.01 % | 90.99 % |
| Female Literacy | 62.08 % | 81.81 % |

Source: Census 2001 and 2011

DHARWAD – District Profile



(Source: RDPR, GP Portal)

The district of Dharwad is located in the Western part of Northern Karnataka State with an area of 4292 sq.km. It is bounded on the North by the District of Belgaum, on the East by the district of Gadag, on the South Haveri and on the West by Uttara Kannada district within the Karnataka State. The topography of the district is divided into 3 natural regions, viz., the Malnad, Semi-Malnad and Maidan that receive moderate to heavy rainfall and have dense vegetation. The black soil in the region helps in the cultivation of crops like Cotton, Wheat, Ragi, Jowar and Oil seeds and areas of red soil are suitable for paddy cultivation and Hubli is a major trading centre for commodities.

For administrative purposes, the district is divided into five taluks – Dharwad, Kalghatgi, Hubli, Kundgol and Navalgund. The number of Gram Panchayats in the Taluks are shown below -

- Dharwad - 37
- Hubli- 19
- Kalghatgi - 27
- Kundgol - 22
- Navalgund - 22

In terms of Urban Local Bodies, Dharwad has one City Corporation, two Town Municipal Councils and three Town Panchayats.

In the Karnataka Human Development Report, Dakshina Kannada district has a HDI index of 0.642 with 3.02 per cent of the State population. The Census of India 2011 shows that Dharwad has a population of 1,846,993 of which male and female were 939,127 and 907,866 respectively. The density of population in Dharwad district for stands at 434 people per sq. km. In terms of the average literacy rate of Dharwad in the 2011 Census was 80.30 and gender-wise the male and female literacy were 86.83 and 73.57 respectively.

With regards to the Adult Sex Ratio in Dharwad, it stood at 967 per 1000 male, while the child sex ratio is 942 girls per 1000 boys. Data on the number of children below 6 years stands at 210,194. Of total, there are 108,231 male and 101,963 female children respectively. The table shows that child population and proportion has decreased since 2001 by 2.23 per cent.

| Particulars | 2011 | 2001 |
|------------------------------------|-----------|-----------|
| Actual Population | 1,846,993 | 1,604,253 |
| Male | 939,127 | 823,204 |
| Female | 907,866 | 781,049 |
| Population Growth | 15.13% | 16.68% |
| Area Sq. Km | 4,265 | 4,265 |
| Density/sq.km | 434 | 377 |
| Proportion to Karnataka Population | 3.02% | 3.04% |
| Sex Ratio (Per 1000) | 967 | 949 |

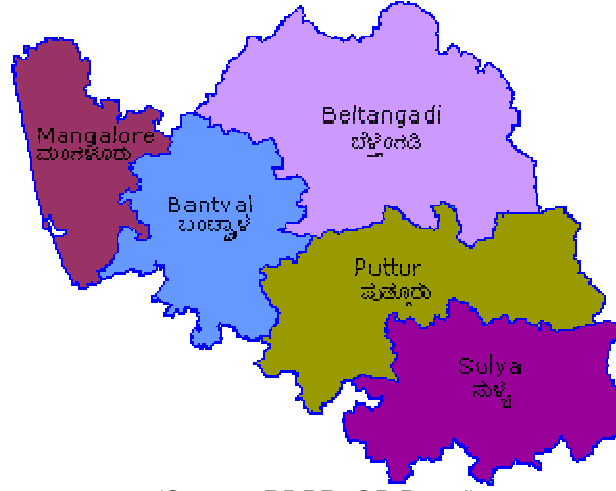
| Particulars | 2011 | 2001 |
|----------------------------------|-------------|-------------|
| Child Sex Ratio (0-6 Age) | 942 | 943 |
| Average Literacy | 80.30 | 71.61 |
| Male Literacy | 86.83 | 80.82 |
| Female Literacy | 73.57 | 61.92 |
| Total Child Population (0-6 Age) | 210,194 | 218,262 |
| Male Population (0-6 Age) | 108,231 | 112,335 |
| Female Population (0-6 Age) | 101,963 | 105,927 |
| Literates | 1,314,353 | 992,550 |
| Male Literates | 721,440 | 574,522 |
| Female Literates | 592,913 | 418,028 |
| Child Proportion (0-6 Age) | 11.38% | 13.61% |
| Boys Proportion (0-6 Age) | 11.52% | 13.65% |
| Girls Proportion (0-6 Age) | 11.23% | 13.56% |

Out of the total Dharwad population, 56.83 per cent live in urban regions and 43.17 % population lives in rural areas. The adult sex ratio and child sex ration are both higher in urban areas at 983 adult females per 1000 males and 952 girls per 1000 boys in the district. The percentage of population of children below 6 years is higher in the urban areas. The average literacy rate is higher in urban areas at 86.34 per cent as compared to the rural percentage of 72.21.

| Particulars | Rural | Urban |
|-------------------------|--------------|--------------|
| Population (%) | 43.17 % | 56.83 % |
| Total Population | 797,430 | 1,049,563 |
| Male Population | 409,828 | 529,299 |
| Female Population | 387,602 | 520,264 |
| Sex Ratio | 946 | 983 |
| Child Sex Ratio (0-6) | 931 | 952 |
| Child Population (0-6) | 97,852 | 112,342 |
| Male Child(0-6) | 50,681 | 57,550 |
| Female Child(0-6) | 47,171 | 54,792 |
| Child Percentage (0-6) | 12.27 % | 10.70 % |
| Male Child Percentage | 12.37 % | 10.87 % |
| Female Child Percentage | 12.17 % | 10.53 % |
| Literates | 505,173 | 809,180 |
| Male Literates | 292,105 | 429,335 |
| Female Literates | 213,068 | 379,845 |
| Average Literacy | 72.21 % | 86.34 % |
| Male Literacy | 81.33 % | 91.01 % |
| Female Literacy | 62.59 % | 81.60 % |

Source: Census 2001 and 2011

DAKSHINA KANNADA – District Profile



(Source: RDPR. GP Portal)

Dakshina Kannada district with a total area of 4866 sq.kms is surrounded by the Arabian Sea on the West, districts of Udupi to the north, Chikkamagalur to the northeast, Hassan to the east, Kodagu to the southeast in Karnataka and Kasargod District in Kerala to the south. The district topography is divided into three belts, the Coastal tract that is densely populated, the middle belt consisting of hills and fertile valleys cultivated with areca nut, coconut and paddy; and the Western Ghats, the eastern boundary of the district with dense evergreen forests. The district administration has divided the district into five taluks namely – Mangalore, Bantval, Puttur, Beltangadi and Sulya. Within these taluks, the number of Gram Panchayats are as follows -

- Mangalore - 49
- Bantval - 47
- Puttur - 37
- Beltangadi - 43
- Sulya - 27

In terms of urban local bodies, Dakshina Kannada has one City Corporation, four Town Municipal Councils and three Town Panchayats.

In the Karnataka Human Development Report, Dakshina Kannada district has a HDI index of 0.722 with 3.41 per cent of the State population. In the 2011 Census of India Report, the total population of the district was 2,083,625 with a density of 457 persons per sq.km. The gender-wise population distribution of male and female are 1,032,577 and 1,051,048 persons respectively. The average literacy rate of Dakshina Kannada in 2011 was 88.62 compared to 83.35 of 2001. The average national sex ratio in India is 940 as per latest reports of Census 2011 Directorate and Dakshina Kannada stands at 1018.

There was a total 202,670 children under age of 0-6 with 104,169 male and 98,501 female children. The Child Sex Ratio was 946 compared to 952 of census 2001. In 2011, the percentage of children under 0-6 has decreased from 12.02 per cent in 2001 to 9.73 per cent in 2011.

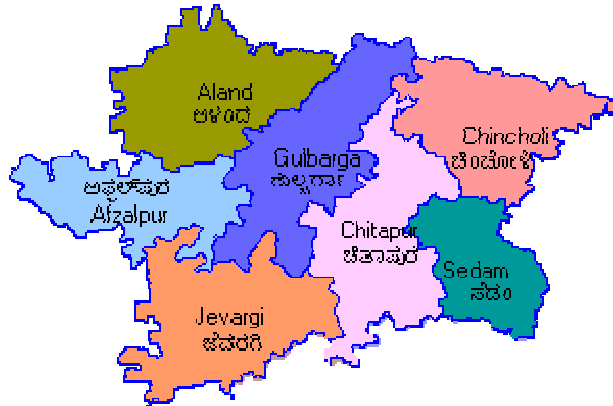
| Particulars | 2011 | 2001 |
|------------------------------------|-------------|-------------|
| Actual Population | 2,083,625 | 1,897,730 |
| Male | 1,032,577 | 938,434 |
| Female | 1,051,048 | 959,296 |
| Population Growth | 9.80% | 14.59% |
| Area Sq. Km | 4,559 | 4,559 |
| Density/sq.km | 457 | 416 |
| Proportion to Karnataka Population | 3.41% | 3.59% |
| Sex Ratio (Per 1000) | 1018 | 1022 |
| Child Sex Ratio (0-6 Age) | 946 | 952 |
| Average Literacy | 88.62 | 83.35 |
| Male Literacy | 93.31 | 89.70 |
| Female Literacy | 84.04 | 77.21 |
| Total Child Population (0-6 Age) | 202,670 | 228,060 |
| Male Population (0-6 Age) | 104,169 | 116,854 |
| Female Population (0-6 Age) | 98,501 | 111,206 |
| Literates | 1,666,834 | 1,391,738 |
| Male Literates | 866,331 | 736,962 |
| Female Literates | 800,503 | 654,776 |
| Child Proportion (0-6 Age) | 9.73% | 12.02% |
| Boys Proportion (0-6 Age) | 10.09% | 12.45% |
| Girls Proportion (0-6 Age) | 9.37% | 11.59% |

In terms of the rural-urban composition, 52.40% of the population lives in rural Chitradurga. The adult sex ratio is similar in both rural and urban areas of the district at 1018 females per 1000 male, while the child sex ratio is higher in rural areas at 954 girls per 1000 boys. The table shows that there is a higher percentage of children below 6 years in the rural population of the district. However, the average literacy rate is higher in urban areas at 92.20 per cent as compared to the rural percentage of 85.34.

| Particulars | Rural | Urban |
|-------------------------|-----------|---------|
| Population (%) | 52.40 % | 47.60 % |
| Total Population | 1,091,888 | 991,737 |
| Male Population | 541,065 | 491,512 |
| Female Population | 550,823 | 500,225 |
| Sex Ratio | 1018 | 1018 |
| Child Sex Ratio (0-6) | 954 | 936 |
| Child Population (0-6) | 108,721 | 93,949 |
| Male Child(0-6) | 55,638 | 48,531 |
| Female Child(0-6) | 53,083 | 45,418 |
| Child Percentage (0-6) | 9.96 % | 9.47 % |
| Male Child Percentage | 10.28 % | 9.87 % |
| Female Child Percentage | 9.64 % | 9.08 % |
| Literates | 839,079 | 827,755 |
| Male Literates | 442,249 | 424,082 |
| Female Literates | 396,830 | 403,673 |
| Average Literacy | 85.34 % | 92.20 % |
| Male Literacy | 91.11 % | 95.73 % |
| Female Literacy | 79.73 % | 88.76 % |

Source: Census 2001 and 2011

GULBARGA – District Profile



(Source: RDPR. GP Portal)

The District of Gulbarga situated in the North of Karnataka covers an area of 10,951 sq. km. It is bounded on the west by Bijapur and Sholapur districts of Maharashtra state, on the north by Bidar district, on the south by Yadgir district of Karnataka State and on the east by RangaReddy district of Andhra Pradesh state. The topography of the region is characterized by black cotton soil,

expanses of flat treeless plains with only 4.2% of the total area under forest in Aland and Chincholi, a range of hills covering a surface of about 60.

The district has a number of tanks in addition to the rivers – Krishna and Bhima that irrigate the land. The Upper Krishna Project is major irrigation project in the district. Gulbarga is the highest producer of toor dal or pigeon pea in Karnataka. Some of the other crops cultivated in the district are Bajra, sugarcane, groundnut, sunflower, sesame, castor bean, black gram, jowar, wheat, cotton, ragi, bengalgram, and linseed.

The district has been divided into seven Taluks namely - Gulbarga, Aland, Afzalpur, Jevargi, Sedam, Chittapura and Chincholi. The number of Gram Panchayats in different Taluks in the district is below -

- Aland - 39
- Afzalpur - 22
- Jevargi - 33
- Chittapura - 35
- Gulbarga - 37
- Sedam - 23
- Chincholi - 32

In terms of urban local bodies, Gulbarga has one City Corporation, one City Corporation, four Town Municipal Corporations and three Town Panchayats.

In the Karnataka Human Development Report, Gulbarga district has a HDI index of 0.564 with 4.20 per cent of the State population. As per the 2011 Census, Gulbarga has a total population of 2,564,892 of which male and female were 1,307,061 and 1,257,831 respectively. The population density in the district stands at 233 persons per sq.km. The average literacy rate in Gulbarga as per the 2011 Census was 65.65 compared to 54.34 of 2001 with male literacy at 75.11 per cent and female literacy at 55.87 per cent respectively. With regard to Adult Sex Ratio there are 962 females per 1000 male compared to 2001 census figure of 958. The total child population under 6 years as per the 2011 Census was 352,162 with 181,955 male and 170,207 female children. The child sex ratio in the 2011 census is 935 girls per 1000 boys a slight improvement from 2001 figure of 930.

| Particulars | 2011 | 2001 |
|------------------------------------|-----------|-----------|
| Actual Population | 2,564,892 | 2,174,742 |
| Male | 1,307,061 | 1,110,442 |
| Female | 1,257,831 | 1,064,200 |
| Population Growth | 17.94% | 21.76% |
| Area Sq. Km | 10,990 | 10,990 |
| Density/sq.km | 233 | 198 |
| Proportion to Karnataka Population | 4.20% | 4.11% |

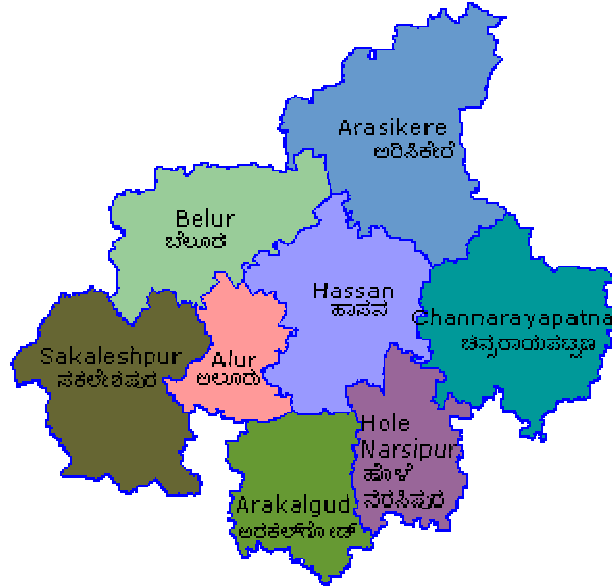
| Particulars | 2011 | 2001 |
|----------------------------------|-------------|-------------|
| Sex Ratio (Per 1000) | 962 | 958 |
| Child Sex Ratio (0-6 Age) | 935 | 930 |
| Average Literacy | 65.65 | 54.34 |
| Male Literacy | 75.11 | 66.18 |
| Female Literacy | 55.87 | 42.06 |
| Total Child Population (0-6 Age) | 352,162 | 358,766 |
| Male Population (0-6 Age) | 181,955 | 185,846 |
| Female Population (0-6 Age) | 170,207 | 172,920 |
| Literates | 1,452,693 | 986,831 |
| Male Literates | 845,059 | 611,910 |
| Female Literates | 607,634 | 374,921 |
| Child Proportion (0-6 Age) | 13.73% | 16.50% |
| Boys Proportion (0-6 Age) | 13.92% | 16.74% |
| Girls Proportion (0-6 Age) | 13.53% | 16.25% |

In terms of the rural-urban composition, 67.54 per cent of the population lives in rural Gulbarga while 32.46 per cent in the urban areas of the district. The adult sex ratio is higher in rural areas at 964 females per 1000 males as compared to urban areas and there is a similar trend in child sex ratio at 938 girls per 1000 boys in rural areas as compared to 930 in urban areas. The table shows that there is a higher percentage of children below 6 years in the rural population of the district. The average literacy rate is higher in urban areas at 79.82 per cent as compared to the rural percentage of 58.77 and rural female literacy rate is below 50 per cent.

| Particulars | Rural | Urban |
|-------------------------|--------------|--------------|
| Population (%) | 67.54 % | 32.46 % |
| Total Population | 1,732,298 | 832,594 |
| Male Population | 882,029 | 425,032 |
| Female Population | 850,269 | 407,562 |
| Sex Ratio | 964 | 959 |
| Child Sex Ratio (0-6) | 938 | 930 |
| Child Population (0-6) | 243,192 | 108,970 |
| Child Percentage (0-6) | 14.04 % | 13.09 % |
| Male Child Percentage | 14.23 % | 13.29 % |
| Female Child Percentage | 13.84 % | 12.88 % |
| Literates | 875,080 | 577,613 |
| Average Literacy | 58.77 % | 79.82 % |

Source: Census 2001 and 2011

HASSAN – District Profile



(Source: RDPR. GP Portal)

Hassan district has a total area of 6826.15 sq. km. It is divided into 8 taluks, 38 hoblies and 2369 villages. The topography of the district is varied with the Malnad or mountainous region to the west and south-west called Bisle Ghat and the maidan or plains in the north, far south and east. There are a few areas of degraded forest ranges in central portion of the district. The river Hemavathi follows through the district and joins the Cauvery River near Hampapura.

The District is divided administratively into eight taluks and the number of Gram Panchayats in these taluks is as follows:

- Sakleshpur - 26
- Belur - 37
- Alur - 15
- Arakalgud - 29
- Hole Narsipur - 26
- Channarayapatna - 40
- Hassan - 40
- Arasikere - 45

With regard to urban bodies in the District, Hassan has one City Municipal Corporation, five Town Municipal Councils and two Town Panchayats.

As per the Karnataka Human Development Report 2005, the HDI index of the district is 0.639. According to the 2011 census Hassan district has a population of 1,776,221, of which 885,807 are males and 890,414 are female, with a population density of 261 inhabitants per sq.km. The adult sex ratio is 1005 females for every 1000 males. The child sex ratio was 964 girls per 1000 boys compared to figure of 958 girls per 1000 boys of 2001 census data. The district

population constitutes 2.91 per cent of the total Karnataka State population. The average literacy rate of Hassan was 75.89 compared to 68.63 of 2001 and enumerated gender wise, it stands 83.55 and 68.30 for male and females respectively.

Children below 6 years of age stood at 155,579. Of the total, male and female were 79,197 and 76,382 respectively. The number of children under 0-6 was lower in the 2011 Census at 8.76 per cent in Hassan District compared to 11.60 per cent of 2001.

| Particulars | 2011 | 2001 |
|------------------------------------|-------------|-------------|
| Actual Population | 1,776,221 | 1,721,669 |
| Male | 885,807 | 859,086 |
| Female | 890,414 | 862,583 |
| Population Growth | 3.17% | 9.68% |
| Area Sq. Km | 6,814 | 6,814 |
| Density/sq.km | 261 | 253 |
| Proportion to Karnataka Population | 2.91% | 3.26% |
| Sex Ratio (Per 1000) | 1005 | 1004 |
| Child Sex Ratio (0-6 Age) | 964 | 958 |
| Average Literacy | 75.89 | 68.63 |
| Male Literacy | 83.55 | 78.37 |
| Female Literacy | 68.30 | 59.00 |
| Total Child Population (0-6 Age) | 155,579 | 199,665 |
| Male Population (0-6 Age) | 79,197 | 101,971 |
| Female Population (0-6 Age) | 76,382 | 97,694 |
| Literates | 1,229,941 | 1,044,584 |
| Male Literates | 673,922 | 593,329 |
| Female Literates | 556,019 | 451,255 |
| Child Proportion (0-6 Age) | 8.76% | 11.60% |
| Boys Proportion (0-6 Age) | 8.94% | 11.87% |
| Girls Proportion (0-6 Age) | 8.58% | 11.33% |

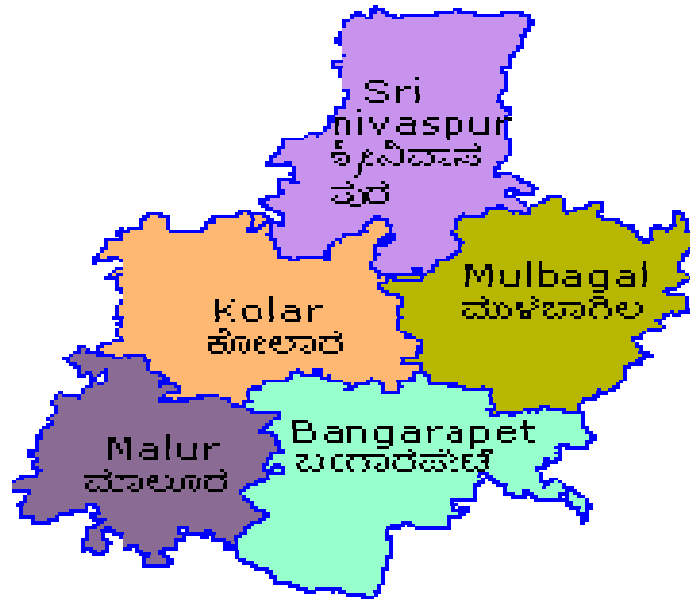
In terms of the rural-urban composition, 78.77 per cent of the population lives in Rural Gulbarga while 21.23 per cent in the urban areas of the district. Among all the study districts, Hassan is the only district that has a higher number of females per 1000 adult males in Karnataka. The adult sex ratio is higher in rural areas at 1007 females per 1000 males as compared to urban areas and there is a similar trend in child sex ratio at 971 girls per 1000 boys in rural areas as compared to 941 in urban areas. The table shows that there is a higher percentage of children below 6 years in the urban population of the district. The average literacy rate is

higher in urban areas at 87.53 per cent as compared to the rural percentage of 72.78.

| Particulars | Rural | Urban |
|-------------------------|-----------|---------|
| Population (%) | 78.77 % | 21.23 % |
| Total Population | 1,399,214 | 377,007 |
| Male Population | 697,310 | 188,497 |
| Female Population | 701,904 | 188,510 |
| Sex Ratio | 1007 | 1000 |
| Child Sex Ratio (0-6) | 971 | 941 |
| Child Population (0-6) | 120,275 | 35,304 |
| Male Child(0-6) | 61,013 | 18,184 |
| Female Child(0-6) | 59,262 | 17,120 |
| Child Percentage (0-6) | 8.60 % | 9.36 % |
| Male Child Percentage | 8.75 % | 9.65 % |
| Female Child Percentage | 8.44 % | 9.08 % |
| Literates | 930,847 | 299,094 |
| Male Literates | 518,819 | 155,103 |
| Female Literates | 412,028 | 143,991 |
| Average Literacy | 72.78 % | 87.53 % |
| Male Literacy | 81.54 % | 91.07 % |
| Female Literacy | 64.11 % | 84.01 % |

Source: Census 2001 and 2011

KOLAR – District Profile



(Source: RDPR. GP Portal)

The district lies almost in the central part of peninsular India, a semi-arid drought-prone region with an area of 3969 sq.km²⁷. It is bounded by Bangalore and Tumkur districts on the west, Chikkaballapur district on north-west in Karnataka State, Ananthpur district of Andhra Pradesh on the north, Chittoor district on the east and on the south by North Arcot and Dharmapuri districts of Tamil Nadu. The rivers of the district are small and seasonal namely Palar, Ponnaiar, North Pennar (North pinakani), and South Pennar (South Pinakani). The district is famous for gold exploitation at Kolar Gold Fields. The predominant crops grown are finger millet, groundnut and pulses. Finger millet occupies about 45% of the total cultivated area. The Karnataka Human Development Report shows that the HD index for the district is 0.625.

The district comprises 5 taluks: Kolar, Bangarpet, Malur, Mulbagal and Srinivasapur. The number of Gram Panchayats in each taluk is given below -

- Kolar – 36
- Bangarpet – 37
- Malur – 28
- Mulbagal – 30
- Srinivasapur – 25

With regard to urban bodies in the District, Kolar has two City Municipal Corporation, and four Town Municipal Councils.

The 2011 Census of India reports that Kolar has a total population of 1,540,231 of which male and female were 779,401 and 760,830 respectively. The district constitutes 2.52 per cent of the total population of the State with a population density of 384 persons per sq.km. The average literacy rate of Kolar stands at 74.33 compared to 65.84 of 2001 and in terms of gender wise literacy rate, males was 81.94 and females 66.56 respectively. The Adult sex ration of the district was 976 per 1000 male compared to 2001 census figure of 977. The child sex ratio is 955 girls per 1000 boys compared to 965 girls per 1000 boys enumerated in the 2001 Census. The Census shows that there were a total 161,877 children under the age of 0-6 comprising of 82,814 male and 79,063 females respectively. The Child Sex Ratio was 955 compared to 965 of census 2001. Children under the age of 6 years formed 10.51 per cent of the district as compared to 13.41 per cent of 2001 which shows a fall in the percentage over the decade.

| Particulars | 2011 | 2001 |
|-------------------|-----------|-----------|
| Actual Population | 1,540,231 | 1,387,062 |
| Male | 779,401 | 701,677 |
| Female | 760,830 | 685,385 |
| Population Growth | 11.04% | 14.46% |
| Area Sq. Km | 4,012 | 4,012 |

²⁷ Groundwater Information Booklet – Kolar District, Karnataka (August 2012)

| Particulars | 2011 | 2001 |
|------------------------------------|-------------|-------------|
| Density/sq.km | 384 | 346 |
| Proportion to Karnataka Population | 2.52% | 2.62% |
| Sex Ratio (Per 1000) | 976 | 977 |
| Child Sex Ratio (0-6 Age) | 955 | 965 |
| Average Literacy | 74.33 | 65.84 |
| Male Literacy | 81.94 | 75.99 |
| Female Literacy | 66.56 | 55.46 |
| Total Child Population (0-6 Age) | 161,877 | 185,954 |
| Male Population (0-6 Age) | 82,814 | 94,633 |
| Female Population (0-6 Age) | 79,063 | 91,321 |
| Literates | 1,024,555 | 790,771 |
| Male Literates | 570,799 | 461,304 |
| Female Literates | 453,756 | 329,467 |
| Child Proportion (0-6 Age) | 10.51% | 13.41% |
| Boys Proportion (0-6 Age) | 10.63% | 13.49% |
| Girls Proportion (0-6 Age) | 10.39% | 13.32% |

In terms of the rural-urban composition, 68.62 per cent of the population lives in rural Kolar while 31.38 per cent reside in the urban areas of the district. The adult sex ratio is higher in urban areas at 989 females per 1000 males as compared to rural areas and there is a similar trend in child sex ratio at 977 girls per 1000 boys in urban areas as compared to 944 in rural areas of the district. The table shows that there is a higher percentage of children below 6 years in the urban population of the district. The average literacy rate is higher in urban areas at 89.53 per cent as compared to the rural percentage of 69.22.

| Particulars | Rural | Urban |
|------------------------|--------------|--------------|
| Population (%) | 68.62 % | 31.38 % |
| Total Population | 1,056,953 | 483,278 |
| Male Population | 536,486 | 242,915 |
| Female Population | 520,467 | 240,363 |
| Sex Ratio | 970 | 989 |
| Child Sex Ratio (0-6) | 944 | 977 |
| Child Population (0-6) | 110,738 | 51,139 |
| Male Child(0-6) | 56,951 | 25,863 |
| Female Child(0-6) | 53,787 | 25,276 |
| Child Percentage (0-6) | 10.48 % | 10.58 % |
| Male Child Percentage | 10.62 % | 10.65 % |

| Particulars | Rural | Urban |
|-------------------------|--------------|--------------|
| Female Child Percentage | 10.33 % | 10.52 % |
| Literates | 654,955 | 369,600 |
| Male Literates | 376,468 | 194,331 |
| Female Literates | 278,487 | 175,269 |
| Average Literacy | 69.22 % | 85.53 % |
| Male Literacy | 78.51 % | 89.53 % |
| Female Literacy | 59.67 % | 81.49 % |

Source: Census 2001 and 2011

Part B. Ground Realities – Citizens’ Perspectives

The study has been carried out in 12 Taluks to elicit the citizens’ perspectives on the implementation of the Sakala Act. 137 villages in 12 Taluks formed the sample villages in which 1800 applicants were interviewed through a structured questionnaire. The list of villages covered during the study team visits to the districts and taluks are given in Annexure

Figure: Sample Respondents Distribution by Gender

There are a higher number of female respondents in all the study districts. In Dakshina Kannada, 232 women were interviewed as compared to only 68 men.

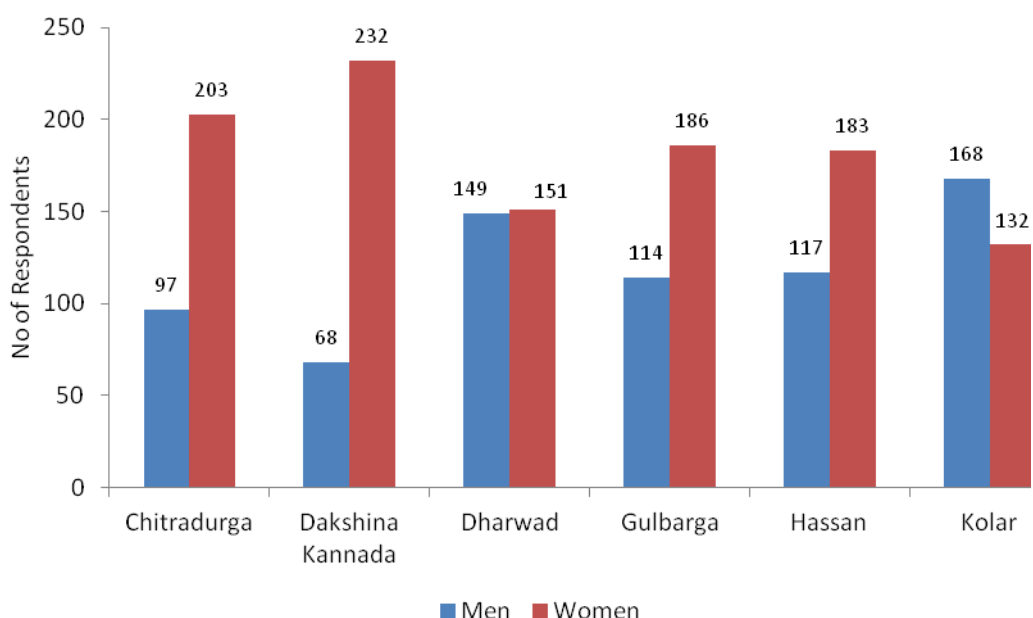
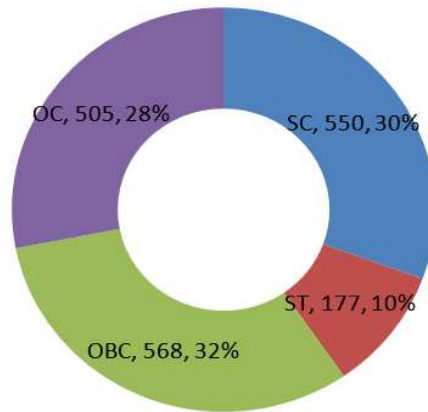


Figure: Sample Distribution by Caste

The Other Backward Caste accounted for the highest number of respondents. There is an almost even distribution between the - Other Castes, Other Backward Castes and Scheduled Castes in the total percentage. Respondents from the Schedule Tribes account for only 10 per cent of the sample survey.





Accessibility

Table 26: Visit to Government Offices by Gender

| District Name | Men: Visiting Government Offices | | | Women: Visiting Government Offices | | | Total: Visiting Government Offices | | |
|------------------|----------------------------------|--------------|----------------|------------------------------------|----------------|-----------------|------------------------------------|----------------|-------|
| | Visited | Not Visited | Total | Visited | Not Visited | Total | Visited | Not Visited | Total |
| Chitradurga | 87 (29%) | 10 (3.3%) | 97 (32.3%) | 134 (44.7%) | 69 (23%) | 203 (67.7%) | 221 (73.7%) | 79 (26.3%) | 300 |
| Dakshina Kannada | 68 (22.7%) | 0 (0%) | 68 (22.7%) | 217 (72.3%) | 15 (5%) | 232 (77.3%) | 285 (95%) | 15 (5%) | 300 |
| Dharwad | 137 (45.7%) | 12 (4%) | 149 (49.7%) | 102 (34%) | 49 (16.3%) | 151 (50.3%) | 239 (79.7%) | 61 (20.3%) | 300 |
| Gulbarga | 114 (38%) | 0 (0%) | 114 (38%) | 173 (57.7%) | 13 (4.3%) | 186 (62%) | 287 (95.7%) | 13 (4.3%) | 300 |
| Hassan | 115 (38.3%) | 2 (0.7%) | 117 (39%) | 146 (48.7%) | 37 (12.3%) | 183 (61%) | 261 (87%) | 39 (13%) | 300 |
| Kolar | 135 (45%) | 33 (11%) | 168 (56%) | 82 (27.3%) | 50 (16.7%) | 132 (44%) | 217 (72.3%) | 83 (27.7%) | 300 |
| Total | 656 (36.4%) | 57 (3.2%) | 713 (39.6%) | 854 (47.4%) | 233 (12.9%) | 1087 (60.4%) | 1510 (83.9%) | 290 (16.1%) | 1800 |

Gulbarga had the highest percentage of female respondents and Kolar accounted for the highest percentage of male respondents who visited government offices. Among the total female respondents, 12.9% of them did not visit these offices while only 3.2% of the total male respondents did not do the same.

Figure: Visit to Government Offices (%)



The decentralized institutions (Gram Panchayat and Taluk Panchayat) comprise 39.3 per cent of the government offices visited by the respondents from the study districts. The Education and Transport Department are least visited by the citizens (0.3%).

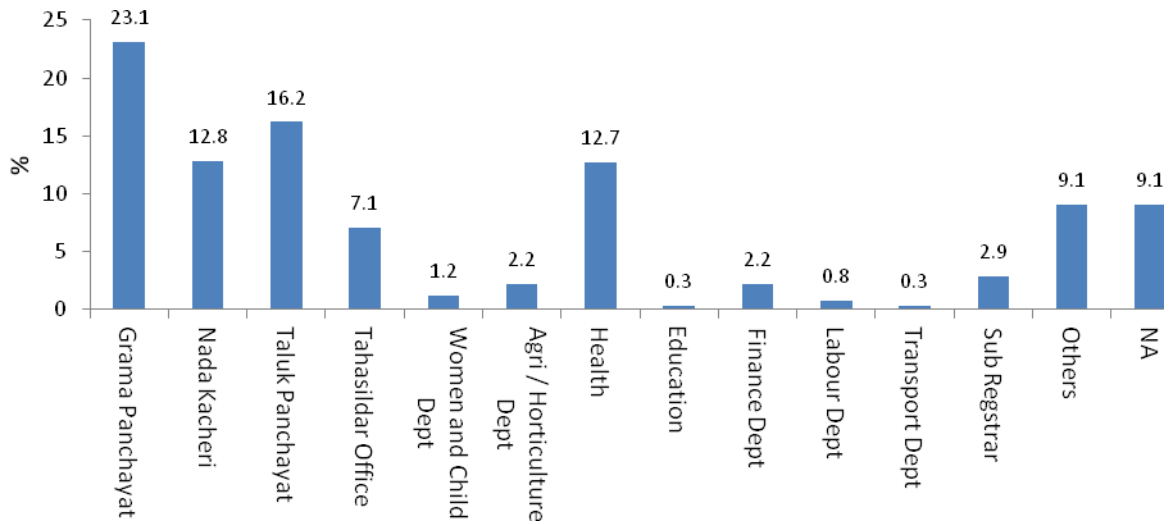


Figure: Frequency of visits to Government offices

The respondents in all the districts have been going to government departments 3 to 4 times to obtain services. This shows that though they have received services as indicated in the previous figure, it has been after frequent visits to these departments. Dakshina Kannada and Gulbarga districts have a higher percentage (60% and 51%) of respondents going to government departments four times as compared to the other districts.

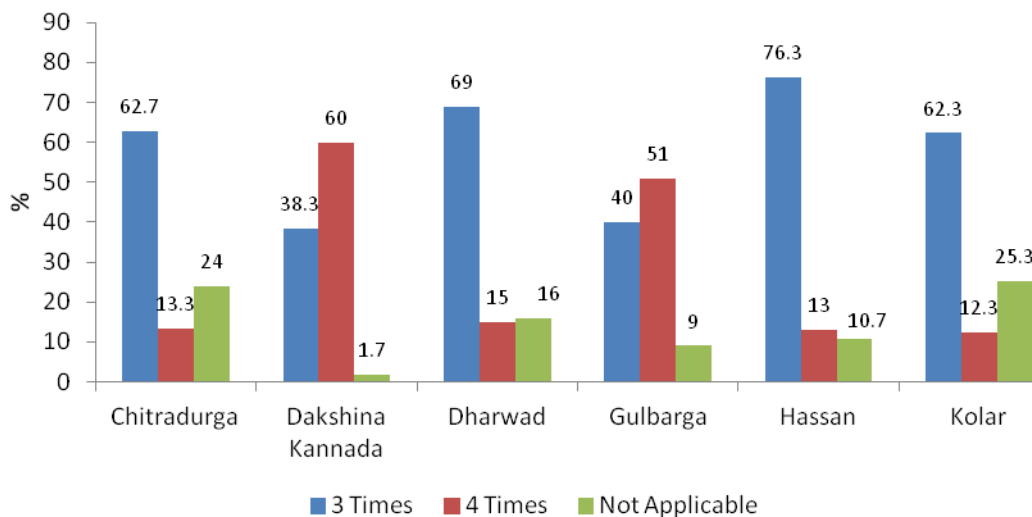


Table: Reason for visiting Government Office/s

48.6% of the respondents have been going to the Government Office/s mainly obtain documents, 10.4% accompany friends and 27.8% to get information.

Table 27: Availing Services through Government Offices

| District Name | To get which service you have gone to Government Office | | | | | | | | | | | |
|------------------|---|------|--------------|------|--------------------|------|----------------|------|-----------|-----|-------|-----|
| | To get Documents | | With friends | | To get information | | Not Applicable | | Not Aware | | Total | |
| | N | % | N | % | N | % | N | % | N | % | N | % |
| Chitradurga | 171 | 48.0 | 39 | 11.0 | 67 | 18.8 | 72 | 20.2 | 7 | 2.0 | 356 | 100 |
| Dakshina Kannada | 189 | 56.3 | 20 | 6.0 | 112 | 33.3 | 10 | 3.0 | 5 | 1.5 | 336 | 100 |
| Dharwad | 182 | 47.8 | 48 | 12.6 | 90 | 23.6 | 48 | 12.6 | 13 | 3.4 | 381 | 100 |
| Gulbarga | 165 | 49.3 | 11 | 3.3 | 146 | 43.6 | 9 | 2.7 | 4 | 1.2 | 335 | 100 |
| Hassan | 196 | 43.5 | 76 | 16.9 | 140 | 31.0 | 34 | 7.5 | 5 | 1.1 | 451 | 100 |
| Kolar | 167 | 48.7 | 36 | 10.5 | 57 | 16.6 | 76 | 22.2 | 7 | 2.0 | 343 | 100 |
| Total | 1070 | 48.6 | 230 | 10.4 | 612 | 27.8 | 249 | 11.3 | 41 | 1.9 | 2202 | 100 |

Figure: Services before Sakala



The respondents in the sample have received government services in the past (74.3%) and at times within the specified time duration (68.1%), but their response shows that it is not a definite affirmative view being expressed. It is possible that these services were obtained either by visiting the offices often as reflected in the previous table or by approaching the offices through middlemen. This can be observed with only 3.4 and 4.1 per cent of the respondents saying 'yes' to both obtaining them and on time respectively.

On the other hand, over 25 per cent of the respondents are not aware of getting government services or of their timely delivery.

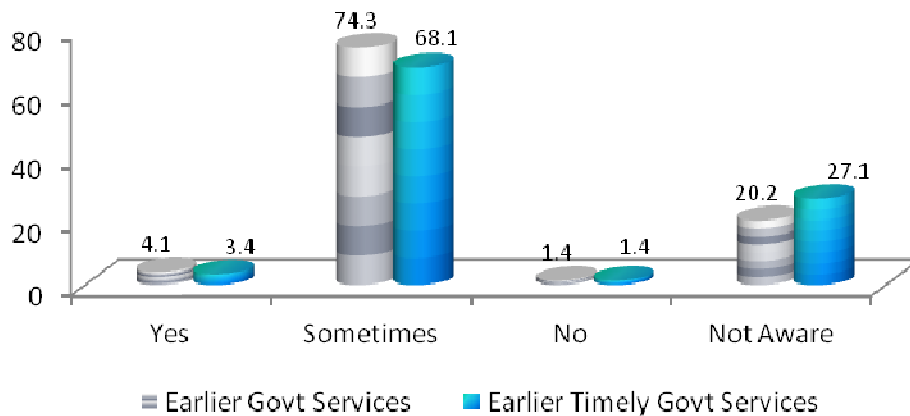
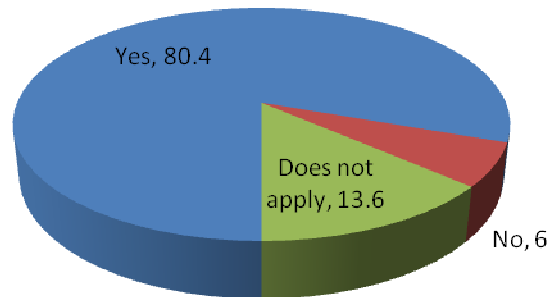


Table 28: Quality of Service – Before and after Sakala

| District Name | How are services being delivered after Sakala has been implemented | | | | | | | | | | | | | |
|------------------|--|-----|----------|------|------|-----|-----------|-----|----------------|------|-----------|------|-------|-----|
| | Like earlier | | Ordinary | | Good | | Very Good | | Not Applicable | | Not Aware | | Total | |
| | N | % | N | % | N | % | N | % | N | % | N | % | N | % |
| Chitradurga | 16 | 5.3 | 36 | 12.0 | 10 | 3.3 | 0 | 0.0 | 122 | 40.7 | 116 | 38.7 | 300 | 100 |
| Dakshina kannada | 12 | 4.0 | 24 | 8.0 | 8 | 2.7 | 0 | 0.0 | 70 | 23.3 | 186 | 62.0 | 300 | 100 |
| Dharwad | 24 | 8.0 | 66 | 22.0 | 13 | 4.3 | 0 | 0.0 | 88 | 29.3 | 109 | 36.3 | 300 | 100 |
| Gulbarga | 8 | 2.7 | 17 | 5.7 | 2 | 0.7 | 0 | 0.0 | 69 | 23.0 | 204 | 68.0 | 300 | 100 |
| Hassan | 10 | 3.3 | 47 | 15.7 | 22 | 7.3 | 0 | 0.0 | 118 | 39.3 | 103 | 34.3 | 300 | 100 |
| Kolar | 14 | 4.7 | 35 | 11.7 | 4 | 1.3 | 0 | 0.0 | 127 | 42.3 | 120 | 40.0 | 300 | 100 |
| Total | 84 | 4.7 | 225 | 12.5 | 59 | 3.3 | 0 | 0.0 | 594 | 33.0 | 838 | 46.6 | 1800 | 100 |

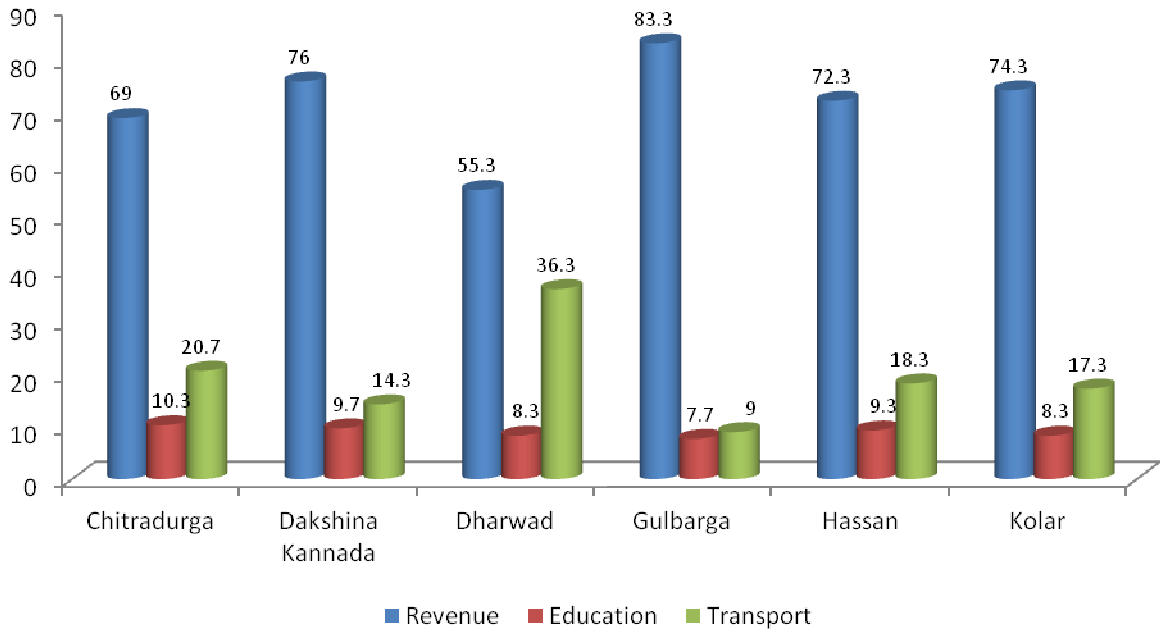
In terms of quality of services, 46.6% of the respondents are not aware of the difference in service delivery since Sakala was implemented. One possible reason for this could be the number of days taken to provide certain services by the departments. For e.g. in the Transport department the citizens were getting the LLR on the same day earlier where as now they have wait for 7 days. Similar is the case with the issue of Driving Licence. Even in other departments some of the services like issue of birth and death certificates were available within a shorter duration than under Sakala. It could be noticed that a very few percentage of respondents (3.3%) see a positive difference in the service delivery since Sakala.

Figure: Sakala Applicants



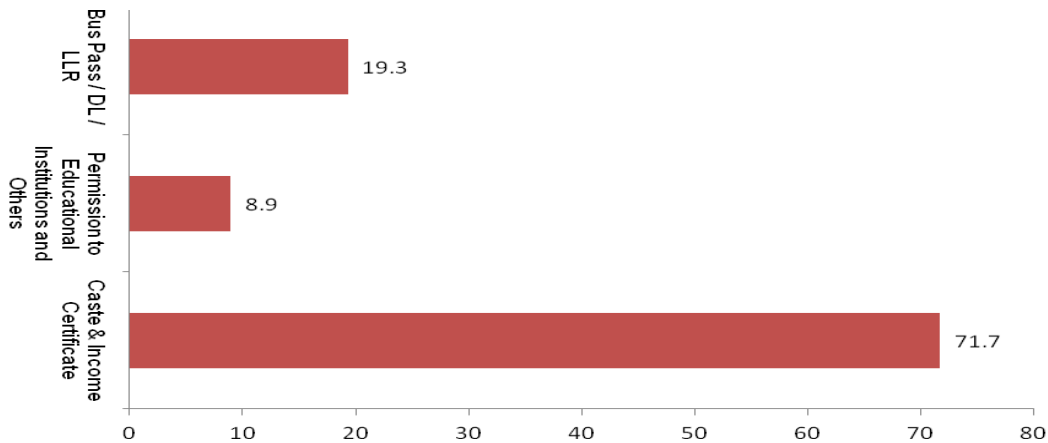
80.4% of the respondents have accessed services under Sakala, while 13.6% have not applied for services under the Sakala initiative. This was because in the remaining cases (19.6 per cent) their application for availing the services was filed either by the middlemen or by their friends. This also is an indication of the fact that the role of middlemen has not been completely eliminated.

Figure: Services availed by Department



All respondents in the study districts have used the Revenue Department services extensively compared to the Education and Transport department services. This could be attributed to the frequency of certificates required owing to their short-term validities such as income and caste certificates compared to the transport and education department whose services are not required at regular intervals of time.

Figure: Type of Service Requests

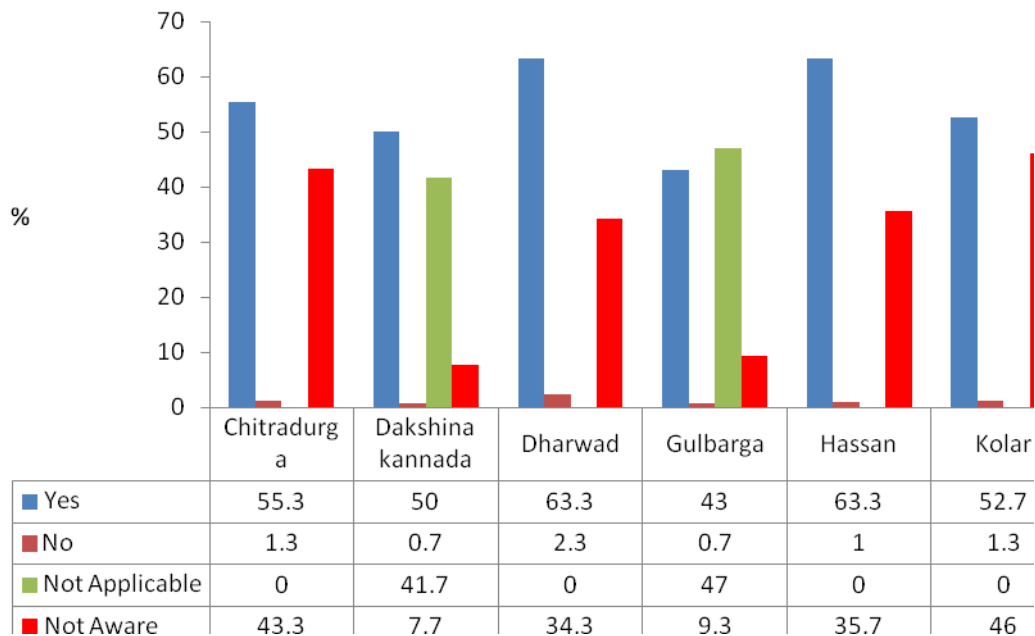


A majority of the respondents (71.1%) have applied for the Caste and Income certificates. With respect to the services in the Education department, the examination board has seasonal applications for services, while application for registration of education institutions is a service that requires a longer duration of time for delivery and the frequency of such an application does not exceed 2500 per year (fn: interview with Education Department Nodal Officer).

With respect to the Transport department, except for bus passes that come under the Transport Corporation, the Core Transport Department services that once delivered such as DL and Vehicle Registration, have a validity period of over 10 years under normal circumstances. Therefore, the Revenue department's applications for Income and Caste certificates that have a high utility for citizens in obtaining other government benefits/services account for the highest percentage of service requests in the study districts. However in recent times the validity period of income and caste certificates have been increased by the Revenue department.



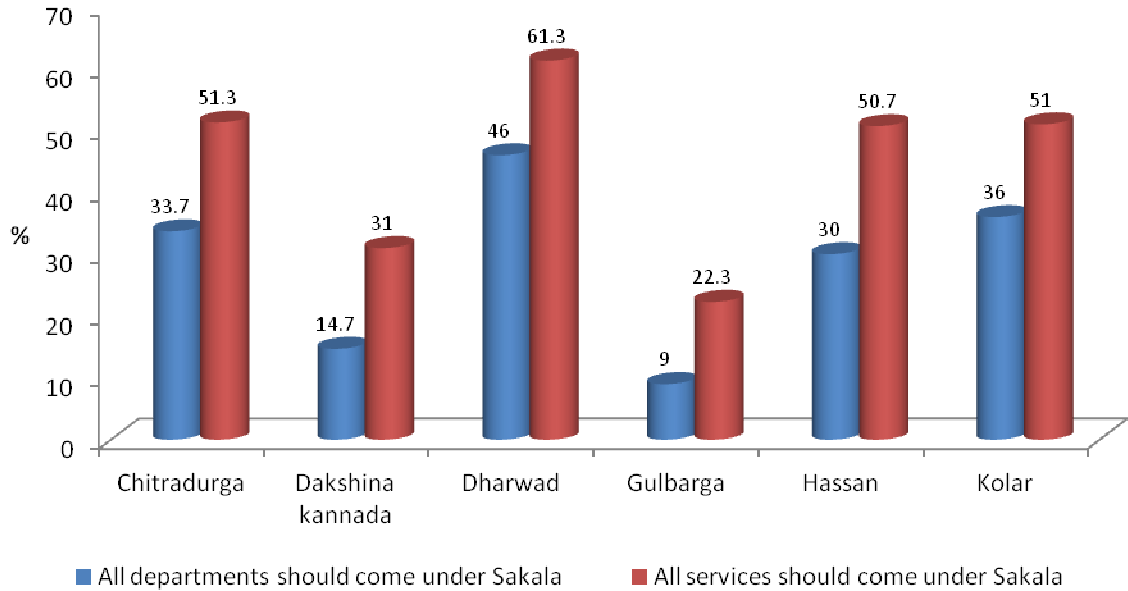
Graph: Service delivery within specified time



The percentage of respondents who have received their services within a stipulated period of time are higher than those who haven't among all the study districts. Dharwad and Hassan show that 63.3% of the respondents have received their services on time. However, there are also instances where respondents are unaware that a service can be obtained within a specified period of time, this accounts for 43.3 and 46% unawareness percentages especially in Chitradurga and Kolar.

In both Dakshina Kannada and Gulbarga districts the citizens had availed the services but they had not heard about the name of the scheme 'Sakala' under which they had availed the services. However in other districts the awareness was on the lower side.

Graph: Inclusion of Departments and Services under Sakala

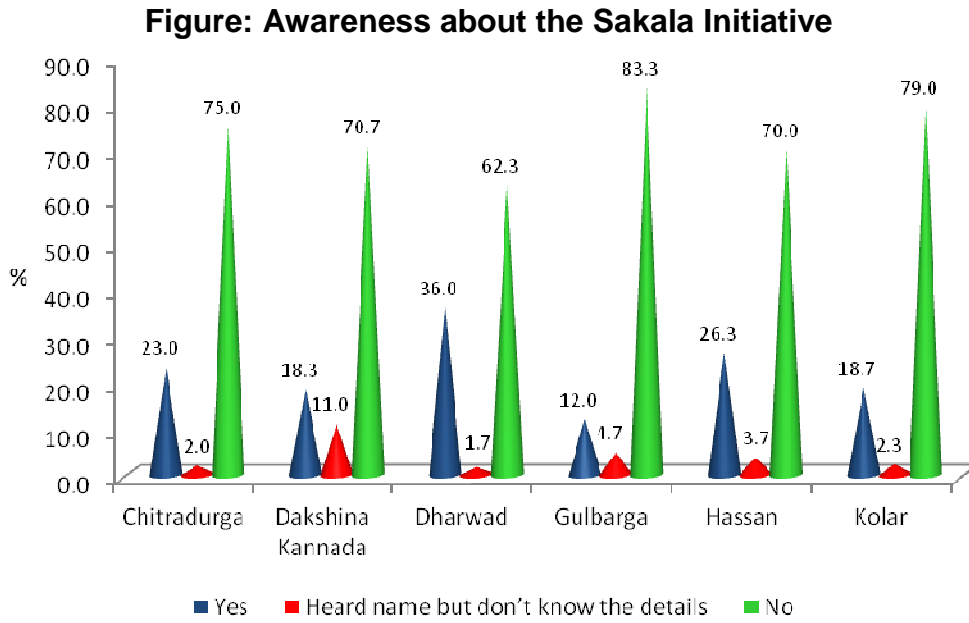


All respondents opine that all the departments and their services should come under the Sakala Act after gaining information about the Sakala Act and the citizen centric approach to providing services.



AWARENESS

Majority of the respondents in all the study districts are unaware that the Sakala Act has been enacted to provide government services within a specified period of time as over 60 per cent have replied 'No' to the query. 36% of respondents in Dharwad know about the Sakala compared to other districts that show a low awareness percentage. Below 11% of the respondents have heard about it but do not know the finer details of the Sakala initiative.



**Even the BBMP shows that 67 per cent of the sample respondents in Bangalore Urban are also unaware of the timely delivery clause in the Sakala Act. This goes to show that irrespective of geographic location majority of citizens are unaware of the guarantee of services provided under Sakala. This shows that more innovative awareness programmes need to be conducted to educate the public about the timely delivery of services guaranteed to citizens under the Act. As indicated in the previous figure, though there has been media coverage of the Sakala programme extensively as mentioned by the Mission, over 50% of the respondents are unaware of the programme across the study districts. In order of information dissemination, media accounts for the highest percentage (18.7 – 33.5%) of awareness creation followed by interactions with people and lastly government officials providing information to the respondents. Among the districts, a higher percentage of respondents in Dharwad have come to know about Sakala Programme through the Media (33.5%).

Figure: Source of information about Sakala Programme

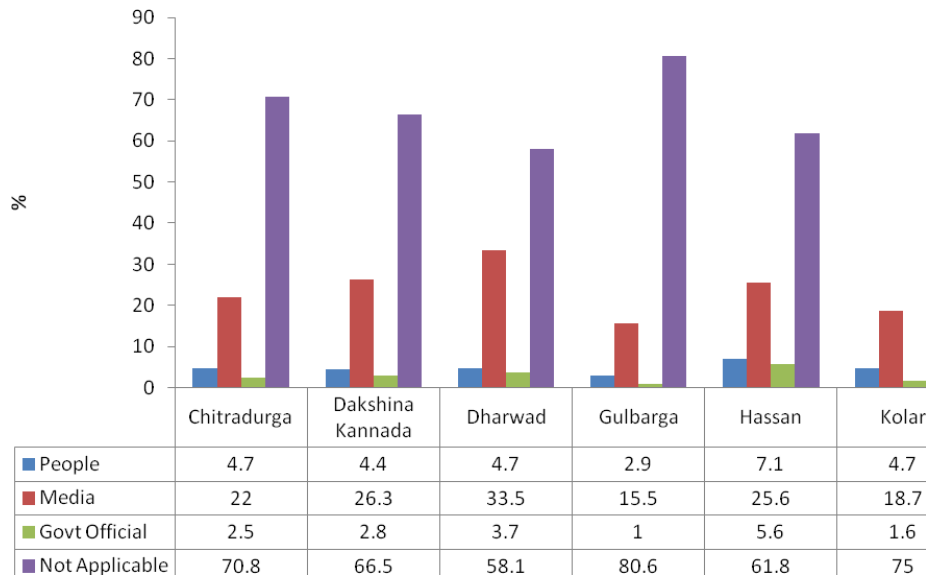
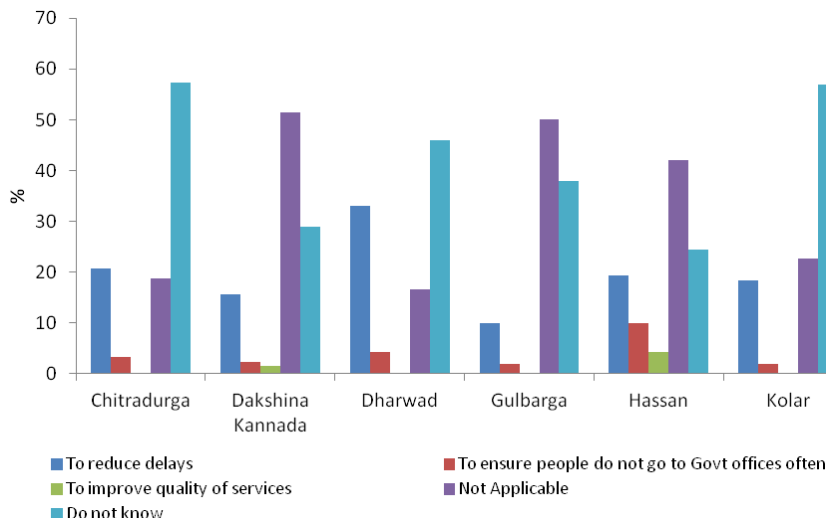
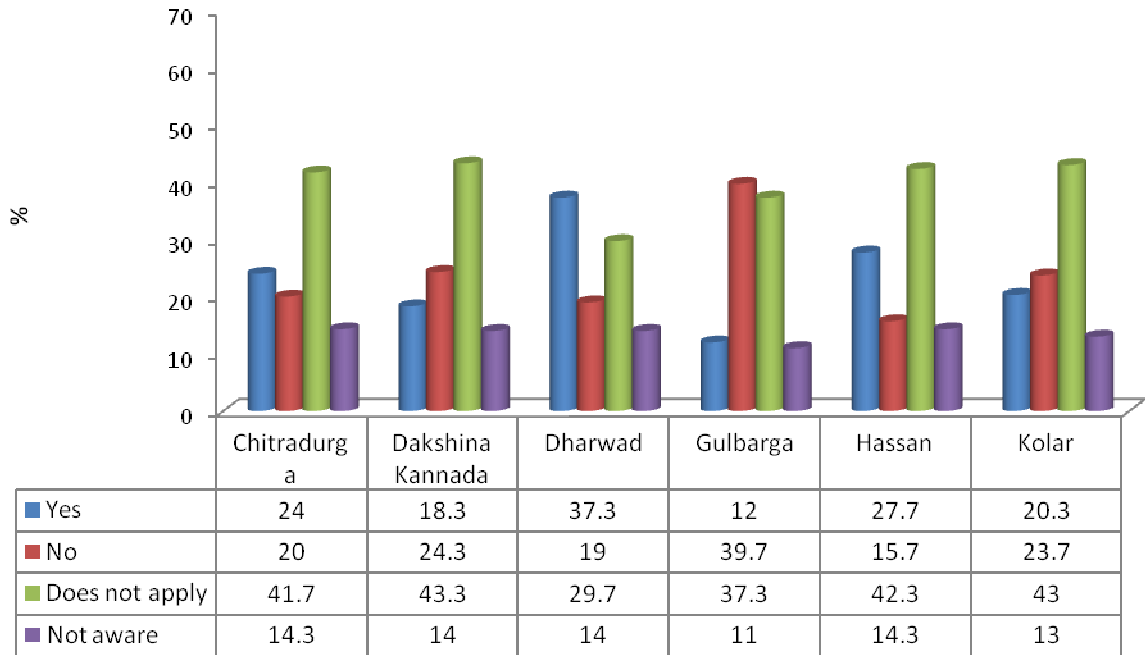


Figure: Reason for implementing the Sakala Programme



The rationale for implementing Sakala Programme is to reduce delays in the provision of services. However, there are a high percentage of people who did not know the purpose of initiating such a programme or their replies are not applicable as they do not know what Sakala is in the first place and/or to understand what is the intention for its implementation.

Figure: Application submission under Sakala Programme



It could be inferred that since respondents in Dharwad are relatively much more aware of Sakala through the media and have knowledge about the purpose of its implementation, there is a higher percentage of respondents (37.3%) in the district who know how to submit applications under the Sakala compared to the other five districts. Gulbarga has the highest number of respondents (39.7%) who do not know how to submit applications. It is also to be noted that between 29.7 to 43.3% of the respondents across districts do not apply for services under Sakala.



The awareness and knowledge about the submission of application under the Sakala programme was on a very low scale. This is possibly due to the lack of IEC activities that have been taken up under the scheme. Also this is one area where the NGOs can play an important role in dissemination of information to the citizens.

Figure: Knowledge of applications submission under Sakala Programme

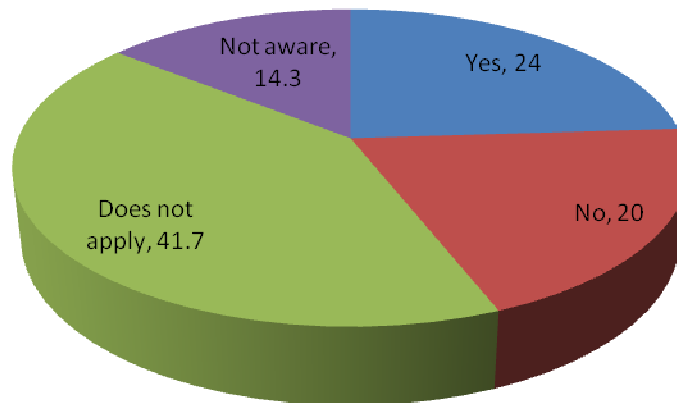
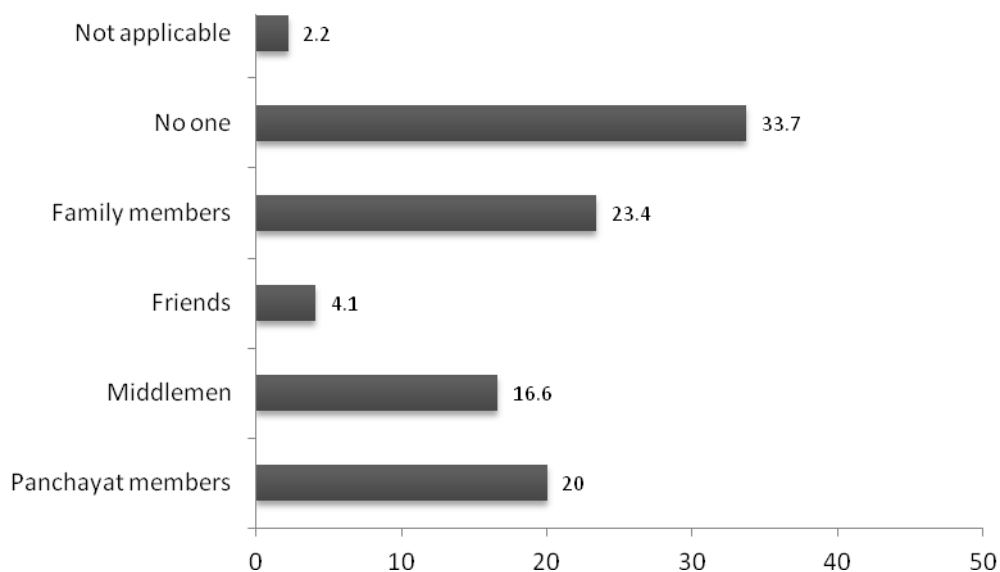
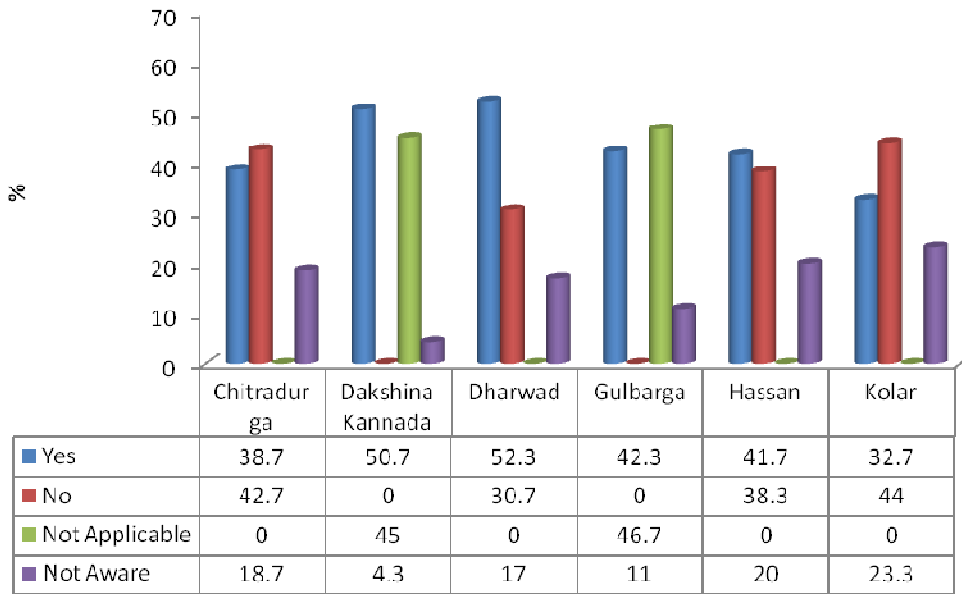


Figure: Who helped you when you applied or when you got services (%)



The highest percentage (33.7%) of respondents who have accessed services under Sakala have individually applied for them. The Panchayat Office has also been a resourceful centre in terms of providing assistance to the respondents, since these are decentralized institutions and are accessible within their respective villages. 16.6% of the respondents have availed the assistance of middlemen to apply for services.

Figure: Acknowledgement of Receipt of Sakala Application



In Chitradurga and Kolar, 42.7% and 44% of the respondents respectively did not receive an acknowledgement receipt when they applied for the services. Dharwad is the only district with a high percentage (52.3%) of respondents who have been given an acknowledgment among all the study districts.

As a majority of the respondents in the study are not aware of the procedural process involved in obtaining services under Sakala, they have often been given a GSC acknowledgement of application without knowing that they have the advantage of checking their status. Therefore, there is high percentage (between 34 to 78.3%) of respondents across all study districts that have not followed up on the service delivery status. This is shown in the following figure.

Figure: Knowledge about GSC Number and Follow-up

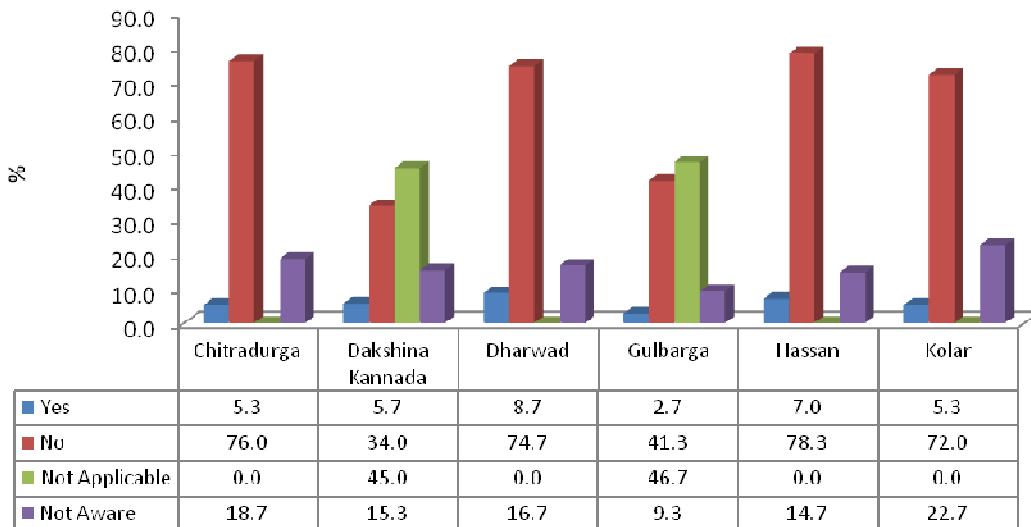
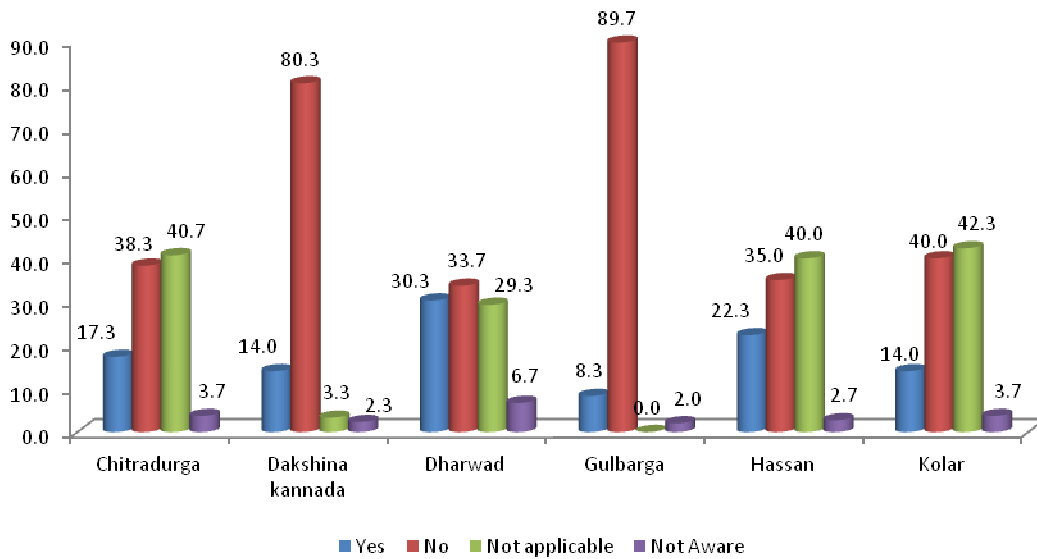
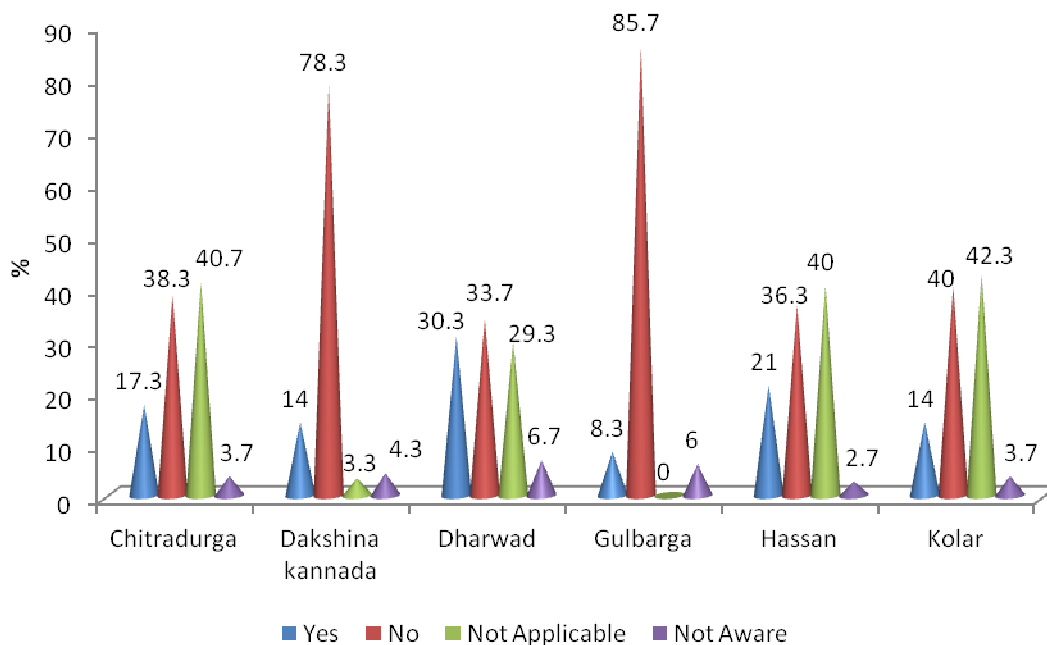


Figure: Payment of Compensation



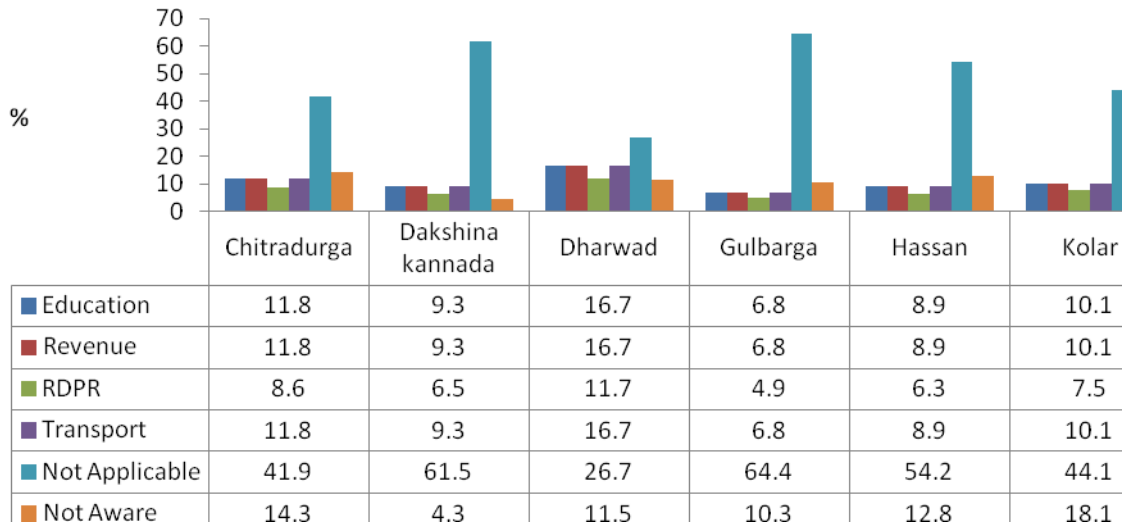
Over 80 per cent of the respondents interviewed in Dakshina Kannada and Gulbarga did not know that citizens have a right to compensation when a service under Sakala is not disposed within a stipulated time. Among the respondents who were aware of such a clause under the Act, the district of Dharwad accounted for 30.3 per cent of the respondents, higher than all the other respondents across the study districts.

Figure: Provision to Appeal under Sakala



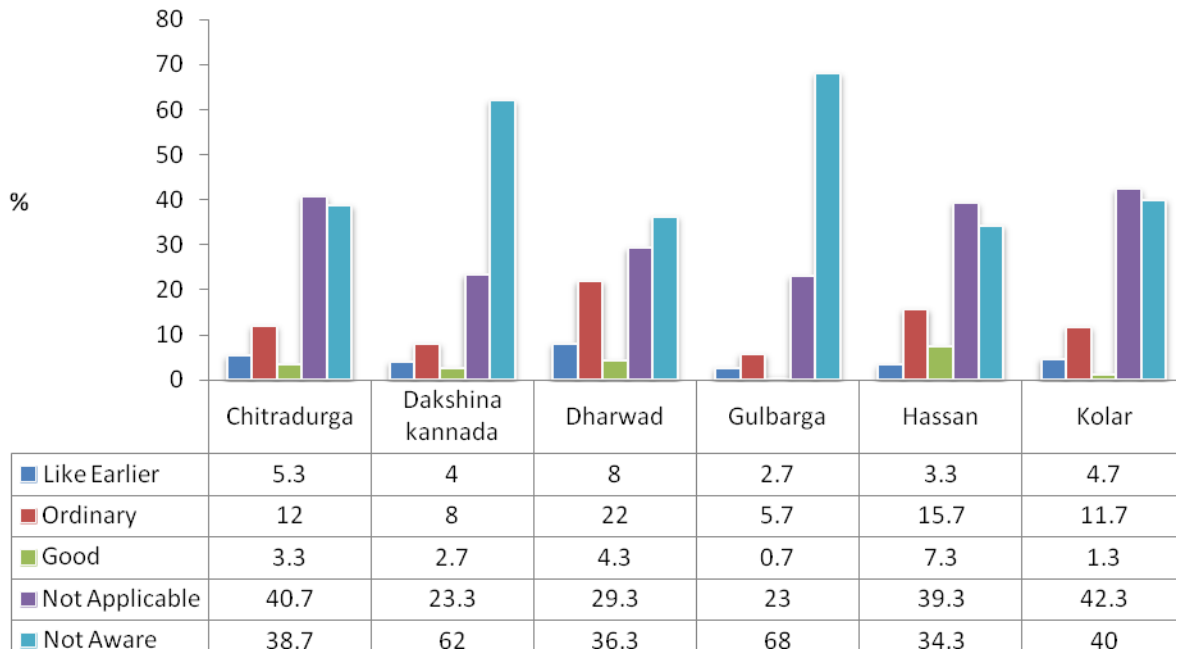
Dakshina Kannada and Gulbarga have a high percentage of respondents who are unaware of the provision to appeal if the service is delayed under Sakala. (Not aware/NA/No – the same)

Figure: Knowledge of list of Departments under Sakala



Of those respondents who knew the list of departments that have been covered under the Act, the Revenue, Education, Transport and RDPR were a few mentioned by them. Responses ranging from 26.7% in Dharwad to 64.4% in Gulbarga were categorized as non applicable, as the respondents were unaware of government departments under the Sakala Act in the first place.

Figure: Quality of services after implementation of Sakala

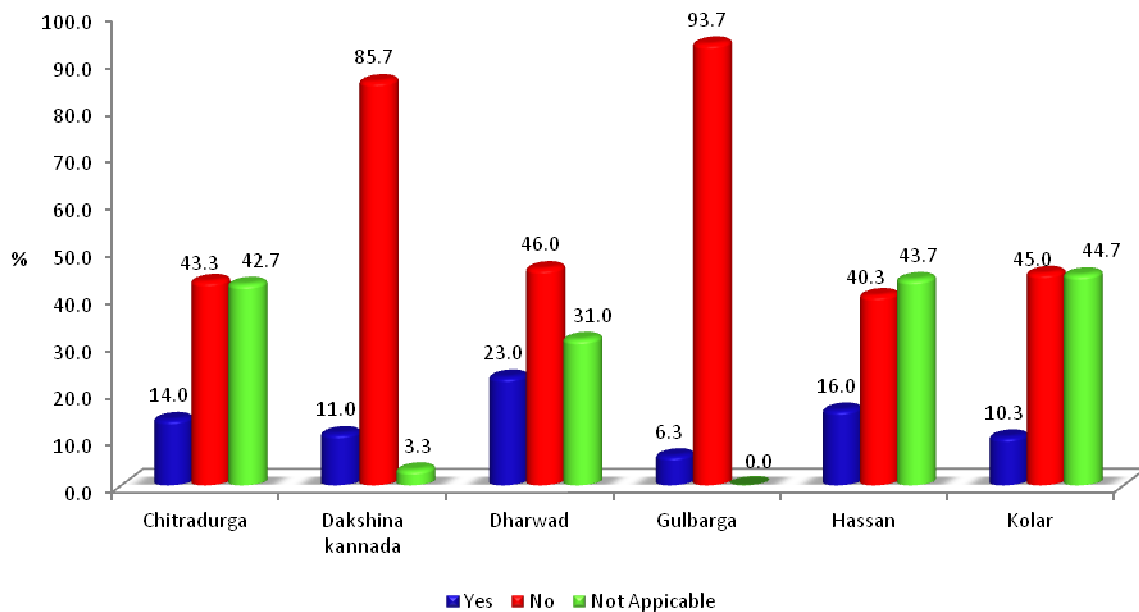


In Dharwad the respondents 22% claim that there is an ordinary trend in the delivery of services after the implementation of Sakala compared to respondents from other district. Respondents from Dakshina Kannada (62%) and Gulbarga (68%) show a high level of unawareness about the difference in quality of services delivery.



A total of 59% of respondents are not aware of a Help Desk across districts. Among the districts, 85.7% in Dakshina Kannada and 93.3% in Gulbarga indicated a high level of unawareness. While on the other hand, Dharwad accounted for the highest number of respondents (23 %) who were aware of the Help Desk. The district-wise details regarding the awareness on the Help Desks are shown in the following figure:

Figure: Awareness about Help Desk



Part C. Ground Realities – Officials’ perspectives

Report of the Study on the Impact of Sakala in Hassan District

Profile of the Officers interviewed for the Study

Hassan District was selected as per the study sample. As per the sample it was decided to cover Revenue, Education and Transportation departments for the study. To give proper representation of the District as well as the taluk it was decided to cover one Nodal Officer at the district and one Taluk level officer from 3 Departments. While it was possible to cover Taluk level officer in Revenue and Education departments, there was no Taluk level office for the Transportation department. Hassan being the head quarter of Hassan District was a natural sample for the study while Arasikere Taluk was selected as it is one of the most backward taluk. The following Departments and Officers were interviewed for the study:

| Sl No | Department | District level officer and Designation | Taluk level Officer and Designation |
|-------|--|---|--|
| 1 | Revenue Department | Assistant Commissioner-Hassan | Tahsildar- Hassan Tahsildar- Arasikere(Gr-II) |
| 2 | Education: Department of Public Instruction | Deputy Director of Public Instruction(DDPI) | Block Education Officer (BEO)Hassan Taluk Block Education Officer (BEO) Arasikere Taluk |
| | Pre-University | Deputy Director of Public Instruction(DDPU) | No Taluk level Officer |
| 3 | Transportation | Regional Transport Officer Hassan District Hassan | No Taluk level officer in Arasikere Taluk |
| 4 | Sakala Consultant | Sakala Consultant DCs Office Hassan | District Jurisdiction –No Taluk level officer |

Out of nine officers covered for the study two were women officers while the seven were male officers.

No. of years of services

| | Revenue | Education | Transport | ITC |
|-------------------|---------|-----------|-----------|-----|
| Less than 5 years | 1,1 | | | 1 |
| 5+ to 15 Years | | 1 | | |
| 16-25 Years | 1 | 1 | | |
| 25 years andabove | | 1, | 1 | |

Involvement in implementation of Sakala

Karnataka Guarantee of Services to Citizens Act-2011 (KGSC) here afterwards called as SAKALA Act was enacted wef 02.04.2012 throughout the State. The DPAR-Sakala Mission ensured that the state administration was oriented for implementation of KGSC Act. The Administrative Training Institute Mysore was given the responsibility of organizing 2 days Workshops in all 30 districts with the help of local District Administration. All district and the Taluk level officers implementing the Act attended the workshop. But as a matter of routine administration the officers were posted against a vacancy either on transfer or promotion leaving many officers without orientation on Sakala. This could be made out in the Sakala experiences of the officers interviewed. Four officers had experience less than six months while five are working in the offices since the beginning of KGSC Act.

| | Revenue | Education | Transport | ITC |
|--------------------|---------|-----------|-----------|-----|
| Less than 6 Months | 1 | 2 | | 1 |
| 6 to 9 Months | | | | |
| 9 + Months | 2 | 2 | 1 | |

Governance Issues

All officers are posted by the administrative orders of the Government and in the interest of Public Service and not a single case transferred on own request. For revenue department officers, the Deputy Commissioner is the immediate controlling Officer and the Revenue Commissioner is the Public Authority (Appointing Authority). For Education Department, the Commissioner of Public Instruction is the Appointing Authority. Transport Commissioner is the Authority for the RTO and the Deputy Commissioner is the Appointing Authority for the District Sakala Consultant.

There appears to be no special arrangements as regards the posting of officers to head the departments/offices. Information on the question on appointment of the Nodal Officers the answer is simple and direct. All officers interviewed have been appointed by the controlling officer of the respective departments and in few cases of promotion the transfers have been effected as and when the order was issued by the Government. There is not even a single case of special posting to meet the requirements of Sakala.

The line of Authority is very clear in the implementation of Sakala. The Deputy Commissioner of the District is the District Nodal Officer under Sakala for the listed services of 11 departments in the District. He is supported by the Additional Deputy Commissioner who is a senior officer belonging to the State Administrative Service (KAS) cadre. However, the line departments other than the Revenue do report to their respective controlling departments (HoDs). The flow of administrative line and command for Sakala implementation is clear and there are no gaps.

Support from others

The strength of Sakala Act is that the Officers who are responsible for effective implementation have been identified and they are called as "Designated Officer, "Competent Officer" and "Appellate Authority".

The Designated Officer is one who is responsible for delivery of the listed service under Sakala within the stipulated time. This has been done in consultation with concerned department and fixing the responsibility to deliver that particular services listed under Sakala.

The Competent Officer is one who is responsible to get that particular service is delivered on time. In case of default, he will ensure that the responsibility is fixed on DO and suitable Compensation is paid as per the KGSC Rules.

The Appellate Authority is vested with the Power and Responsibility of accepting and redressing the complaints/grievances related to Sakala from the Citizen/DO/CO within 30 days and issues an order to that effect. He also accepts the complaints and decides on the 2nd Appeal within 30 days.

All the above roles and responsibilities have been understood properly by all the Respondents in the study. They are aware of their job as per Sakala Act. While discharging the duties assigned under Sakala all respondents expressed that it is their primary responsibility to deliver service within the stipulated time and the staff are supporting very much. Though there is no direct mention of making subordinate staff responsible for default and fixing responsibility, the KGSC Rules - 2012 clearly states that responsibility can be fixed on those responsible for delay/default. This message has been given to the employees during the capacity building training for Cutting edge Functionaries organized by ATI in all DTIs. The Respondents recollected this aspect while answering the question on support received for implementation.

Additional support from Sakala Mission

The Sakala Mission has made special arrangements providing HR support to those departments where the numbers of services are more like Revenue and Transportation. The Revenue department has been given the following support:

| | Revenue Department | Transportation Department | Education Department |
|---------------------------------------|---|---|-------------------------------|
| HR Support: | | | |
| Deputy Commissioner: DC Office | Sakala Consultant-1 Help Desk Counter Assistants: 2 (Operators) | Sakala Data Entry Operator-1(Out sourced) | No HR Support |
| Assistant Commissioner: ACs Office | No Additional support | NA | NA |
| Taluk Office: Tahsildar | Sakala Help Desk Assistants:2 | NA | No Support for BEOs office |

Infrastructure Support to Establishments implementing Sakala

| | Revenue Department | Transportation Department | Education Department |
|---|--|---------------------------|-----------------------|
| Deputy Commissioner Office: Nodal Officer Sakala Consultant | Computers and related accesseries:2 Nos Help Desk Cabin: Printers Uninterrupted Internet Services; UPS Flexi Board | No Additional support | No Additional support |
| Assistant Commissioner: ACs Office | Computer : No-1 Flexi Board | NA | NA |
| Taluk Office: Tahsildar | Computersand related accesseries:2 Nos Help Desk Cabin: Printers Uninterrupted Internet Services; UPS Flexi Board | No Additional Support | No Additional Support |

Deputy Commissioners Office

The Sakala Mission has supported to establish Help Desk Counter in all DCs office putting Sakala Consultant as In-charge. The Help Desk has a separate Cabin in the office of the DC where the Sakala Consultant will be working g with the assistants. Banners, boards, and information on Sakala are displayed in the cabin. A Citizen seeking information on Sakala in the district can visit the Counter and the Consultant or the Assistant will help them.

Taluk Office

The Taluk Office is the busiest office with greater demand for services from the Citizen even after establishment of Bhoomi (Digitization of Land Records-Issue of RTCs) because of the variety of services delivered. The number runs to many thousands (6-7 thousands) in a month. Sakala Mission has provided support to establish Help Desk with 2 operators per Counter. These Help Desks are functioning well in both the offices visited during the study. The Taluk Office Hassan has dedicated 5 Computers exclusively for Sakala Services.

However the other two departments like Transport and Education are managing with their own resources. The Transport department has one Sakala Assistant who is Data entry operator. The Transport department is one department which is ahead in e-Governance initiatives with “SARIGE” “VAHANA” programmes enabling online services.

The Education Department has no additional support from Sakala and the programme is managed by the department’s own resources.

B-7: Other Departments supplementing and complementing Sakala

At the district level the NIC is major resource of expertise which has been involved right from the beginning of Sakala. At the District level the District Informatics Officer takes care of technological issues, connectivity, maintenance of software and related technological issues related to Sakala. Any technical problems related to network and connectivity issues of the programmes already existing will be addressed by NIC/DIO.

All the three departments selected for the study have their own e-Governance programmes. While the Transport department has a PPP partner to manage their software, the Education department has its own e-Governance wing to support the technology issues. The Revenue department is now implementing a major project Atalji Janseva Kendra (AJKs) a Single Window Service delivery system covering 36 services at Hobli levels. A Revenue Taluk will be having 4-6 hoblis depending upon the population of the Taluk. These Kendras are proposed to be linked with Sakala and the departments are working seriously to integrate as early as possible. Over 30 services are covered under Sakala are delivered under Atalji Kendras. Once these Kendras are integrated with Sakala it will be easier for the Citizen to access the services under Sakala too. Efforts are going on.

The Hassan Taluk Office is also getting helping hand from WIPRO Consultant on matters related to technical problems in providing online service. Bhoomi Consultant is also reported to provide solutions to the technical problems faced by the office.

B.8: Interaction with other Departments

At present the services under Sakala are delivered within the stipulated time. The service delivery mechanism is independently handled by the departments. If the service delivery is dependent on other department it would be difficult to maintain the time norms. The three departments selected for the study under the sample are *not dependent* on the performance of other departments.

B.9: Monitoring Mechanism

Sakala Mission Bangalore monitor the performance of all listed departments. The Sakala Mission contacts all Districts through District Sakala Consultants on day to-day basis and keep the performance of the department updated. The review/observations are brought to the notice of the departments concerned on line, mail or SMS.

The Commissioner of Education at HO Bangalore Monitors and interacts with the District Offices and the DDPI with the BEOs regularly. While interviewing BEO Hassan there was message from State Sakala Mission that there was one application is due to be delivered in a day and reminded to dispose on time. The BEO checked the status of the application and found that it was pending clearance at DDPI Hassan. Immediately the message was sent to the DDPI

Hassan who promptly attended and disposed off within the time limit. This was an example to show the effective monitoring mechanism adopted under Sakala.

There is dual Monitoring Mechanism one at the District level by the Sakala Consultant and the other by the State Sakala Consultant. The Education Department with well managed Education Information System (EIS) fully functional is more e-friendly. Smt Bhanumathi who is trained in Sakala has been given the responsibility of coordinating with other offices by the DDPI.

C: Training and Capacity Building

a) Training of the Sakala Implementing Officers

Training of Sakala Functionaries in Karnataka: The Sakala Mission had given the responsibility of capacity building and orientation on the implementation of Sakala for all departments in all districts. As per the Action Plan ATI planned to organize 2 days workshop on the implementation of KGSC Act-2011 in all 30 districts. The district/taluk level officers of the 11 departments listed under the Act attended the workshop before the launching of the programme. Followed by the orientation training ATI conducted 2 days training for the DOs/COs and AAs of the listed departments in 33 batches covering about 600 officers.

C. a) 2: Who organized Training?

Revenue Department

The Assistant Commissioner Hassan has attended the first level training of 2 days orientation at the District level and also the one at DTI for the Revenue Staff. The other two Tahsildars have not attended the training at ATI organized for them but attended 2 days training at DTI in Hassan. Apart from this there was no other training. Training details of other departments are as below:

| Details of Training | Revenue | Education | Transportation |
|---|---------|-----------|----------------|
| 2 Days Orientation at District level (Pre-Sakala) | 2 | 2 | 1 |
| 2days Training at ATI, Mysore | Nil | 1 | Nil |
| 2 days Training by ATI at DTI, Hassan | 2 | 1 | 1 |
| Other Training Programme NIC/WIPRO | 1, | | |

None of the Revenue Officers have attended the CB training on Sakala organized by ATI while DDPI Hassan has attended the one. The RTO Hassan attended 2 days orientation at Karwar and also Sevottam Training at ATI in which Sakala topic was also covered. But the staff of all the three departments working under Sakala services have undergone 2 days training organized by ATI at DTI Hassan. The NIC and Sakala Mission had organized one day Technical training for the Data entry operators.

C.a).3: All the respondents answered that the training programme organized by ATI at different levels was very useful. The district level orientation before the

launch of the KGSC Act prepared the required ground for implementation. Almost all Respondents answered that the training provided confidence to implement Sakala and understanding the roles and responsibilities of the officers under the Act. The training for the Cutting edge Functionaries at the DTIs enabled the staff to feel the collective responsibility to deliver services within the stipulated time.

However, the RTO Hassan felt that the transport department has customised Software like SARATHI and VAHANA. He was of the opinion that the training at DTI could have covered session on integration of the department software with Sakala and its operation system.

Two BEOs who attended Sakala training programmes at ATI Mysore found the programme very effective and they could remember few sessions on KGSC Act, Rules that was useful.

Sakala Consultant was a new entrant to sacral service. He succeeded after his predecessor resigned to pursue M.Tech was his batch mate in college. He was orientated on the job. He has not received any formal training from Sakala Mission which usually organizes training at Bangalore. But on the day of interview he received the message for 2 days orientation by the State Sakala Mission Consultant.

b.1) and 2): Training Imparted

Almost all officers said that the staff were trained by them after they received training both informally and formally. They have also sought the support of NIC to train on handling software and data management related to Sakala.

D: Sakala Progress

151 Services from eleven departments are covered under the Act in Phase-I. Now additional 114 services from 8 departments have been included under Phase-II taking the total to 265 services and 18 departments. According to the Sakala Mission more than 142 Lakhs applications have been received and 132 lakhs applications have been disposed off as on November 2012 taking the overall performance to 96.7% which is a very significant achievement from any parameters. The credit of the success of disposal goes to the enormous amount of HR support followed by IT friendly departments like Transport, Commercial Tax, Revenue and e-Readiness environment prevailing in the state. Instant success of Sakala was possible because of integration of ongoing IT initiatives in Public Services.

Sakala Mission has also evolved a system that regularly monitor's the functioning of the listed departments at the State level. The progress of each department is reviewed on regular basis and graded department wise and district wise. The grading are available on line for all departments.

Table 29: Pre-Sakala and Post-Sakala Details

| | | PRE - SAKALA | | POST - SAKALA | |
|-------|----------------------------|-----------------|-----------|-----------------|-----------|
| | | Apr 11 - Mar 12 | | Apr 12 - Oct 12 | |
| Sl.No | Department Name | Receipts | Disposals | Receipts | Disposals |
| 1 | Education Department | 70 | 70 | 70 | 47 |
| 2 | Transport Department - RTO | 66050 | 66050 | 32738 | 31454 |
| 3 | Revenue Department | 405091 | 403032 | 360356 | 352770 |

The data that is available is for study on Pre-Sakala and Post –Sakala reveals that there has been regular demand for the services. But the disposal figure shown in Pre-Sakala appears that all those applications disposed only have been accounted and the number of applications pending have not been shown. This can be seen in at least in 2 departments like Transportation (RTO) and in Education department where the number of application received is same as that of disposal. In the case of Revenue department, there are pending applications. It is difficult to make out where the applications are pending and for how long.

Post – Sakala: The number of applications received and disposed is well monitored using multi level monitoring mechanism Sakala has developed. Delay or default is accounted at every stage. Sakala has application tracking mechanism using GSC number. Sakala Mission has evolved mechanism to update the status of applications received district wise and department wise. The performance is also graded based on two parameters like number of applications per lakh application and also delayed services percentage. The district and the department performance is graded on monthly basis and made available on the Sakala website for the use of public as well as user departments.

Experiences of the departments

Revenue

Out of 49 services listed under Sakala 4 belong to Deputy Commissioner, 2 Assistant Commissioner and remaining coming under Tahsildar Taluk office. For the purpose of study, the Assistant Commissioner was identified as Nodal Officer (Designated Officers-DO). The Services 1) Payment of Compensation for (non-disputed cases) Land acquired under Rule 12(2) of LA Act and Correction of RRs. The experience is that there is no demand for these services so far and no applications have been received till the date of interview. Hence the question of Pre and Post Sakala experience is insignificant. The AC asserts that the first service is peculiar that the farmer would not dispute and prefers an order right or wrong so that he can go in appeal under the Act for higher compensation and this has been the practice in most of the cases. This is indicative of the fact that the service is not at all in demand.

Coming to the second service is modification/correction of RRs which is again a routine thing which the officers keep doing immediately on request verification of

documents attached. As such the Assistant Commissioner has no services under Sakala to deliver within the stipulated time limits.

b) Taluk Office: Majority of services listed under Sakala come under the limits of the Tahsildar and his subordinate office like Nada Kacheri/Surveyor. Out of 49 services 33 belong to the Taluk office. These services are very much in demand. Looking at the number provided by the office, the number runs to many thousands. The applications range from 3-4 thousands per month and exceed this in few cases. The advantage of the department is that majority of the services are delivered by erstwhile Nemmadi and now Atalji Janseva Kendra located in Hobli head quarters. These Centres are well established and popular among the rural population.

Processes

There are different processes for different services and it depends on the services delivery agency. There are 13 services delivered by the Tahsildar directly in his office where as the remaining services are delivered through the Nemmadi Kendras till November and now by the AJK. Both systems were well developed e-initiatives from the Revenue department on PPP Model.

The applicant will submit application for those services delivered by the Tahsildar in his office. There may or may not be any format. The Taluk office Arasikere has developed simple format giving details of the applicant, address, cell number and also specify the service sought for.

The Application is received in the Sakala Helpline Counter by the assistant. The application is verified along with the attachment as per the checklist. If the application is not attached with the required documents the applicant is told in person to do so. If he insists that the application is to be acknowledged then the data is entered to the computer and an acknowledgement is given with GSC number. The application is verified and after the CW scrutiny the application is rejected giving the reason. The same is communicated. This is considered as disposal under Sakala. However, though it looks ok in reality the applicant knowing well that the application is incomplete he will not wait for the formal acknowledgement and complies with requirement.

If the application is complete and acceptable, then the acknowledgement is given with GSC no (RD Number with 15 digit characters) and also the date of probable date of delivery of service. The Software has ready Acknowledgment giving the details.

Once the number is generated then the application is sent to the Village Accountant /RI and they collect the physical application in the evening visiting the office. The investigator found the VA and RIs waiting for collecting the applications received. This is a daily activity. After the applications are received, processing begins. Keeping the timeline already fixed under Sakala the CW/VA/RI/ Shirastedar verify/scrutiny/make spot inspection depending up on the subject.

Once the application is verified the remaining aspects are taken care in the backend office and prepare for service delivery as per the timeline. The Citizen is informed about the mode of delivery of services over phone and some time personally if they happen to meet the applicant. The service is delivered to the applicant as per the routine and shown as disposed.

The applications are processed on line too in offices where there is computerization. Ex. The Taluk Office Hassan is computerised and the Tahsildar is a computer savvy being a Technical Graduate. The office has also the system of updating few services for the benefit of users. All Case Workers and the Vas/RIs have been trained the Tahsildar to manage this processes. The staff waiting in the office to collect the applications even after 7pm was an example of the excellent Team work. The people in Hassan Taluk office were availing the services even after office hours.

In case of applications received in Atalji Janseva Kendra, the procedure is quite different. The check list containing list of documents to be enclosed is made available in the centre. The applicant after checking the list comes with the documents and applies for a service with or without an application. Even if there is no application the data entry operator fill up the details and receive the documents. If all the documents are ok, the applicant is asked to pay the prescribed fee. After receiving the fee the data entry operator issues an acknowledgement for accepting the application. The GSC number is issued. Here there is a small change in the practice. All AJK's applications are acknowledged with common number starting with RD followed by 13 digits number. This is considered as GSC number as the software has this configuration.

The acknowledgement has date of receipt of application, due date of delivery of service (probable date of service). All processes are in AJKs are on line and there is no manual operation. There is a physical application for every service and the applications are filled by the operator. Few applications do have cell numbers and in many cases they are not entering. The Physical application is handled by the VA/RI/Shirastedars for next processes. After following due processes the applications is sent to the Tahsildar for his approval where he clears all such applications and authorises for his digital signature. The service is delivered to the applicant as per the stipulated time in the front office ie. AJK. There is no scope for the applicant to visit the Taluk office. The practice is the same in all AJKs and even in Arasikere Taluk.

Few informal interactions with the applicants waiting for services expressed happiness about the AJSC and its efficient system. It is user friendly and efficient.

Education Department

A) DDPI: There are only 3 services for the DDPI and BEO while the other 3 belong to Head Office. The services are a) Registration of new Educational Institutes, b) Recognition of EIs and c) Renewal of Institutes. The DDPI at the

District level and the BEO at the Taluk level are the Designated Officers under the Act.

- B) The demand for this service is very limited as could be seen from the number above. While the applicant Institute has to apply to the DO i.e. the DDPI for District level services and to the BEO for the Taluk level services, the practice adopted by the department is different. In fact the Education department has well developed and user friendly website that contains all applications on line available and the same can be either down loaded or used for the applicant (www.schooleducation.kar.nic.in/html/kgsc.html) The BEO receives application for Taluk level services and also receives the application for the DDPI. Why the BEO is receiving the application for DDPI is not clear but it is said that it has been adopted as per the instructions of the HO.
- C) The department has prescribed checklist containing all documents for services. There is no prescribed application for any of the department services. The applicant comes to the BEOs office with the documents as per the checklist. The Sakala counter established in the office receives the documents and scrutinize for accepting. If the applicant fulfils the required documents he will be asked to pay the fee and challan is issued. Once this is done then the data entry operator enters the data of the applicant on enquiry on line. If the application is OK the applicant is asked to pay the fee prescribed. The acknowledgement is issued with GSC number with opening number starting from ED indicating Education department. The Acknowledgment contains information as required by the Sakala. Then the application is processed by the office.
- D) For services where the DDPI is the DO the BEO forwards the application on line and sends message or over phone that the information is sent. The DDPIs office after receiving the message processes the application as per the established Processes of the department. The department has prescribed uniform workflow processes as enclosed.
- E) DDPU: The second department in education is the Pre University Board and the local district officer of the departments is Deputy Director PU (DDPU). This department has 12 services under Sakala while only 2 services are related to DDPU in the district like a) Registration of new PU Institutions, b) Renewal of Institutions. Remaining services listed under Sakala are delivered by the HO Bangalore.
- F) During the course of data collection it is learnt that so far the DDPU has not received a single application since the beginning of the year as well Sakala. Hence the service progress is zero. In the absence of the Nil Service, the DDPU was not in a position to say anything about Sakala experience. However, on interaction with the officer it was found that the department has not streamlined the service delivery processes. Though the DDPU is shown as DO for 2 services the applications are received by the HO at Bangalore. The DDPU is not aware whether there are any applications received at HO so

far. The office has not opened the service account. In fact it is the DDPU who has to verify/conduct spot inspection for the application.

G) Transportation

There are five services under Sakala. LLR/DL/Registration of vehicles and Renewal are the most popular services in demand by the citizens. There are large number of applications every day. The office is finding extremely difficult to meet this demand from the citizens. The procedure adopted for delivery of LLR is as below:

The application has to be filled up in the prescribed format. The formats are available outside. The Department is not supplying the forms. The applicant has to fill and submit the application along with the documents prescribed by the Department for issue of LLRs. Once the application is OK then the person will be asked to pay the prescribed Fee and challan is issued. In many cases the Driving Schools submit the applications for the LLR seekers. After payment of fee the application is scrutinized by the office superintendent and sent to the inward section. The parties are asked to appear for LLR/DL Test before the Vehicle Inspector. Acknowledgement to the applicant is issued only if the applicant passes the test. If other things are OK then the Office issues LLRs on the same day. Usually the Office receives around 100 applications for LLRs, 50-60 for DL/Vehicle Registration 60-70 every day.

All these entries of the Applications are entered to the system only after 3pm. In many cases the present address and cell phone numbers are not being entered till now.

Help Desk

Revenue Department

The Help line is also called as Sakala Counter is established in Deputy Commissioner's office and located in the ground floor. The Sakala Consultant (IT) and his assistants manage the centre. The Help Desk has a cabin and required minimum arrangements and accessible to the public.

The Sakala Help Desk is functioning with full capacity and also well managed. While there is no such counter in Assistant Commissioner's office as there are no significant services as well as the applicants. However, the Taluk offices both in Hassan and Arasikere have Sakala Counter in the entrance of the office. In Hassan, all applications are received in the widow counter for Sakala and Non-Sakala separately. The Sakala Assistant receives applications of 13 revenue services. The Acknowledgement is also issued in the same counter. The Assistant also helps in guiding the citizen seeking any information on Sakala.

Purpose of Help Desk

When the interview was on, a citizen approached the Consultant and asked about the provision under Sakala to get service listed and the responsibility of the PDO. He wanted to know why the local PDO suggested the applicant to seek the service under Non-Sakala. The Consultant checked the status of the application and informed the position and also guided him to avail services under Sakala only. The Applicant was happy and satisfied with the reply. This is the purpose of Sakala Help Desk.

The Help Line in Arasikere though not fully equipped as that of Hassan one can see the commitment of the staff. The Sakala Case Worker has displayed all Revenue services provided under Sakala, documents to be attached for each service and the fee to be paid in front of the Counter and the citizens are guided accordingly. Copy of those notifications are enclosed.

Education Department

The Education department has limited number of services. All applicants are the private Institutions seeking either Registration or Renewal. They are more learned and can follow the guidelines of the department. There is no Helpline established in DDPI's office where as the BEO Hassan has a Counter named as Sakala Counter where the applications are received and acknowledgement is issued. The Counter has the support of the Computer and the Case Worker acts as the Assistant. In BEO's office Arasikere the proactive BEO and the assistants are publishing the Checklist of documents for the benefit of the Users.

Transport Department (RTO)

The Transport department in Hassan (RTO's office) was under renovation and the normal functioning of the entire office was disturbed temporarily. As such the information could not be checked.

Pre-Sakala and Post Sakala compared

Revenue department

Good number of departments in the state have e-initiatives and the Revenue department led the move with its award winning "BHOOMI" project. This was followed by many other initiatives like e-KAVERI-Registration of Properties and many more. This e-Governance initiative in the department has created an environment of making services efficient and effective to meet the expectations of the citizen. ICT has changed the paradigm of service delivery mechanism where visit to the public office is bare minimum. These initiatives have created the required platform to provide services within the timeframe. The inspiration of Bhoomi led to other IT based services in the department like erstwhile Nemmadi and now Atalji Janseva Kendra. With these experiences in hand Revenue

department has been delivering important services through Single Window System. Nemmadi was popular programme before Sakala. 27 services were provided within the stipulated time through Nemmadi prior to Sakala. Now all these services have been included under Sakala. People were aware of efficient services using IT and also within stipulated time limits. Number of services as recorded clearly shows that the system was very strong and the people were getting services within the stipulated time.

Education Department

The Education department did not have a precursor to Sakala. The services listed under Sakala were there earlier also but the time norm was not adopted. The number of applications have not increased significantly with Sakala as there is no unnecessary application for the listed service.

Transport

The Transport department is another department which was making continuous efforts to improve the quality of services particularly the mass services like LLRs, DLs, and Registration of Vehicles. E-Initiatives like SARATHI, VAHANA were the launched to meet the ever increasing demands of the Citizens. The RTOs with their innovative practices were able to issue LLRs on the same day of application. This is a clear example of how a department can restructure and re-engineer its service delivery mechanism to meet the demands of the customer in Citizen Friendly Manner. This was possible because of the fact that Transportation was few departments that formulated Citizen's Charters. Because of this initiative the department could make as expressed by the officers in the course of interview. The number of services has been on the rise every year and the department has been making continuous efforts to meet these challenges successfully. The Pre-Sakala period of the department is no different than what is prevailing now as could be made out from the number of services shown above.

Post Sakala

Revenue Department

As already discussed the Revenue department had "NEMMADI" as the precursor to SAKALA. However due to technological and PPP reasons NEMMADI was re-structured and re-engineered to include additional number of services as well as changing name to "ATALJI JANSEVA KENDRA". Now 36 important revenue services are included under AJKs located in all 177 Taluks and Hobli Kendras. These AJKs have reduced the burden of many repetitive services from the overburdened Tahsildar-Taluk Office. The AJKs are managed by the Tahsildar Gr-II newly created posts with power to dispose off the applications coming under AJKs.

Earlier Nemmadi was providing on-line service supported by the e-Architecture on PPP Model. Now the service numbers haven extended and an officer post has been created to look after AJKs under the supervision of Tahsildar Gr-I. Now the Taluk officer Tahsildar looks after only 13 services not included under Sakala.

The Pre and Post Sakala number of applications received and disposed is an indicator to show that the Sakala has only improvised already existing pattern of service. Now it is expected that AJKs programme progress is to be accounted under Sakala which is not happening due to integrations issues. The IT Consultant from Sakala Mission who was visiting Chitradurga said the matter has been sorted out and the progress under AJK will be accounted to Revenue department shortly. If this happens Revenue Department will be having good rate of disposal of applications under Sakala as AJKs are all providing well designed, most progressive and dynamic e-Governance Architecture. The following are the important observations from the officers on Post Sakala:

- a) *Computer backup is very good,*
- b) *Staff involvement is visible,*
- c) *Multi- level Monitoring mechanism is systematic and well designed,*
- d) *Awareness of the People on Sakala is good and they are demanding services for even Non-Sakala also,*
- e) *Use of Resources to meet the objectives of Sakala is to the optimum level*
- f) *Work-flow system is developed for services listed under Sakala,*
- g) *Middlemen and brokers have no place in Sakala as the services are delivered directly to the people.*
- h) *The First-In First-out: FIFO is followed in all cases removes any scope for favouritism*
- i) *The Information quality provided under Sakala is good people are happy about it,*
- j) *Data Management is well supported by the backup/network/*
- k) *Reduced Corruption to the large extent*

Education Department

There was enough scope for delay, discrimination, misuse of official position and favouritism while disposing applications prior to Sakala. But now Sakala has put an end to all such gaps. Sakala has streamlined service delivery mechanism. There is no intervention from ERs and in fact they have accepted the new system happily and supporting the officials.

Of course for DDPU pre-Sakala and post Sakala has not much difference because of the fact that there is demand for services since beginning.

Transport Department

Now under Sakala the services have to be delivered as per the stipulated time. The Processes have been clearly laid out. All processes are transparent and accountability is clear. The existing on-line service is continued under Sakala. The Software has few hitches which are to be sorted out.

Has there been any Appeals?

Despite of heavy number of services in Revenue department there are not many cases of default or denied services. On Records there are no Appeals from the Citizens so far except in few cases in Revenue department. The Appeals were filed before the Assistant Commissioner Hassan and both these cases were disposed as these Appeals were for non Sakala Services. Apart from this there are no Appeals in any of the three departments interviewed.

Payment of Compensation

There is not a single case of payment of compensation in the 3 departments covered under the study. The Revenue departments in Hassan particularly the Tahsildar Hassan attributes this to the good services provided by the department. The Tahsildar explained few good things practiced in his Taluk office. In one word he says” The Sakala Services are very much Citizen Friendly and the Office is making all sincere efforts. People are aware of this situation. They do not complain even if there is some delay as the things are going beyond the control of the office like Power Cut, heavy rush of application during seasons etc.

There is no Second Appeal in any department under study.

About Citizens’ Charter

The purpose of this question was to check whether there are any Citizens Charter initiatives in any of the departments prior to Sakala so that some relation can be established for continued improvement in the standard and quality in services.

The Revenue department has Citizen Charter at the state level. There have been many initiatives to adopt this Citizen Charter for the local Taluk office in all 177 Taluks. But few offices have followed these initiatives. Some departments do have Charter displayed on the wall but without practice. In brief, on records the Revenue department has Citizens’ Charter but when questioned only two could say what is Charter and its position in the office. None of the 9 offices I visited had displayed Citizens’ Charter in their premises nor could they show any hard copy to say that they have a Charter.

RTI

Though there is no direct linkage between Sakala and RTI it was desired to know how the Officers and their establishments are managing RTI. All most all officers responded mechanically that the RTI is practiced in their office. Further they were not very clear about the roles and responsibilities of the PIOs and the 1st

Appellate Authority. RTI has been left to the care of the office managers in most offices and I could not see any office displaying the mandatory provisions Sections 4(1) a and 4(1) b under RTI. Since the objective of the study was to observe the implementation of the Act these aspects were not expanded further. This situation is common in all offices except the Taluk Office Hassan where the Tahsildar has made efforts for implementation of the RTI.

All offices have published the services covered under Sakala as per the Sakala Rules giving the name of services, Designated Officer, Stipulated time, CO, AAs and such other details as per the Sakala specification. To that the RTI has been very effective.

List of Forums for effective implementation of Sakala

The Revenue departments and its officers believe in one good practice, that is, the people who avail the services are the best one to make good advertisement of the quality of services. So the Tahsildars are making sincere efforts to improve the service delivery mechanism effectiveness. The Tahsildar Hassan has made good efforts to make his office user friendly too. The people who were using the Bhoomi and AJKs services were also happy with the arrangements made by the office. In fact they were appreciating the concern and commitment of the Tahsildar. So also the BEO Hassan and Arasikere where it is seen that the offices have made efforts to make services user friendly. There is good feeling about these offices.

The Revenue departments has been using few people forums like Janspandana, Grievance Redress Forums such other Grama Sabhas for propagating Sakala and to know their needs. The Education department has been using occasions like Prathibha Karanji and similar occasions to say about Sakala Jhathas, Cultural activities; Street Plays are used as the forums in Education Department. In few cases the NGOs are also involved. The Print Media is also showing lot of interest and publishing few good practices and regular news features with photos. (But nobody could support with any paper cuttings)

The Transport department in Hassan appears to be quite pro-active. It is going to the schools and Colleges where the student Community is addressed about the Road Safety, and such other aspects they are using these forums to create awareness of availing the LLRs and DLs. "SARIGE SAPTHAHA", "SARIGE ADALAT". They also join hands with Police Department in this regard.

What Measure

The officers respond that when they interact with the people in such gatherings they also get to know the needs of the people and using that information as feedback.

Expansion of Services

All officers interviewed were aware of the revised Sakala with additional number of services and they quote the number as 265 and are also aware of their own

departments Services. The Case workers and others who are dealing with Sakala also answered clearly. Many had the copy of the SAKAL Services Act-2011 and Sakala Services Rules provided by the SAKALA MISSION. Some of them who were trained at ATI Mysore have the reading materials.

The following were the additional services desired by the departments as per the wishes of the people.

Revenue

- a) All eligible services to the people except the one needs financial involvement (Required Budget)*
- b) Survey and Settlement other than what is included.*
- c) Measurement of Land*
- d) Measuring Land Sites*

Education Department

- a) All eligible services,*
- b) HRMS related Services;*
- c) All Service Matters of Employees of the Education Department*
- d) Rural Benefits Service, Study Certificate*
- e) Kannada Medium Certificate*
- f) All Xerox Copying of PU Answer Sheets*
- g) Transfer Certificates of PU Students*

Report of the Study on the Impact of Sakala in Dharwad District

Karnataka State enacted path breaking legislation with a view to Guarantee the services to citizens in a time bound manner, Known as KGSC at the start of the act, now christened as “**The Karnataka Sakala Services Act 2011**”. This act came into effect from April 2012 across the state. 4 taluks namely, Dharwad, Mangalore, Belgaum and Chitradurga taluks were prioritised for piloting to study teething problems that are likely to erupt during the course of implementation. These taluks had early start from March 2012, much before the state-wide implementation.

Action research project initiated by ATI prioritised 6 districts to study the efficacy of the Sakala. Accordingly Dharwad is one among the 6 districts prioritised for the study purpose. Within the Dharwad district, two taluks namely Dharwad and Kalaghatagi are chosen as the area for studying the implementation of SAKALA. The entire study was confined to 3 departments namely **Revenue, Education and Transport more so of RTO.**

Observations upon field visit to Dharwad and Kalagatagi taluks are dealt separately department wise under separate headings.

Revenue Department-Dharwad Taluk

Dharwad taluk comprises 4 hoblies with 118 revenue villages. Further for every 3 villages one Saza is in place. Accordingly 51 Sazas are in place which are looked after by Village Accountant. As of now 51 Sazas are monitored and supervised by 46 Village Accountants. 5 VA's are drafted for Bhoomi Software work. Two personnel are working at the office as Help Desk personnel. Man power for help desk is made available from a NGO- **Sristi Samagra**. Help Desk personnel are in place since October 2012. *Commonly availed services in revenue department of Dharwad taluk are as under,*

- Mutation extract, Tippan (Revenue Sketches), Domicile certificate, Akhar bund (survey department Related) 11 –A Sketch, Tatkala Podi (Property bifurcation)-it is at Tahasildar office
- Entire show related to Sakala is managed by operators only. There is one case worker who knows the SAKALA, but managing some other promgammes. Shirestedar of the taluk office has not undergone gone training. So far no appeal by any of the applicant for the deficient in service. Because of the local body elections all the display boards were masked.

Suggestions

- It was suggested in AJK, while giving acknowledgement, the format iis so designed that there is no scope for RI and Tahsildar to write their comments. The format may be designed in such a way they have sufficient

space to write. The acknowledgement that is given to public may be pushed to the bottom of the page.

- Most of the helpdesk personnel are from neighbouring taluks, Localities are more desirable.

Other Services that can be explored

- Hakku Dakalathi under Bhoomi to be included under Sakala
- Anthyasamskara to be included
- Rastriya Koutombica neravu (10000) to be included.

Issues

Though efforts have been made to publicise the activities of SAKALA, with the elections round the corner, all the hoardings have been masked conveying a wrong message to the public.

Suggestions

- The publicity should be such that, with or without elections, the hoarding under SAKALA should convey the message all the time, without giving credentials to any individuals.



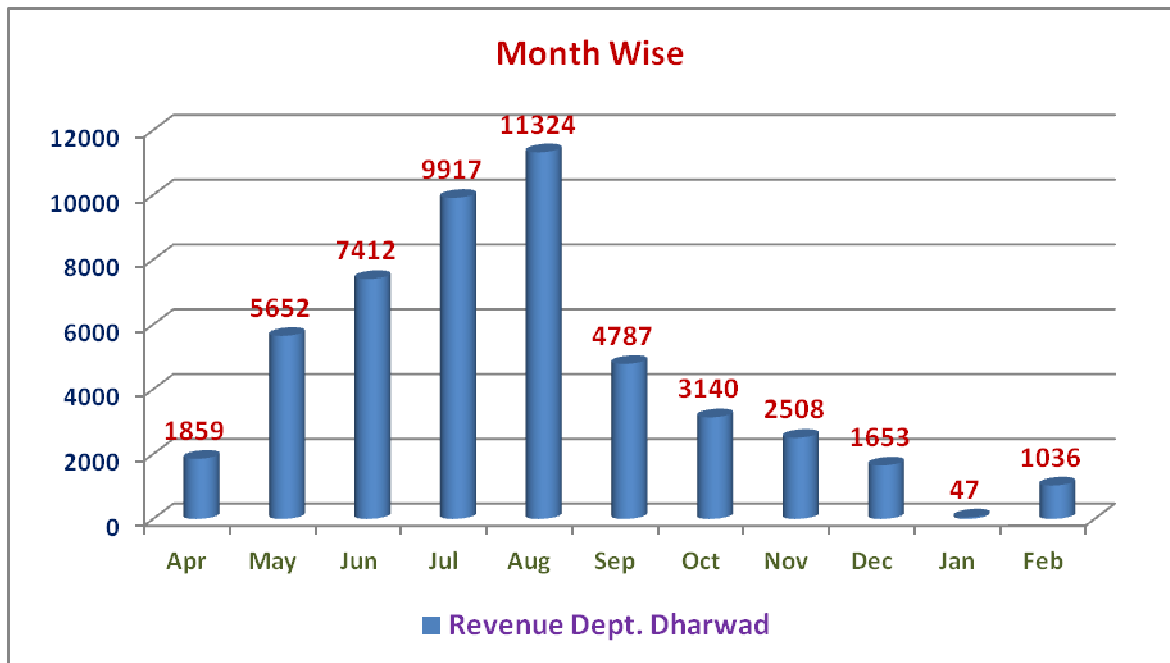
- It has been observed, that with the change of guard at the state level, hoardings related to SAKALA also need to get updated, otherwise it will discredit the concerned service department, in disseminating the wrong message in the eagerness to render the service on time.

- Display materials are not displayed prominently, it is been noticed flex banners are not displayed one after another, rather placed one over the other, thus demeaning the government initiative and also backlash of public towards Government is evident in not utilising the govt funds judiciously.



Table 30: Details of Cases dealt by Revenue Department-Dharwad Taluk

| Month | Total No of cases In Dharwad Taluk |
|--------------|------------------------------------|
| | Revenue Department. Dharwad |
| Apr | 1859 |
| May | 5652 |
| Jun | 7412 |
| Jul | 9917 |
| Aug | 11324 |
| Sep | 4787 |
| Oct | 3140 |
| Nov | 2508 |
| Dec | 1653 |
| Jan | 47 |
| Feb | 1036 |
| Total | 49335 |



Possible threats: Scheme gets hampered, with the change of the officials.

Revenue Department- Kalghatagi Taluk

Kalghatagi Taluk comprises 3 hoblies with 118 revenue villages. Further for every 3 villages one saza is in place. Accordingly 31 Sazas are in place which are looked after by Village Accountant. As of now 31 sazas are monitored and supervised by 21 Village Accountants. Two personnel are working at the office as Help Desk personnel. Man power for help desk is made available from a NGO-

Sristi Samagra. Help Desk personnel are in place since October 2012. Commonly availed services in revenue department of Kalghatagi taluk were similar to one availed in Dharwad Taluk.

Possible threats

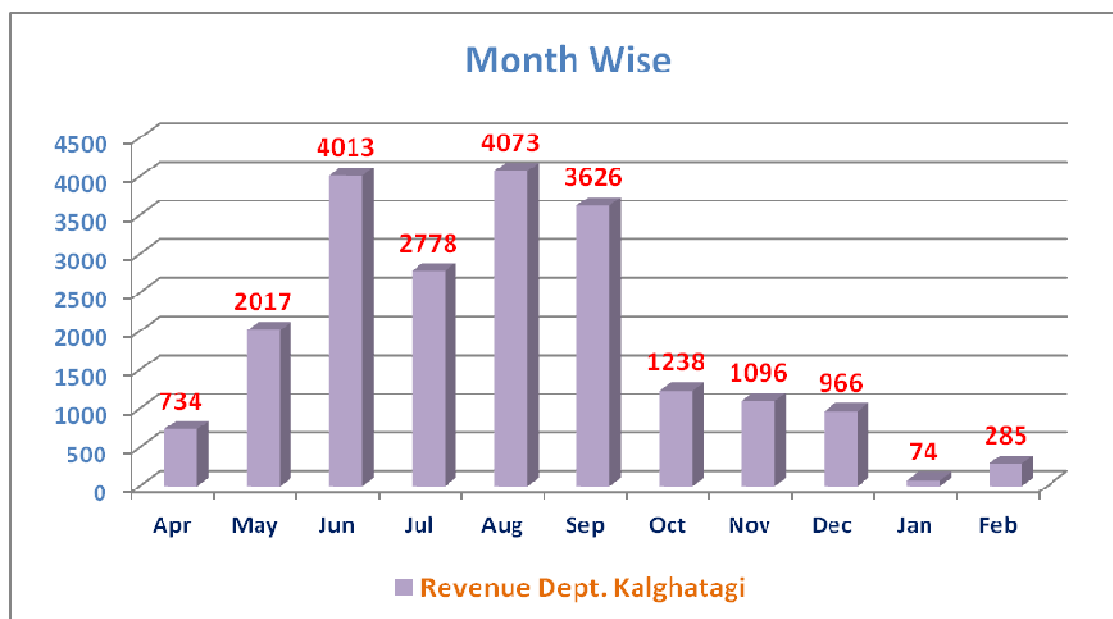
- Scheme gets hampered, with the change of the officials.
- Severe crunch of Stationary, no fund even for cartridge replacement.

Issues

- With the setting up of AJKs, 24 services are delegated to this centre. But as of now it can only generate GSC number but integration with SAKALA is yet to happen

Table 31: Details of Cases dealt by Revenue Department-Kalghatagi Taluk

| Month | Total No of cases in Kalghatagi Taluk |
|-------|---------------------------------------|
| | Revenue Department. Kalghatagi |
| Apr | 734 |
| May | 2017 |
| Jun | 4013 |
| Jul | 2778 |
| Aug | 4073 |
| Sep | 3626 |
| Oct | 1238 |
| Nov | 1096 |
| Dec | 966 |
| Jan | 74 |
| Feb | 285 |
| | 20900 |



Issues

- Now Nemmadi Kendras are replaced by AJKs, it is yet to get stabilised to full vigour
- Earlier 53 services were offered by Nemmadi
- 49 services are offered by revenue of this 40 are dealt by Tahsildar office (Taluk Level). Rest 9 by AC and DC Office. 11 services rendered by District Treasury, rest 29 by Tahsildar.
- 24 services are included under Sakala, which will be dealt under Sakala. In that 11 are handled by Deputy tahsildar rest by tahsildar
- Few services which are not part of AJKs are
 - Records of rights
 - Domicile certificate

Education Department

Education department offers 6 services. Services are availed more so with regard to renewal, grant aid and registration of new schools. During the visit it was evident that there was no role clarity of different levels especially in DDPI office and also at BEO office of Kalghatagi.

Suggestions

- Training to focus on issues concerning to the respective department. Normally, while holding trainings in heterogeneous group, examples would be the services which are familiar in nature. For ex. birth and death certificate or on licence by the RTO.
- Trainees will appreciate the inputs when the workflow of the respective department is shared and highlighted; there by it gives the ample scope to relook in to the workflow evolved by the department.
- Training to focus more on the practical inputs than on theory inputs (As revealed by the case workers).

Issues

- In education department for few of the services approval has to be accorded by the Commissioner, as a result of the delay at the highest level, it will be reflected as deficient service. Further the file do not get updated electronically, for due approval.
- Caseworkers who have undergone training are not handling the SAKALA, rather it is handled by those who do not know anything related to handling of computers, are made in charge of SAKALA at the office. This is more so evident in Kalghatagi BEO office and DDPI office.

- Case workers above 50 years have an exemption clause, in not operating computers; as a result of this few of them are resisting and not curious to know the handling of the SAKALA, in entering and updating through on line.
- More over the workflow evolved by the department has never been debated, as a result, during the field research it was evident that none of the staff had any role clarity and, were totally clueless on the workflow especially in DDPI office and also at BEO Kalghatagi office.
- Trainees were deprived of hands on, as some other course related to IT was on at the time of SAKALA training at DTI.
- In Kalghatagi, case worker in charge of SAKALA, has not undergone training as a result Data Entry operator taken under SSA looks after all online activities under training, without training under SAKALA,
- Case worker unaware of computer is made in-charge and is due for retirement in next two years in Kalghatagi BEO Office
- Upon uploading to DDPI, further it is not pursued by DDPI, as a result of their lapses, there is increased pressure on BEO as BEO is the designated officer.
- Upon the receipt of application by BEO, there is no further level to upload it to DDPI.
- No clarity on different levels in education department through on line, the onus lies on BEO, as there is delay at the district level in DDPI not giving clearance. –**This is the grouse by BEO Office.**
- At the district level, it is complained that GSC numbers are generated at the BEO office level without proper scrutiny of the documents. Many a times proposals are sent without relevant documents to district level. Hence the delay - **This is the grouse by DDPI Office.**
- There is no online transfer of files to higher levels in SAKALA,
- Training will be effective only when we give department specific Sakala training.
- Case workers who have undergone training have not shared the information.
- No display boards were seen, it was informed due to renovation work display boards have been removed specially in Kalghatagi BEO office.
- In the place where it is displayed with the change of guard no updation. This is more so in DDPI office.
- DDPI has not undergone training. Subject Inspector has been made in charge of Sakala, as EO who was in charge earlier has been transferred. SI is also without training under



SAKALA. Gazetted Manager in charge of establishment at DDPI office has also not undergone training.

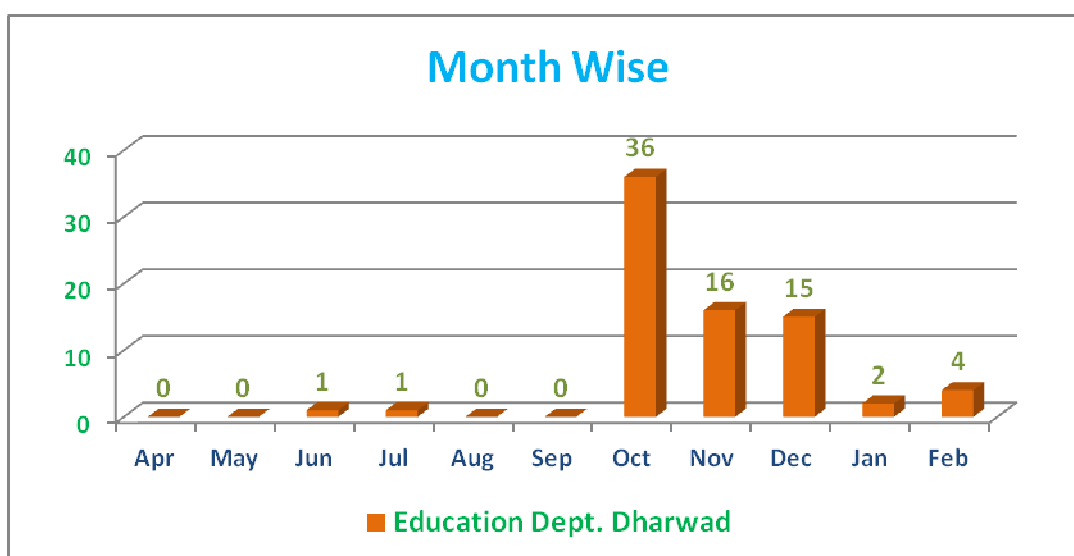
- Lot of hiccups among case workers, as officers interpret act and rules to their advantage.
- Display board for checklist is not displayed specially in DDPI office.
- The services under SAKALA for few of the services are to be applied before October 31 of every year.

Other Services that can be explored

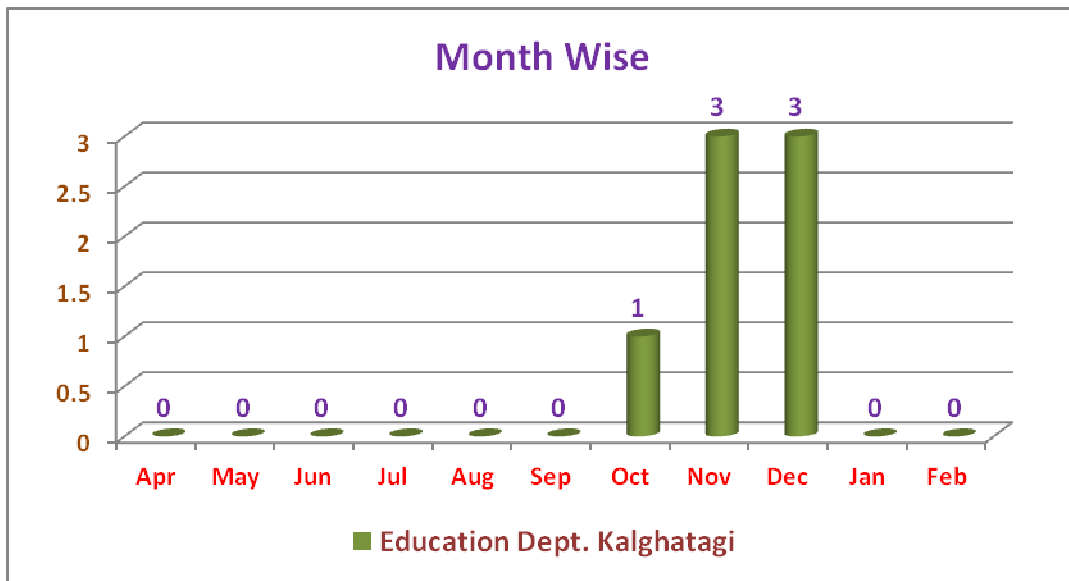
- Teachers GPF loan may be included
- Teachers Medical reimbursement could be included
- Sanction of special increments and time bound may also be included

Table 32: Details of Cases dealt by Education Department

| Total No of cases In Dharwad Taluk | |
|------------------------------------|-------------------------------|
| Month | Education Department, Dharwad |
| Apr | 0 |
| May | 0 |
| Jun | 1 |
| Jul | 1 |
| Aug | 0 |
| Sep | 0 |
| Oct | 36 |
| Nov | 16 |
| Dec | 15 |
| Jan | 2 |
| Feb | 4 |
| Total | 75 |



| Total No. of cases in Kalghatagi Taluk | |
|--|----------------------------------|
| Month | Education Department. Kalghatagi |
| Apr | 0 |
| May | 0 |
| Jun | 0 |
| Jul | 0 |
| Aug | 0 |
| Sep | 0 |
| Oct | 1 |
| Nov | 3 |
| Dec | 3 |
| Jan | 0 |
| Feb | 0 |
| | 7 |



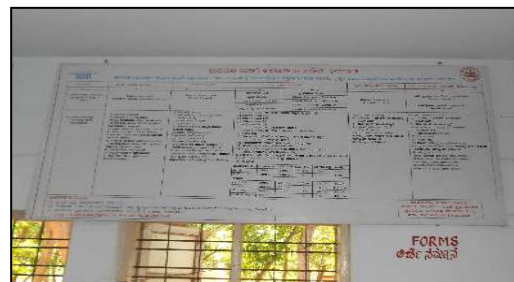
Transport

Regional Transport Officers Office of Dharwad has its office on the highway road Hubli- Dharwad. RTO office has been fully computerised and are operating online much before the launch of SALALA. RTO offices have developed software called SARATHI and Vahini. 5 services are being offered under SAKALA. The Following are the services offered under SAKALA

- LLR
- DL
- New Registration
- Duplicate DL
- Duplicate Registration

Strengths

- Both Citizen Charter and Services offered under SAKALA are displayed.
- RTO, two ARTOs and one case worker have undergone training. Under SAKALA
- Office is fully equipped with Systems.



Issues

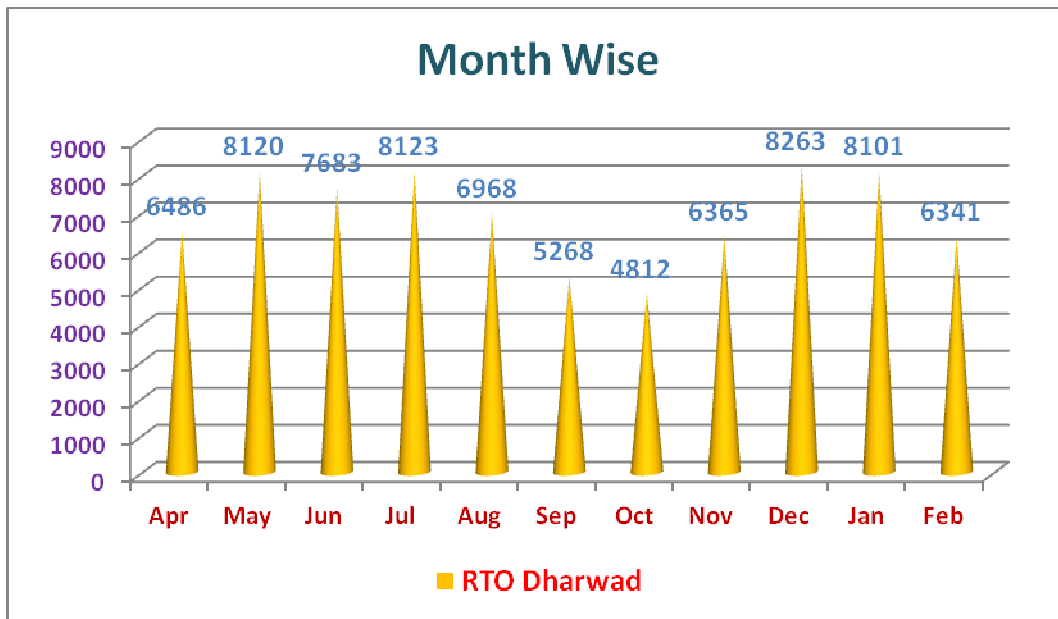
- All the staff members are keen to undergo training, since the number is restricted at the time of invitation to training under SAKALA, others have not undergone training.
- No exposure whatsoever for Inspectors of Motor Vehicles on SAKALA
- Earlier services were delivered much before the present stipulated time under SAKALA, as things used to happen informally. Now with SAKALA, different levels are in place and also there is permissible time limit at each level. Obviously bureaucracy tends to relax, even though services can be expedited.

Other Services that can be explored

- Transfer of Ownership
- Change of address

Table 33: Details of Cases dealt by Transport Department

| Total No of cases In Dharwad Taluk | |
|------------------------------------|--------------|
| Month | RTO Dharwad |
| Apr | 6486 |
| May | 8120 |
| Jun | 7683 |
| Jul | 8123 |
| Aug | 6968 |
| Sep | 5268 |
| Oct | 4812 |
| Nov | 6365 |
| Dec | 8263 |
| Jan | 8101 |
| Feb | 6341 |
| Total | 76530 |



Report on the Impact of Sakala in Chitradurga District

Profile of the Officers interviewed for the Study

Chitradurga District was the second sample District selected for the study. KGSC Act-SAKALA was launched in Chitradurga Taluk on 01.03.2012 as one of the 4 Pilot Taluks before extending to 30 districts from April 2012. Naturally, the district had the advantage over others. For current study Revenue, Transport and Education departments in Chitradurga and Hiriya Taluks were selected. The following officers of the selected departments were interviewed and the required data was collected.

| Taluk | | Department | Officers interviewed |
|-----------------------------------|---|---|--|
| Revenue District level officer: | 1 | Revenue: Asst Commissioner | Sri Nagaraj, KAS., Asst Commissioner, Chitradurga and also I/C Additional Commissioner |
| Taluk level officer: | 2 | Tahsildar Chitradurga | Sri BT Kumara Swamy, KAS., Tahsildar |
| | 3 | Tahsildar, Hiriya | Sri Mallikarjuna, Tahsildar |
| District level: Transport | 4 | Transport, RTO | Sri HJ Tembad, RTO, Chitradurga |
| Education: District Level | 5 | Education ; DDPI, | Sri H. Manjunath, KES DDPI Sri Prasad EO O/O DDPI Chitradurga |
| | 6 | Pre University Education | Sri C.G. Shivanna, DDPI PU Chitradurga |
| Taluk level | 7 | BEO Chitradurga | Sri K Ravishankar Reddy BEO Chitradurga |
| | 8 | BEO, Hiriya | Sri P.Ramaiah, BEO, Hiriya |
| District Level: SAKALA Consultant | 9 | Sakala Consultant: DC's Office, Chitradurga | Sri B.K Aravind Reddy, Sakala Consultant Chitradurga |

Involvement in implementation of Sakala

ATI Mysore had organized 2 days orientation workshop on implementation of KGSC Act-2011 as pre-launching preparation in Chitradurga in collaboration with the District Administration. Almost all departments listed in the Act attended the Workshop. This has created general awareness amongst the officers as expressed by the officers.

Governance Issues

The Deputy Commissioner Sri Ikkeri IAS is the District Nodal Officers for Sakala. He has taken personal interest in implementation of Sakala and has ensured that the system flows down up to the Taluk level. The Officers interviewed were keen on making Sakala a success making continued efforts to improve the service delivery mechanism.

The Additional Deputy Commissioner post is vacant after the retirement of Sri Nirvanappa. Sri Nagaraj the Asst Commissioner of Chitradurga is holding additional charges. All officers are on regular postings in the interest of Public Service. The SAKALA Services are delivered by the concerned departments and there are no services which are dependent on other except in Revenue where the SAKALA services are included under Atalji Janseva Kendra Centre managed by the department as PPP programme. The integration process is on and yet to take final shape. (These Centres are being run independently and need to be integrated with SAKALA).

Additional support from Sakala Mission

Sakala Mission has extended support of Hardware and budgetary provision to the implementing departments through DC's Office. The offices have been given Computers and few accessories which all departments are using for the same purpose. DC's Office has Help Line managed by Sakala Consultant. But there is no separate centre as he shares with NIC in DC's Office. The Taluk Offices do have a Sakala Counter in the entrance of the office (In Hiriyr the Centre was inaugurated by the Hon'ble Minister). The BEOs Office has Sakala Counter in the office (Chitradurga)

B.9: Monitoring Mechanism

Sakala Mission Bangalore monitors the performance of all listed departments. The Sakala Consultant being very active person keeps regular contacts with the listed departments and monitors the pending position of applications under Sakala. Deputy Commissioner has made it mandatory reviewing the progress as an agenda in the monthly meeting. This gives a positive message to the implementing officers as most of the officers wants to be Nil "Pending Cases under Sakala List". Perhaps this apart from other reasons that Chitradurga was No-1 in the state during Nov-Dec. Sakala is rooting well in the departments.

C: Training and Capacity Building:

- b) Training of the Sakala Implementing Officers:** ATI organized 2 day orientation Workshop on KGSC during February 2012 and most of the District and Taluk level officers attended the Training. Afterwards only 2 BEOs have attended the Capacity Building Training arranged for the department officers at ATI and other department officers have not undergone any training. Sakala Consultant is trained by Sakala Mission. But most of the staff of the departments interviewed have attended the training at DTI Chitradurga. The 2 Officers who attended training at ATI and the Staff who attended the training at DTI answered that the training programme organized by ATI and DTI was very useful. The district level orientation before the launch of the KGSC Act prepared the required ground for implementation. Almost all Respondents answered that the training provided confidence to implement Sakala and understanding the roles and responsibilities of the officers under the Act. But few officers also expressed that the Training could be customized meeting the specific requirements of the departments. Ex Software like SARATHI and

VAHANA can be discussed while giving training on SAKALA and so also AJK with Revenue department.

D: Sakala Progress

| | | POST - SAKALA | |
|-------|----------------------------|-----------------|-----------|
| | | Apr 12 - Oct 12 | |
| Sl.No | Department Name | Receipts | Disposals |
| 1 | Education Department | 207 | 145 |
| 2 | Transport Department - RTO | 42669 | 40779 |
| 3 | Revenue Department | 329919 | 326384 |

Post-Sakala: The number of applications received and disposed is well monitored using multi level monitoring mechanism Sakala has developed. Going by the number of services Revenue department tops the list. Since the Taluk office services were supported by "Nemmadi" which provided almost 29 services on line had reduced the workload. However with AJK now taking over Nemmadi with extended 36 services the support has been good. Service delivery is being streamlined.

The Transport department with e-Governance initiative is an advantageous situation as far as the disposal is concerned. While the time line LLR is 3 days under sakal it is delivered within 1 day.

The Education department has less number of services compared to other departments.

Experiences of the departments

Revenue

Out of 49 services listed under sakala 4 belong to Deputy Commissioner, 2 Asst Commissioner and remaining coming under Tahsildar Taluk office. The experience is that there is no demand for many services so far and no applications have been received till the date of interview. Modification /Correction of RRs which is a routine work on request and verification of documents attached. As such the Asst Commissioner has no services under sakala to deliver within the stipulated time limits.

Taluk Office: Majority of services listed under Sakala come under the limits of the Tahsildar and his subordinate office like Nada Kacheri/Surveyor. Out of 49 services 33 belong to the Taluk office. In an average the district records almost 30-31,000 applications are received every month with peak of more than 50,000 during June and July. Since most of the services are well established workflow processes and the services are delivered through Nemmadi (now AJK) the department has not experienced difficulty in disposing these applications.

Processes

The Processes adopted for delivery of services under sakala are the same as that of departments in Hassan District. There are no significant changes that can be referred to here for Chitradurga district. The Application is received in the Sakala Helpline Counter by the assistant. The application is verified and after the CW scrutiny the application is rejected giving the reason. Once the number is generated then the application is sent to the Village Accountant /RI and they collect the physical application in the evening visiting the office. After the applications are received processing begins. Keeping the timeline already fixed under sakala the CW/VA/RI/ Shirastedar verify/scrutiny/make spot inspection depending up on the subject.

The acknowledgement has date of receipt of application, due date of delivery of service (probable date of service). All processes are in AJKs are on line and there is no manual operation. After following due processes, the application is sent to the Tahsildar for his approval and digital signature. The service is delivered to the applicant as per the stipulated time in the front office.

Education Department

- a) DDPI: There are only 3 services for the DDPI and BEO while the other 3 belong to Head Office. The services are a) Registration of new Educational Institutes, b) Recognition of EIs and c) Renewal of Institutes. The DDPI at the District level and the BEO at the Taluk level are the Designated Officers under the Act.
- b) The demand for this service is very limited. While the applicant Institute has to apply to the DO i.e. the DDPI for District level services and to the BEO for the Taluk level services, the practice adopted by the department is different. In fact the Education department has well developed and user friendly website that contains all applications on line available and the same can be either down loaded or used for the applicant. (www.schooleducation.kar.nic.in/html/kgsc.html) The BEO receives application for Taluk level services and also receives the application for the DDPI.
- c) The department has prescribed checklist containing all documents for services. The Sakala counter established in the office receives the documents and scrutinize for accepting. If the applicant fulfils the required documents he will be asked to pay the fee and challan is issued. Once this is done then the data entry operator enters the data of the applicant on enquiry on line. If the application is OK the applicant is asked to pay the fee prescribed. The acknowledgement is issued with GSC number with opening number starting from ED indicating Education department.
- d) DDPU: The second department in education is the Pre University Board and the local district officer of the departments is Deputy Director PU (DDPU). This department has 12 services under sakala while only 2

services are related to DDPU in the district like a) Registration of new PU Institutions, b) Renewal of Institutions. Remaining services listed under sakala are delivered by the HO Bangalore.

- e) During the course of data collection it is learnt that so far the DDPU has not received a single application since the beginning of the year as well Sakala. Hence the service progress is zero. In the absence of the Nil Service, the DDPU was not in a position to say anything about sakala experience. However, on interaction with the officer it was found that the department has not streamlined the service delivery processes.
- f) Though the DDPU is shown as DO for 2 services the applications are received by the HO at Bangalore. The DDPU is not aware whether there are any applications received at HO so far. The office has not opened the service account. In fact it is the DDPU who has to verify/conduct spot inspection for the application.

H) Transportation

There are five services under sakala. LLR/DL/Registration of vehicles and Renewal are the most popular services in demand by the citizens. The RTO receives around 3000 to 3500 applications for sakala services in a month. 37168 applications have received up to December 2012 and 36640 applications have been disposed. Based on the % of delayed disposal the district has been ranked No-1 and over all Rank-5 as on December. The RTO is not finding much difficulty in dealing with sakala as they are not doing anything extra.

Helpline

Revenue Department

The Sakala Consultant office is located in DC's Office is supposed to function as Helpline. But it is not independent, located in NIC's chambers. It is not effective as it is not accessible to the public.

There is no independent Helpline established under sakala in Educations as well Transport department.

Pre-Sakala and Post Sakala compared

Revenue department: Pre-Sakala

- (a) There was no demand from the public to deliver the services within stipulated time as they were aware the work load in the office.
- (b) The Public were also not aware that they had the entitlement for quality services.

- (c) The Officials were also unwilling to speed up the process and reduce the delay.
- (d) Citizens were unaware that they had any right for Public Service
- (e) Though there were few moves like” Clear the day’s paper on the same day” did not click and not supported by the staff.

Post- Sakala

- a. Sakala has created a greater awareness among the public and the employees regarding delivery of services within the stipulated time.
- b. All employees are very serious about the consequences of delay or default in service and doing everything possible within their limits to full fill this requirements.
- c. Sakala has developed the concept of Accountability and Responsibility among the employees.
- d. Application trekking is well established as sakal is web based which was not possible earlier.

Overall Sakala has changed the service delivery culture positively in a government office

Education Department

Pre –Sakala: There was no check list; Applications were disposed at the mercy of the Officers. People were not informed about how to avail services. Lot of Corruption in the processes. The Applicants were bringing influence for clearing their applications.

Post Sakala: Services within stipulated time, Accountability, Responsibility, Employees are committed to provide service within the time limits and keep reminding. No Political Influence, People are aware of the sakala provision and question if there is any delay or lapse. Checklist is available on line and accessible to everybody. The Applicant is well aware of the process adopted by the office. ERs have understood Sakala and not influencing for speedy disposal. There is overall improvements in service delivery. People have stopped making repeated visits. No confusion in the processes. Efficient service delivery.

Transport

Pre-Sakala: The 5 services listed were implemented earlier efficiently. The Department has e-Governance initiatives and the above services were in the list. The Officials were not ready to provide quick service reducing time. Citizen had no Right to Public Service. Though there was few initiatives like” Clearance of

Applications on the day of receipt” drive did not catch up for passive attitude of the Employees. The Agents were gaining upper hand in that situation and naturally corruption.

Post Sakala: Created greater awareness among the public and employees together. Now the employees are very particular that the services they handle are delivered within the stipulated time limits and they too remind the officer. They are aware of the consequence of delay or default. Applications can be tracked and the public are aware as they have the right to know the status of the application. The implementation of Sakala has strengthened the department commitment of providing improved quality of service. The Elected Representatives too are very much aware and the chances of bringing pressure on Sakala services has comedown drastically. Sakala has helped streamlining services.

Have there been any Appeals?

Taking in to account the speedy disposal of applications and very less percentage of delayed disposal the grievances are very much less in number. There are only six cases of Appeals in the district up to December 2012. Out of 6 Appeals, 4 belong to Revenue and 2 RDPR. There were 4 requests for compensation of one has been accepted and 3 rejected and in 2 cases the services were delivered. This has created good impact among the officials and they are scared of paying compensation on Appeal.

About Citizens' Charter

The Officers are aware of Citizens Charters but they have not adopted the same for their own offices. No initiatives have been made to implement the Charters. Similarly all department officers are aware of RTI and its implications. They are also clear about the role played by Sakala as well RTI. RTI is for supply of information to the public while Sakala is delivery of services within the stipulated time. There is no comparison between the two.

List of Forums for effective implementation of Sakala: Revenue department officers believe that good work done by the department is capable of giving a very positive image. The officers feel that Grama Sabha, Ward Sabhas can be used as forums to give publicity to the common people in the villages as well as in the cities. While the Education department feels that In Prathibha Karanji programmes the Sakala skits are made by the Children. There are programmes in Cluster and taluk level, Yuvajana Jagruthi Campaigns, Science Exhibitions and Lectures in Melas/Akashavani could be effectively used. The RTO feels that the citizen needs to be continuously educated to exercise their rights.

Expansion of Services

Revenue Department: RTI can be included under Sakala. Officials feel the heat only when they are accountable. Right now the employees are not keen on implementing RTI and the Head of the office is punished for all lapses. HR Management like all services of employees can be brought under sakala District level workshop can be organized to know and to include the new services for each department under sakala.

Transport: Services like issue of Conductor Licence can be included as the number of such demand will be very high during seasons.

Education: Approval of Teacher Post, GPF of Employees, Loan/ personal claims of employees can be included under sakala.

6. Urban Services

– Case of Bruhat Bengaluru Mahanagara Palike

The State of Karnataka has 214 Urban Local Bodies²⁸ and Bruhat Bengaluru Mahanagara Palike (BBMP) is the Metropolitan City Corporation. BBMP is the fourth largest Municipal Corporation in India²⁹ and has emerged with the merging of seven City Municipal Councils and two Town Municipal Councils.

Background

BBMP covers 198 wards divided into eight zones for purposes of easy administration³⁰, they are East Bengaluru, West Bengaluru, South Bengaluru, Dasarahalli, Yelahanka, Rajarajeshwari Nagara, Bommanahalli and Mahadevapura with a total population of 87 lakhs as per 2011 Census. BBMP is headed by an elected Mayor and executive powers are held by the Municipal Commissioner appointed by the State government generally from the Indian Administrative Services cadre. The Corporation Commissioner is supported by a Special Commissioner (project/s), Additional/Joint Commissioners for each department (Health, Welfare, Advertisement, Engineer in Chief and Chief Conservator of Forests), Zonal Commissioners and then sequentially Chief Engineers, Superintending Engineer, Executive Engineers and lastly Assistant Engineers.

Sakala Services

BBMP offers seven services under Sakala. The table provides the list of services.

Table 34: List of Sakala Services in BBMP

| Sl.No. | Services covered by BBMP |
|--------|---|
| 1. | Issue of Birth, Death and Still Birth Certificates at Registration centres within one calendar year from date of registration |
| 2. | Issue of Birth, Death and Still Birth Certificates at Registration centres after one calendar year from date of registration |
| 3. | Grant of trade licence specified category under rules |
| 4. | Khatha Extract/Certificate |
| 5. | Sanction of Building Plan in sites upto 2400 sq.ft. dimension for residential single dwelling unit |
| 6. | Transfer of Khathas |
| 7. | Khatha Registration |

Source: www.kgsc.kar.nic.in

²⁸ http://egovreach.in/uploads/presentation/karnataka/municipal_administration.pdf accessed on 3rd March 2013

²⁹ The other three are city corporations of Mumbai, Delhi and Chennai

³⁰ http://en.wikipedia.org/wiki/Bruhat_Bengaluru_Mahanagara_Palike accessed on 3rd March 2013

In the first phase of implementation five services were included. During the second phase, two more new services of Transfer of Khathas and Khatha Registration were added to the list.

In what follows, the secondary data analysis is presented first, followed by the data based on information elicited by interviewing the relevant officers at the BBMP. This is followed by the data pertaining to the analyses based on the questionnaires canvassed to 200 citizens.

5.1. Secondary data Analysis

The secondary data made available by the department has been analysed and presented here.

Over the nine months time, a total of 90,161 applications have been filed under Sakala. The table below shows that the number of applications had peaked in July and August 2012, however, they have declined since September.

Table 35: Applications

| Months | April | May | June | July | Aug | Sept | Oct | Nov | Dec | Total |
|----------------------------------|-------|------|------|-------|-------|-------|-------|------|-------|-------|
| Total No. of Applications | 1416 | 2964 | 9135 | 16678 | 16463 | 14129 | 10235 | 9933 | 10979 | 90161 |
| Applications per lakh population | * | * | * | 175 | 173 | 148 | 107 | 85 | 115 | |

Source: www.kgsc.kar.nic.in/gsc_rpt

**data not available*

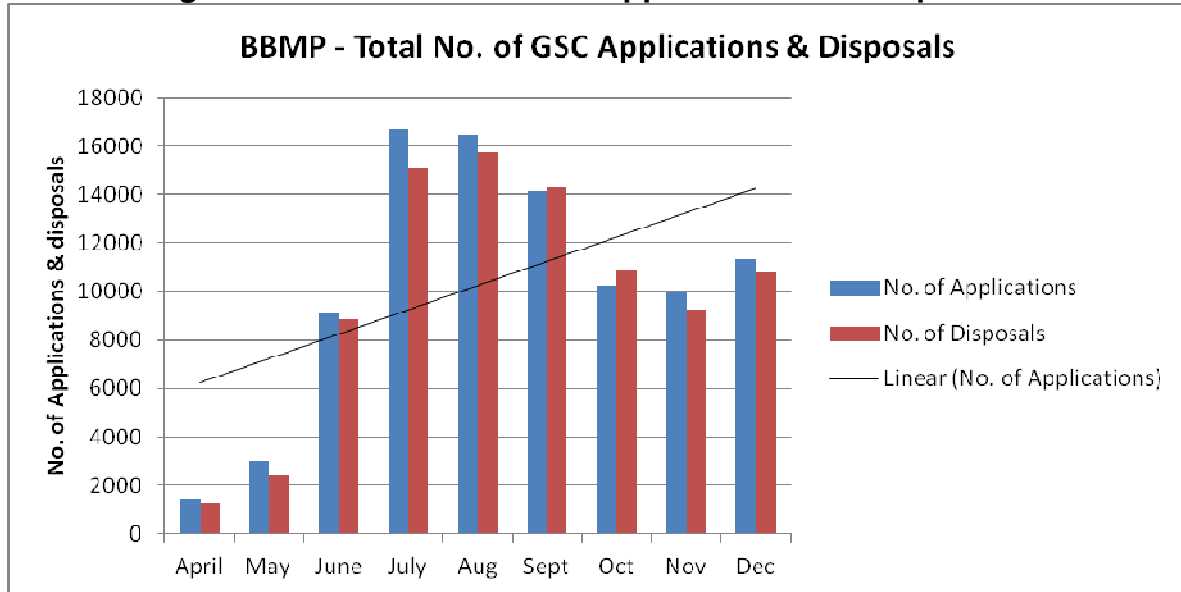
The disposals show an increasing trend from April and peaked in August 2012. Since then there has been a fall in the number of application disposals, with November 2012 showing the lowest in the last quarter of the year.

Table 36: Disposals

| Months | April | May | June | July | Aug | Sept | Oct | Nov | Dec | Total |
|------------------|-------|------|------|-------|-------|-------|-------|------|-------|-------|
| No. of Disposals | 1285 | 2433 | 8855 | 15071 | 15717 | 14272 | 10914 | 9262 | 10783 | 87307 |

Source: www.kgsc.kar.nic.in/gsc_rpt

Figure: Total Number of GSC Applications and Disposals



Source: Compiled from The Karnataka Sakala Services Act 2011, April – Dec 2012 Reports

Table 37: Service-wise: No. of Applications Received

| Month/Service | 1 | 2 | 3 | 4 | 5 | Total |
|---------------|--------------|--------------|-------------|--------------|-------------|--------------|
| April | 1086 | 249 | 0 | 61 | 20 | 1416 |
| May | 2003 | 598 | 69 | 175 | 109 | 2954 |
| June | 5066 | 1039 | 665 | 2184 | 181 | 9135 |
| July | 6231 | 3946 | 584 | 5427 | 490 | 16678 |
| Aug | 5950 | 3741 | 607 | 5406 | 759 | 16463 |
| Sept | 5502 | 3148 | 543 | 4232 | 704 | 14129 |
| Oct | 4998 | 1744 | 399 | 2436 | 658 | 10235 |
| Nov | 6015 | 788 | 389 | 1840 | 901 | 9933 |
| Dec | 6767 | 667 | 485 | 2073 | 1334 | 11326 |
| Total | 43618 | 15920 | 3741 | 23834 | 5156 | 92269 |

Source: Compiled data from www.kgsc.kar.nic.in/gsc_rpt

- 1 - Issue of Birth, Death and Still Birth Certificates at Registration centers within one calendar year from date of registration
- 2 - Issue of Birth, Death and Still Birth Certificates at Registration centres after one calendar year from date of registration
- 3 - Grant of trade licence specified category under rules
- 4 - Khatha Extract/Certificate
- 5 - Sanction of Building Plan in sites upto 2400 sq.ft. dimension for residential single dwelling unit. (Not Computerized)

From the table above, it is clear that the highest number of applications received are for Birth/Death and Still Born certificates within one calendar year of registration followed by Khatha Extract/Certificates. The table shows that the

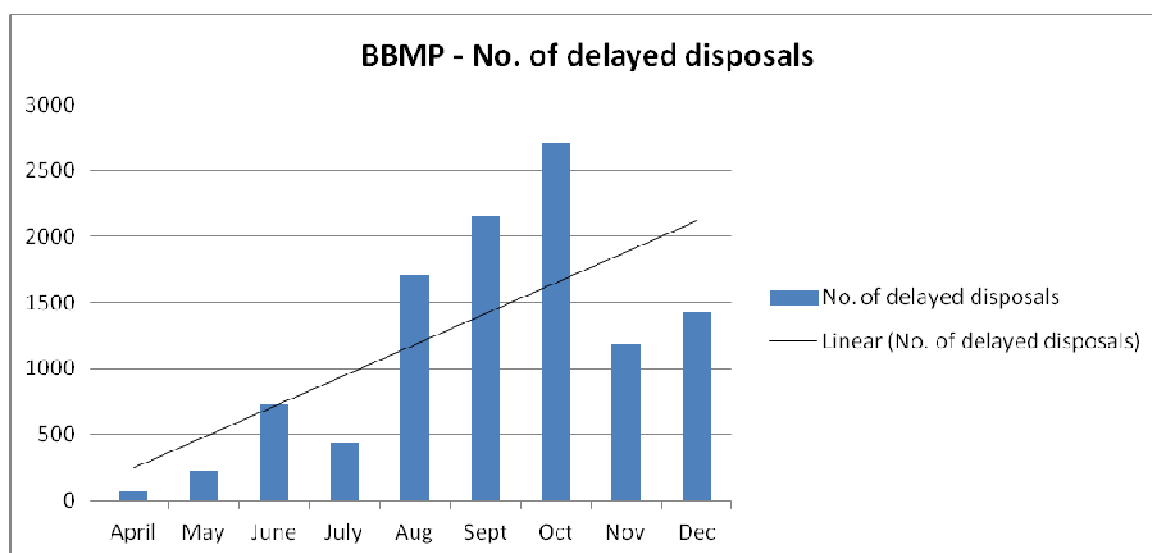
month of July has the highest number of applications and the month of April has the lowest in terms of the service-wise applications. Since April 2012 there has been an increasing trend in the number of application received, however in the month of November 2012 there is a drop in the number of applications received.

Table 38: Delayed disposals

| Months | April | May | June | July | Aug | Sept | Oct | Nov | Dec | Total |
|--------------------------|-------|-----|------|------|------|------|------|------|------|-------|
| No. of delayed disposals | 69 | 228 | 725 | 440 | 1709 | 2160 | 2710 | 1187 | 1427 | 10655 |

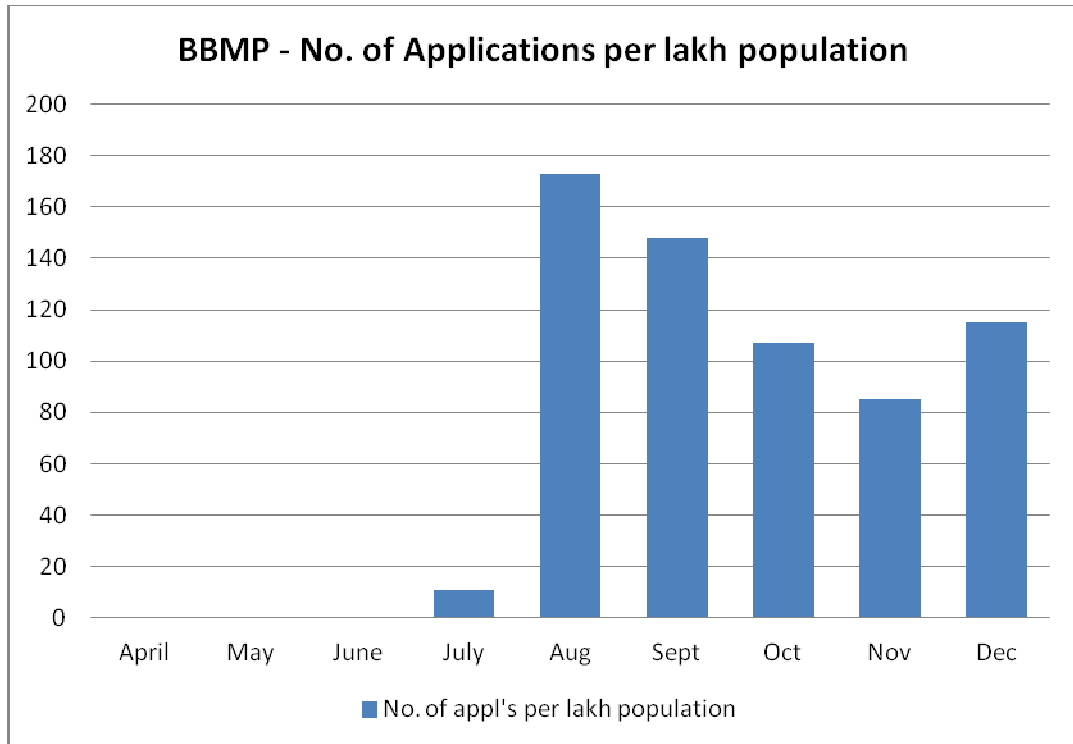
Source: www.kgsc.kar.nic.in/gsc_rpt

The delayed disposals are those which have taken more time to deliver than the stipulated time period specified for each of the services and this was highest in October.



Source: Compiled from The Karnataka Sakala Services Act 2011, April – Dec 2012 Reports

The monthly reports do not provide information on the number of applications per one lakh population in Bangalore urban for the first three months. However, the details are available from the month of July. The number of applications per lakh population is plotted and shown in the figure below.



Source: Compiled from The Karnataka Sakala Services Act 2011, April – Dec 2012 Reports

Pendency

There are a total of 110 pending applications, 26 under Grant of trade licenses, 15 under birth, death or still born certificates, 21 under Khatha extracts/certificates, 16 relating to Transfer of Khatha and 32 under Sanction of Building Plan. The oldest pending due date was July 3rd 2012 for grant of trade license.

Appeals

Three appeals have been filed between April – December 2012, two have been approved and one remains pending. The oldest pending appeal dates back to August 2012 regarding a death certificate requested at West Zone of Bangalore Urban.

In May 2012, an appeal for service request relating to the Issue of Birth/Death Certificate (after one year of registration), has been approved only for service delivery. The next appeal in August 2012 is with respect to the issue of Birth/Death, still born certificate within one year of registration requested, however, the appeal for service request and compensation remains pending. The third appeal during the study period is in December 2012 is with respect to Khatha extract/certificate that has been approved for compensation. Details of the same are provided below –

Table 39: Appeals in BBMP (April – Dec 2012)

| Sl. No | FAP No | FAP DATE | COMPETE NT OFFICER | SERVICE REQUEST ED | APPEAL BY | APPEAL DETAILS | APPEAL TYPE | APPEAL STATUS |
|--------|----------------------------|----------|---------------------------------|--|------------------|--|-----------------------------------|---------------|
| 1 | BBF1100001 | 19/05/12 | ASSISTA NT STATISTI CAL OFFICER | Issue of Birth, Death and Still Birth Certificate s at Registrati on centres after one calendar year from date of registratio n | NISAR AHMED | Mob: 9448700425 | Service Request | Approve d |
| 2 | BBF1100002 | 08/08/12 | ADC - West Zone | Issue of Birth, Death and Still Birth Certificate s at Registrati on centres within one calendar year from date of registratio n | MANJU LA. M.V. | BB099000002 8917, Mob: 9900210073, Death Certificates, | Service Request and Compensa tion | Pending |
| 3 | BBF1100003 | 19/12/12 | ADC - Bommana halli Zone | Khatha Extract/ Certificate | SUNEE L SHANK AR | BB099000008 2398, Mob: 9663882500, Khatha Extract/Certific ate | Compensa tion | Approve d |

Source: www.kgsc.kar.nic.in/gsc_rpt

5.2. Field work: Interviews

Rationale for choosing the service

The first five services were chosen from a host of services that the BBMP performs, based on the discussions held between the Nodal Officer of the BBMP and the officials from the DPAR. The services were chosen because of the ease with which they could be dispensed with in a time bound manner.³¹

During May-November, discussions were held to include additional services to existing ones, the suggestion were to include Registration of Khatha, Transfer of Khatha, Road Repair & Pothole filling, Removal of Garbage, Footpath Repair, Registration/inclusion/modification of names in the Electoral role. After reviewing and piloting Khatha Transfer and Registration of Khatha with the ARO's and after consultation with the State IT Consultant, Administrator of Sakala and Nodal Officer in BBMP, the IT Consultant added these two new services into the Sakala Portal.

Citizens Interface: On 8th of May 2012, over 44 RWA's participated in a meeting that was attended by more than 120 citizens organised by the Sakala Mission that helped citizens interact with BBMP officials on issues affecting them. May 2012 Report states that the meeting provided feedback on issues related to services of ration card issuance, improvement of services of civic bodies such as BBMP, CMCs, khatha transfer services and the need for more concern on the part of government officials towards citizens.³²

Recruitment of Staff

BBMP has placed Additional Commissioner/s as Nodal Officers to implement Sakala in addition to an IT consultant appointed in November, 2012.

Field visits and interviews revealed that over the last ten months, there have been four Nodal officers and a fifth one was appointed in January 2013. This frequent change is said to be because of the various functions and duties that are thrust on them. The designation of the nodal officers and term as Nodal Officer is provided below –

- Mr. Annisiraj, Additional Commissioner (Land): April 2012
- Ms. Salma K Faheem: Joint Commissioner (Health): April – June 2012
- Mr. K R Niranjana, IAS Special Commissioner: May – November 2012
- Mr. Ashok, Additional Commissioner (Administration, Revenue, Market & Land Acquisition): December 2012
- Mr. Hemaji Naik, Additional Commissioner (Welfare): January 2013

³¹ Source: Interview with ex-Nodal Officer/Special Commissioner

³² The KSSA 2011, May 2012 Report

The Nodal Officer has been sent a letter by BBMP containing a set of 14 points elucidating the manner in which the Sakala Services Act needs to be executed and promoted. Also, feedback from designated officers to improve the implementation of the initiative is also encouraged.³³

Some of the points are mentioned below –

- When a GSC application is filed, the Citizen's charter should display all contact details of the designated officers. In case a particular designated officer is not available, the next responsible officers in the department should be mentioned
- The Designated officers of all department should be aware of their responsibilities and a chart of the same should be made and posted at the department office
- For every service, the application format must be easily accessible at all points - with designated officers and at the help desks. No middlemen should be encouraged
- Application processing should be done within the stipulated time and in this regard all officers should cooperate to deliver the service
- In case the designated officer is unable to deliver the service, the competent authority should enquire about the reasons for delay and ensure that in future such delays do not occur
- Every month, a status report analysing the measures that have been taken to reduce such pendency's/delays in disposal of Sakala applications and the same should be sent to the government
- The head of the department should regularly check the status of applications and disposals. They should enquire about the reasons for delayed disposals and if there are intentional in causing delays, action should be taken against the officer.
- Every March, the designated officers who have provided all services without any delays will be awarded a Certificate of Appreciation and this would be noted in their confidential report/ working report
- Competent officers given Rs.1000 as imprest money and if that amount is not sufficient a request should be made to DPAR providing reasons for increase in the amount
- Information dissemination to citizens should be done through regular awareness programmes
- To encourage the use of E-governance systems, if there is a need for computers, furniture in any of the departments, a request/proposal should be sent to DPAR stating the purpose and requirements
- Progress reports and feedback related to shortcomings or faults in processing any service should be forwarded to DPAR along with

³³ Ref: Government letter dated 5th April 2012. No,B, 12 (1) P.R/583/11-12

suggestions on how to simplify it and improve quick delivery of service with computerisation

- If there is increased workload in any department and there is a shortage of staff, the option of redeployment within the department should be looked into before sending a request to DPAR for increase in the number of staff
- Rules in the Sakala Act that are difficult to implement, the designated officer's should send their feedback to DPAR

Since April 2012, technical staffs at BBMP were assigned the task for keeping track of Sakala applications and disposals until an IT Consultant was appointed in November 2012.³⁴ The IT Consultant was appointed from KEONICS by DPAR (AR) and has been reporting to the Principal Secretary DPAR (AR), State IT Consultant and the Nodal Officer at BBMP. The IT Consultant monitors the status of pendency's in delivery of public services at the level of the Assistant Revenue Officer (ARO), Assistant Executive Engineer (AEE) and Medical Health Officer's (MHO) and enquires about cases where there is a high pendency.

The other issues of staffing relate to the data operators in the Ward offices who are required to take non-Sakala related assignments such as typing assignments, non-sakala related services application and disposal requests, Voter ID related tasks which increases the workload of the data operators.

Infrastructure

There has been no exclusive infrastructure made available to the Sakala Nodal Officer or IT Consultant apart from a laptop provided to the IT Consultant. However, in the Ward offices, separate office space, a computer system has been provided and a data entry operator has been employed by the DPAR to receive and dispose applications.

Capacity Building and Training

Only the IT consultant has attended one training programme for a period of three days (8th, 9th and 12th Nov, 2012) at Kaveri Bhavan, BWSSB, Bangalore. The topics covered under the training programme included

- What is the Sakala Services Act 2011
- How does it function
- Details on the Sakala Portal
- Compiling reports
- How to launch a new service in the Portal
- How to add a new user login offices that come under respective department/s
- Technical handling of password issues

• Mr. Manoj Joon, IT Consultant, Sakala – Appointed on 8th November 2012

The IT Consultant at BBMP provides technical assistance to the data operators at the 170 Offices in 198 Wards. Since November 2012, the IT Consultant has trained newly appointed data operators (two hours each day for two days) and he also addresses technical issues faced by the data operators over the phone.³⁵ There are also cases of by-pass, where citizens are not provided services under Sakala by giving them manual acknowledgements. Both, information in the June 2012 Report³⁶ and interview with the IT Consultant said that this was a problem that required more monitoring and awareness building among citizens.

Call Centre

Apart from a Sakala Call Centre number, BBMP also has its own helpline number (22660000) that is also handled by the same BPO.

In terms of feedback from the citizens on the seven services provided under the Sakala programme, the BBMP office has no complied analysis of its feedback. The Sakala Call Centre has received 30 complaints, of them two were emails related to Sakala Services. A majority of the calls were enquiries about delays in the issue of birth/death certificates and transfer of Khatha, the latter being a service recently included in the list of additional services under Sakala.

Table 40: Month-wise complaints under Sakala

| Months | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Grand Total |
|-----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------------|
| Sakala Complaints | 0 | 6 | 3 | 1 | 2 | 8 | 2 | 4 | 4 | 30 |
| Non-Sakala Complaints | 4 | 43 | 9 | 16 | 5 | 17 | 50 | 33 | 31 | 208 |

Since both helpines (Sakala & BBMP) are handled by a single BPO, data was available to compare the common grievances faced by citizens in Bangalore. On analysing the data, it is observed that the most number of calls on the BBMP helpline were related to garbage cleaning, street light related issues and maintenance of roads and pavements. A point to be noted is that the last grievance by the citizens related to maintenance of roads and pavements was on the draft list of the additional services to be added to the Sakala services list under BBMP, however it was not included by the government.

Feedback

AEE, ARO and MHO's at the Ward Office levels are taking feedback from citizens, however, there is currently no compilation of the feedback provided by citizens at the BBMP Head Office (Interview with IT Consultant and Nodal Officer on the 28th and 30th January 2013 respectively). Organisations such as Residents Welfare Associations (RWAs) and Janaagraha are forums that have been roped in to bring awareness about Sakala and the benefits of using such services. A number of Residents' Welfare Associations (RWAs) spread across the city have become pro-active in addressing civic issues including the Sakala programme.

³⁵ interview with IT Consultant on 28th January 2013

³⁶ The KSSA 2011, June 2012 Report pg. 28

Citizen Charter

Citizen's Charter's are displayed at the Ward offices listing the public services provided by the respective public offices and the prescribed procedure and designated officers to be contacted in obtaining the service/s.

Citizen's Charters displaying the type of services provided and the designated officer and stipulated time required for the delivery of the services are available at the Chickpet Ward Office on J C Road, Bangalore:

Suggestions/Recommendations by the Nodal Officer and IT consultant BBMP

- Disciplinary action to be taken by the department as a paltry amount as penalty for delay or inefficient service provision would not suffice in the long-term effectiveness of the Sakala Act.
- Constant vigilance by the citizens in the delivery of government services also facilitates prompt and efficient delivery of public services.
- Regular capacity building and training for all the technical operators working on e-governance softwares.
- Recruiting more power to enable the IT Consultant to focus on technical issues, minimum of two Assistants to help in data compilation
- There is a need for increased staff and trained data operators who either hold the position or train subsequent appointees which has been the cause for data variations, delay in updates and pendencies.

Primary Data Analysis

Two hundred citizens who have accessed urban services were interviewed based on the questionnaires. 89.5% of the respondents interviewed were men and 10.5% were women. The respondents were from SC, ST, OBC and other Castes, the percentages being 21, 47, 25.8 and 46.5 respectively.

A majority of the female respondents interviewed were from Other Castes (6%) and Scheduled Castes (4.5%). There were no female respondents under the category of ST and OBC. The majority of male respondents belonged to other Castes (40.50%). Schedule Tribes formed a very small percentage (7.5%) of the total respondents.

Table 41: Socio demographic statistics of respondents

| Caste | Men | | Women | | Total | |
|----------------------|------------|---------------|-----------|-------------|------------|-------------|
| Scheduled Caste | 33 | 16.50% | 9 | 4.50% | 42 | 21% |
| Scheduled Tribe | 15 | 7.50% | 0 | 0% | 15 | 7.50% |
| Other Backward Caste | 50 | 25% | 0 | 0% | 50 | 25% |
| Other Castes | 81 | 40.50% | 12 | 6% | 93 | 46.50% |
| Total | 179 | 89.50% | 21 | 10.5 | 200 | 100% |

Accessibility to Government Services

39% of the respondents have been going to government offices to either get documents (32.6%) or by accompanying friends (2.6%) and sometimes to get information (11.7%).

The respondents felt that before Sakala was implemented they were sometimes getting government services (61.5%) and a majority of them said that they received such services on time prior to Sakala (40.5%). To access such services, they were required to go 3 to 4 times to the government offices (54% said three times and 46% said four times.)

All of them have accessed services listed under the Revenue Department and in particular, (1) Issue of Birth services (67%), (2) Issue of Khatha certificate (33%).

Figure: Type of Service Requests

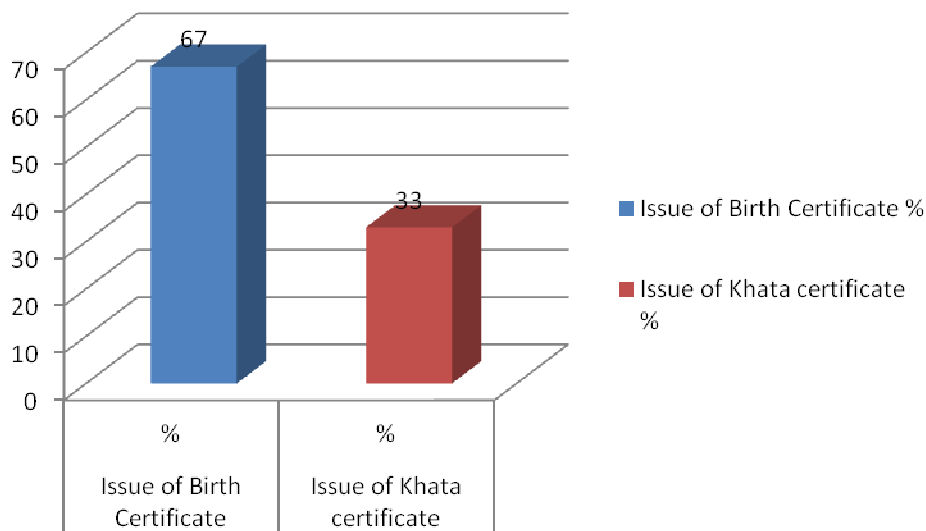
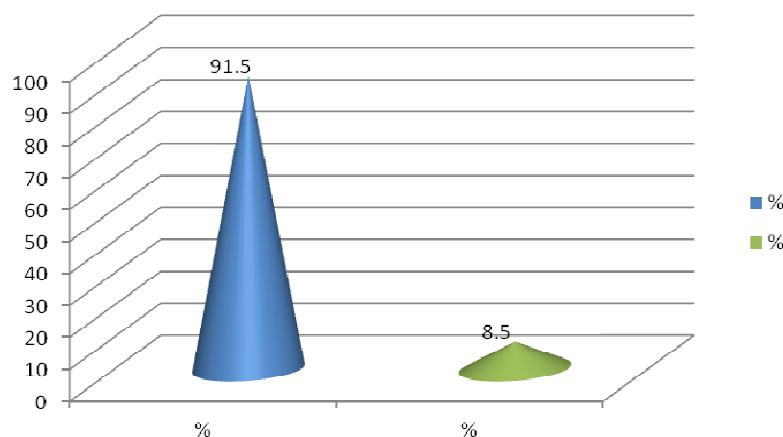


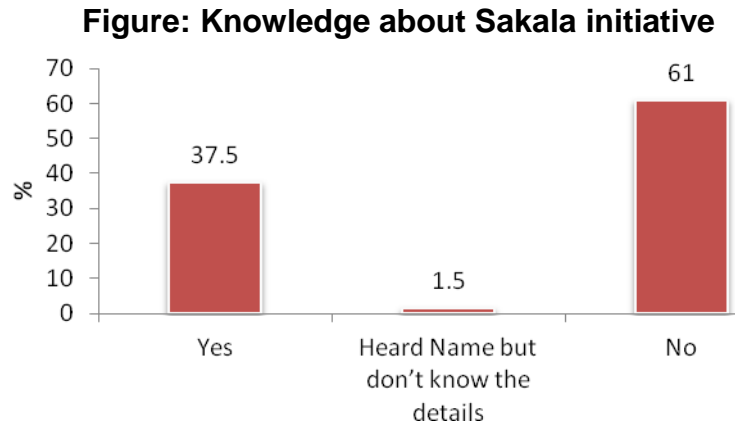
Figure: Timely Service Delivery



More than 90% of the respondents stated that the services were delivered on time as specified by the Act.

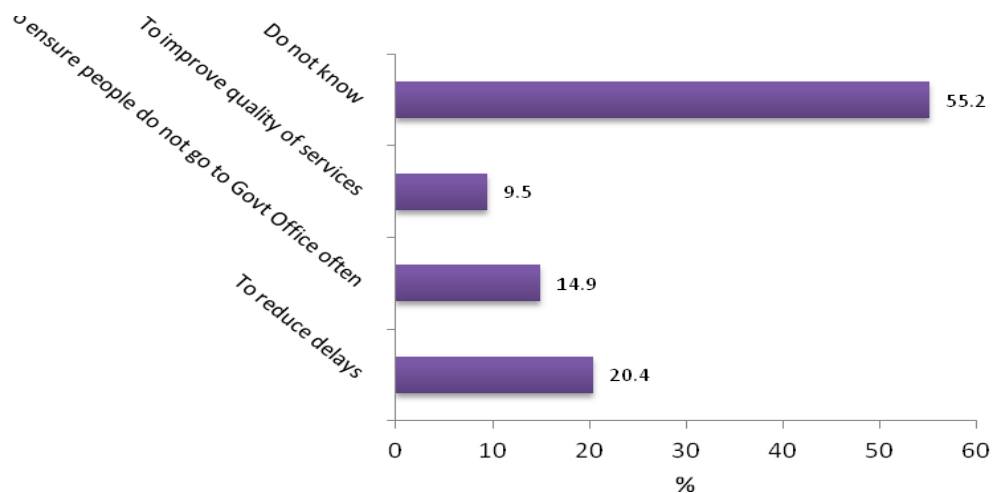
Awareness on Sakala

37.5% were aware of Sakala being implemented, 1.5% had heard of Sakala, but did not know the provisions of the Act in detail. The rest i.e. 61% had not heard of Sakala.



Those who were aware of Sakala came to know about it from interactions with citizens (25.2%) and by media (14.4%).

Figure: Reason/s for the implementation of Sakala



They reasoned out that Sakala was implemented to reduce delays (20.4%), to reduce the number of times they are required to go to government offices (14.9%) and to improve service quality (9.5%).

34.5% of the respondents knew how to submit applications under Sakala, the others i.e. 65.5% did not know. They reasoned out that family members (25.5%) helped them to apply under Sakala and 37% also availed the assistance of middlemen. Though all the respondents received an acknowledgement with GSC number, more than 95% did not follow up on the status of their application.

Figure: Response on Receipt of GSC Number & Follow up

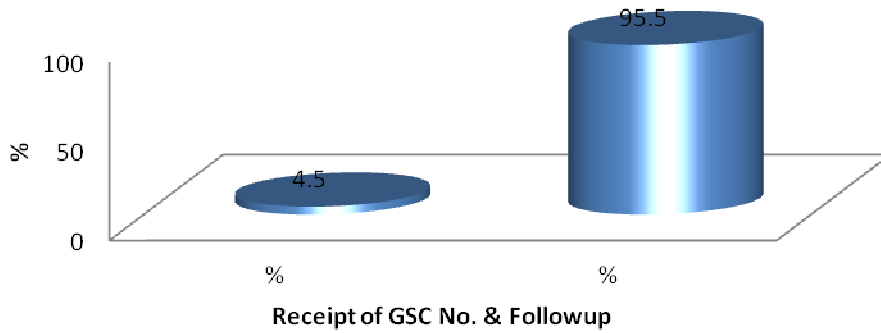
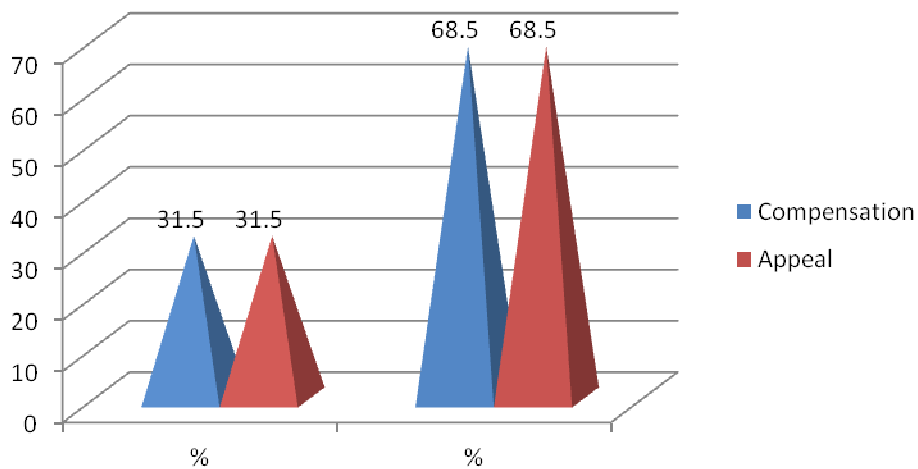
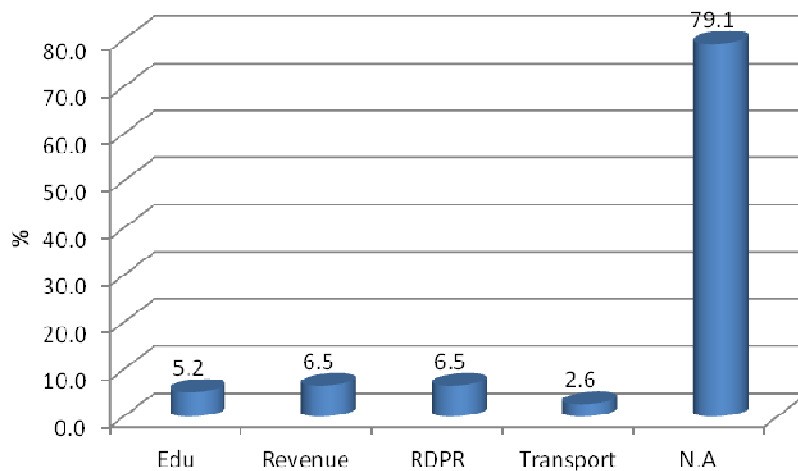


Figure: Knowledge of Provision for Compensation and Appeal



31.5% only were aware that they are entitled to compensation in case of a delay in the service delivery. The rest i.e. (68.5%) are unaware of this provision of the Act. Similarly, 68.5% were not aware that they can appeal to higher authorities and none of the respondents have applied to the appellate authority.

Figure: Knowledge of the Departments that offer Services under Sakala



91% of the people interviewed were not aware of the departments that have offered services under Sakala. Those who knew listed Education (5.2%), Revenue (6.5%), RDPR (6.5%) and Transport (2.6%) as some of the departments that have offered services under Sakala.

They are unable to say (77.5%) which of the other department/services should come under Sakala. 22.5% of them state that all government departments and their services should be included under the Sakala initiative.

92.5% of the respondents are not aware of the Help Desk initiated by the Sakala Mission.

Figure: Knowledge of the Help Desk

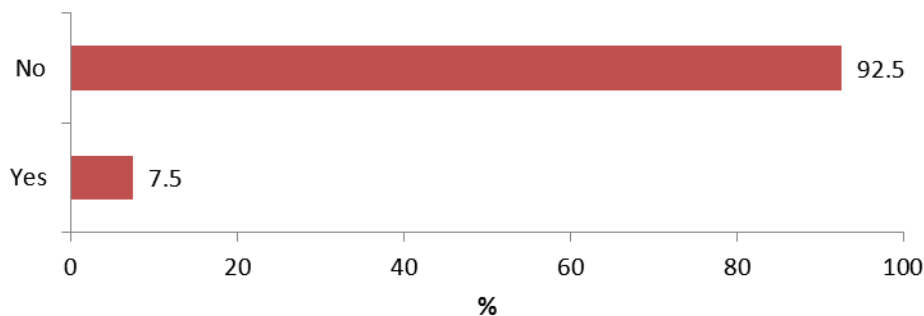
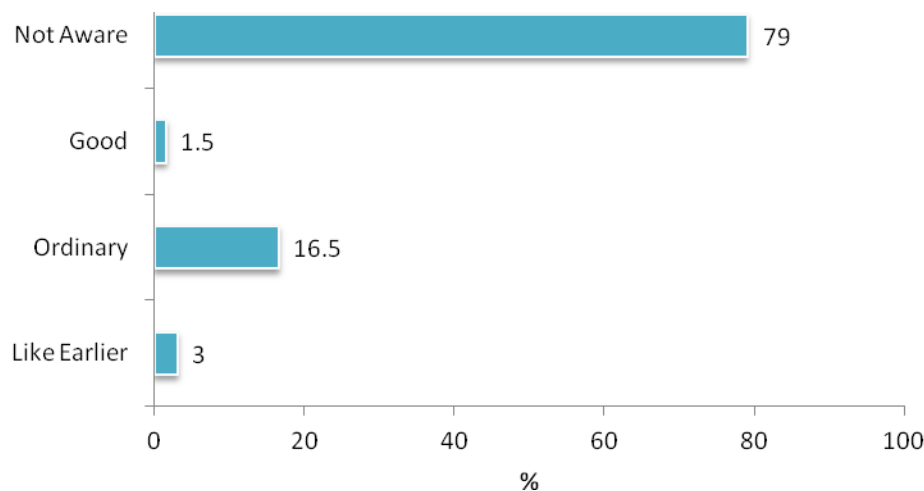


Figure: Comparison of Service delivery pre and post Sakala



The respondents see no difference in the way in which services have been delivered now compared to what was being done earlier with only 1.5% of them stating that they are 'good' since Sakala was implemented. 79% of them are not aware if there is a difference in service delivery before Sakala.

7. Case Studies

- Cases of Citizens Compensated

Secondary data reveals that there are 6 cases of compensation in the State. (Details in Annexure.8) 3 of the six cases were selected for study. The Case Studies were developed based on a format devised for the purpose, to maintain uniformity (Annexure 6 - Case Study format)

Three of the six case studies were from Tumkur, Javariah, Manjunath and Shekar of this two were met³⁷

Case Study 1

Mahendra Javariah is a B.E in Computer Science, he resides in Bangalore and owns property in Tumkur. Javariah has been aware of the KGSC Act since its inception and decided to services under its umbrella when he needed documents related to his land in Tumkur. He applied for the issue of a Record of Rights (RTC) certificate at the, Sub-division Taluk Office (Revenue Department) at Tumkur. The facts of the case show that the service request was made under Sakala with a GSC number on the 29th of August 2012 and the stipulated date for delivery of the service was 16th October 2012 after a period of 30 working days as mentioned on the website. With the expiry of the stipulated time period and no delivery of service, the applicant called the Sakala Call Centre enquiring about the status of the service request. Since there was no positive response from the Revenue Department on the date of delivery, the applicant requested the District Coordinator via the Call Centre to file a complaint on the 25th of October 2012 for which a FAP number was given (to the applicant). After a period of three days after which the complaint was filed, the service was delivered. A cheque for the amount Rs.140 was collected by the applicant, within a fortnight, from the District Sakala Coordinator in Tumkur.

Javariah has been using the Sakala Services in Tumkur and Bangalore. Till date, he has filed 15 applications under the Sakala programme in the Revenue, Transport and Commercial Tax departments. According to him, the Commercial Tax department has been delivering Sakala services efficiently, while the Revenue Department is lagging behind in its delivery especially at Bangalore. The same applicant was not given a GSC acknowledgment number when he gave an application for Record of Rights certificate at the South and North Bangalore Offices of the Revenue Department; they instead insisted that a handwritten acknowledgment with a government seal would be sufficient. This incident was also reported in the media, both in Vijaya Karnataka and Bangalore Mirror newspapers. Following this incident, there was a surprise visit to these

³⁷ Manjunath- was not accessible

offices by the Karnataka Law and Parliamentary Affairs Minister Sri. Suresh Kumar and Dr. Shalini Rajneesh, DPAR Secretary³⁸.

Another grievance that Javariah faced while applying for services under Sakala is the non-entry of mobile numbers on the portal, either intentionally or due to a software error- he does not know. Further, in Bangalore, data operators appointed under the Sakala Services Act in various Ward Offices have other assignments that reduce the efficiency in solely addressing Sakala applications. Therefore, Javariah advocates that a separate Sakala office space and staff should be assigned to enable citizens to approach the Sakala operator directly. This way the middlemen who would otherwise mislead the citizens by saying that they can access the services would be avoided.

Javaraiah has found that the Bangalore North Tahsildar was unaware of services requested under Sakala and they are accepting applications manually without a GSC number.

He suggests that there should be a continuous addition of services that are time bound, ultimately including all services that can be provided online by the government. Further, there should be a decrease in the need for citizens to commute to various Taluk Offices in rural areas as the purpose of the Act is to provide online services, he provides an example of how Gram Panchayat Offices of respective villages should be able to provide Sakala Services given the infrastructure (Computers) that they have been provided by the government who then can forward it to the concerned departments. He finds that poor farmers in Tumkur, find it difficult to go from one office to another, to obtain various documents making it time consuming and it is expensive to commute too.

Given his experience, Javariah states that though there are faults with the functioning of the Sakala Services Act, the motive and essence of timely delivery of services and accountability of public officer/s is a positive move by the Karnataka Government. It has reduced bribery and corruption to a certain extent through its online and transparent setup. As an example, Javariah pointed out that under other circumstances, he would have to pay Rs 2 lakh and more to convert an acre of land from agriculture to non-agriculture. By using Sakala, he has paid Rs 56,000 which is the fee prescribed by the government. Also Javariah finds that the Sakala Services Act is much better than the Nemmadi or revamped Atalji Janasnehi Kendra as there are a higher number of services under the former programme and there are no private players in it. There also needs to be a continuous update of services which are added to Sakala displayed at the Sakala Counter, as the old banner in Tumkur has displayed only 25 services.

³⁸<http://www.bangaloremirror.com/index.aspx?page=article§id=10&contentid=2012122520121225063647198b1a1857> accessed on 23rd Feb 2013

Case Study 2

Shekar T is a B.A LL.B from Tumkur practising law at the District Sessions Court. He had heard of the Karnataka Sakala Services Act 2011 when it was initiated in April as it was published in the newspapers. Shekar had requested for the Record of Rights Certificate from 1968 to 2000 by the Taluk Office, Records Room in Tumkur that is to be delivered within a stipulated period of 30 days. The service request was made under Sakala with a GSC number given on the 20th of June 2012 and the stipulated date for delivery of the service was 21st August 2012 i.e. after a period of 30 working days as mentioned on the website. A GSC number was given to him by the Sakala Coordinator/Operator and the application was forwarded to the Revenue Department Case worker Revanna. However, on the expiry of 30 days, Shekar was yet to receive the copies of the Rights to Records Certificates. Repeated visits to the Taluk Office only yielded continuous postponement of delivery by the case worker. According to Shekar, the delay in delivery of service was due to the incompetence of the case worker at the Taluk office. The case worker, on the verge of retirement, was unable to sort through the records dating back from 1968 which was requested. He further stated that the case worker regarded the fine as a trivial amount that could be paid and therefore the delay in service delivery was not considered as a big issue. Aggrieved by the situation, Shekar filed a written appeal on the 22nd of August 2012 to the Assistant Commissioner who is designated as the Competent Officer. As per the records available on line (which was checked by the interviewer) a FAP number was given to him on the 25th of October 2012. Following the written appeal to the Assistant Commissioner, a letter was sent to subdivision officer at the Taluk Office on the 13th of September 2012 enquiring about the reasons for delay in the delivery of the service.

The FAP number generated by Sakala portal provides the details of the applicant and consequently within a period of 15 working days, the Taluk Office delivered the service requested and also a cheque for Rs.520/- from the Sakala Coordinator, Tumkur. Shekar states that he was the first in the district to file an appeal and be compensated, though his intention was only to receive the service rather than compensatory amount and he is happy that the system is actually functioning as prescribed by the Service Guarantee Act.

Since then, Shekar has applied for several services pertaining to revenue department. He is pleased with the new Sakala programme as it has reduced the need to pay a bribe to any public employee in the various government departments.

However, he notes that there are cases where residents in Tumkur, who are unaware Sakala services, are given a sealed manual acknowledgement of their application by the public officer who intentionally does not reveal that tenets of Sakala. Shekar also mentions that the mobile numbers of applicants are not being entered while submitting the application and receiving the acknowledgement. Shekar states that it could either be a software error or it could be the intentional exclusion of mobile numbers and this keeps the citizen

unaware of the status of service delivery. The citizen cannot access the status of the application and the authorities at the Call Centre or any of the designated authorities cannot reach the citizen, if required.

Tumkur Sakala Office



Case Study 3

Santosh Kumar s/o Vitthala Shetty of Andadi village in Udupi had applied to get a mutation copy from the revenue department under the sakala Scheme. There was delay in providing the document and on December 17, 2012 he received a compensation of Rs.20/-.

The researchers tried to contact Mr.Shetty over his mobile phone to collect more information from him but he was hesitant to meet the team members. We discussed with him for more than half an hour and explained to him the reasons for getting information from him. We could make out that he was recording our conversation. We tried to talk to him more than 2 or 3 times but he was in no mood to share any information. He was also afraid of sharing any information because of the recent attack and murder of RTI activist in the district.

Finally he informed that he would pass on all the information relating to the application either by post or by email and we gave the contact details to him. But all the efforts proved futile and the details could not be collected from him.



Sudha Belawadi, a TV artiste has availed the services under the Sakala. She was busy in shooting when we tried to contact her. Subsequently we contacted her over phone. In the conversation with the Researchers she said "I have heard good things about Sakala through the media and my husband says it has helped people to a large extent". Since she is busy in shooting her husband Mr.Sathyanarayana Rao takes care of most of the works and she gave the phone to her husband and introduced us to him. The couple had applied to get the Khata extract from the BBMP and were happy when it was delivered on time. Mr.Sathyanarayana Rao said "This is an excellent scheme that benefits the citizens at large. However steps should be taken to simplify the scheme and there is a need to reduce the number of days required to provide the services. Otherwise people will end up spending more time and money to get the services". The couple had contacted the Home Minister and the Minister for Urban Development to bring changes in the scheme. "The programme can become much more helpful to the citizens if some modifications are brought in and sufficient awareness programmes are taken up to make the scheme popular" they said in shooting when we tried to contact her.

Opinions about Sakala

Anonymous

Dear Sir, This is a very good initiative by the government for providing Govt. services to the public. I request the government to guide the officers to do their duty correctly (with out errors/mistakes). Then only the Sakala will be meaningful. You may have to rename this from existing name to "Sariyagi Sakala".

Venkatesh

I feel very bad for this scheme because in the previous government the duration period of granting permission by authorities was very small, ex. for granting permission of residential building plan up to 4000sft was only 48 hours and Khata transfer is 07 working days, but now it is 30 working days. Hence I very dissatisfied about this Sakala and I would like to give a new name for this scheme is DHEERGAKALA.

Manjunath H

I have raised an application for NTC at Nemmadi Kendra, Talagunda Hobli, Shikaripura Taluk on 29th Jan 2013. Till today I am roaming to and fro to the center receiving the same response that it will be available within two days. When I ring up to Sakala help line they say that they are not able to find this Acknowledgement no RD0031021000277. I will not be able to complain to Tahsildhar as he is the one or his office has to deliver it. With whom should I raise a complaint? Sakala is for name sake and I see nothing here. Every time I travel, I have to spend more than Rs.100 as commuting charges.

8. Findings and Way Forward

The line of Authority is very clear in the implementation of Sakala. The Deputy Commissioner of the District is the District Nodal Officer under Sakala for the listed services of 11 departments in the District. He is supported by the Additional Deputy Commissioner who is a senior officer belonging to the State Administrative Service (KAS) cadre. However, the line departments other than the Revenue do report to their respective controlling departments (HoDs). The flow of administrative line and command for Sakala implementation is clear and there are no gaps.

The strength of Sakala Act is that the Officers who are responsible for effective implementation have been identified and they are called as "Designated Officer, "Competent Officer" and "Appellate Authority". The Designated Officer is one who is responsible for delivery of the listed service under Sakala within the stipulated time. This has been done in consultation with concerned department and fixing the responsibility to deliver that particular services listed under Sakala. The Competent Officer is one who is responsible to get that particular service is delivered on time. In case of default, he will ensure that the responsibility is fixed on DO and suitable Compensation is paid as per the KGSC Rules. The Appellate Authority is vested with the Power and Responsibility of accepting and redressing the complaints/grievances related to Sakala from the Citizen/DO/CO within 30 days and issues an order to that effect. He also accepts the complaints and decides on the 2nd Appeal within 30 days.

Sakala Mission Bangalore monitors the performance of all listed departments. The Sakala Mission contacts all Districts through District Sakala Consultants on day to-day basis and keep the performance of the department updated. The review/observations are brought to the notice of the departments concerned on line, mail or SMS.

The Application is received in the Sakala Helpline Counter by the assistant. The application is verified along with the attachment as per the checklist. If the application is not attached with the required documents the applicant is told in person to do so. If he insists that the application is to be acknowledged then the data is entered to the computer and an acknowledgement is given with GSC number. The application is verified and after the CW scrutiny the application is rejected giving the reason. The same is communicated. This is considered as disposal under Sakala. However, though it looks ok in reality the applicant knowing well that the application is incomplete he will not wait for the formal acknowledgement and complies with requirement.

Secondary data analysis show a high rate of success in disposing applications filed under Sakala. The number of applications filed from April 2012 to January 2013 has been 1,80,25,013 and cumulative number of disposals are 1,77,26,218 as per the KSSA 2011, February 2013 Report. This shows 98.34 % have been disposed. The number of pendency is 8445 (February 2013). There have been

six cases of compensation, three from Tumkur, one each from Hospet, Yadgir and Udupi. So far, Rs 1700 has been spent as compensation.

The number of delayed disposals as of January 2013 is 36,766. Delayed disposal imply that the applications have been disposed but after the stipulated time, it does not call for compensation as the citizen/s would not have asked for it.

The highest number of applications is from Revenue department, followed by Transport Core. 59 per cent of the State Applications and Disposals are from the Revenue Department, followed by the Transport Department at over 18 per cent and Finance Department at over 9 per cent. The other eight departments account for 14-15 per cent of the total State Applications and Disposals. This is reflected in the district figures too, with the number of applications and disposals on the higher side in Revenue, followed by Transport (Core).

The State applications show variations across the month. June, July and August show a higher disposal rate.

Service wise analysis of the three departments selected for the study show that in the department of Revenue some of the services have received no or few applications over the months. For e.g. not remarried certificate, population certificate, verification/validity of caste certificate, living certificate. The Public Instruction department shows seasonality with respect re-totalling of SSLC marks and revaluation of SSLC examination paper. The months from October to December show more applications relating to registration of schools and recognition of schools.

The Act allows for two rounds of appeals. Secondary data analysis shows that there have been no second round of appeal so far. The number of appeals (first round) has been on the increase, with the passage of time. There were 69 appeals in the month of September, the number increased to 109 in October, 119 in November and 125 in December and this is as per the statements made in the monthly reports.

Nine out of the 14 citizens whose appeals are pending have asked for compensation. Six citizens have claimed and received compensation. The citizens are from Tumkur (3 persons) Yadgir (1), Hospet (1) and Udupi (1).

September 2012 report gives a detailed break up of appeals i.e. the applicants name, service requested, department, competent officer, appeal type and status and remarks too (giving out reasons). It shows that, of the total of 69 Appeals in September, the number of appeals was highest in the department of Revenue - 43, followed RDPR-16, Commercial Tax-3, TMC-3, BBMP-2, CMC-1 and Food and Civil Supplies 1. Gender wise analysis shows, that of the total of 69 appellants, 18 were women, 47 were men, four were appeals lodged by private sector companies. Of the 18 appeals filed by women, 15 were related to the department of revenue, 2 TMC and 1 BBMP. The service request related to birth

and death certificate (BBMP) and those of revenue mainly related to income and caste certificate/s.

The Call Centres have been mandated by the government for purposes of facilitating Sakala applications. The Centre is catering to both Sakala and non-Sakala enquiries/complaints. The Sakala complaints - complaint would imply a slightly serious tone than other calls as it would relate to the delay in service and at times expressing their displeasure about an officer - have been 466 in number, the non-Sakala ones 1280 (April to December 2012). The number of Sakala Complaints received by the Sakala Call Centre was the highest in Bangalore (Urban) and the lowest from Chikkamagalur. Among the departments, Revenue tops the list, followed by BBMP. The feedback taken by the Call Centre show that 89% of people are satisfied with the services offered under Sakala.

Case Study of the two applicants who have filed and received compensation show that they are both educated and are aware of various government programmes and is active in public life. Their communication channels to know about Sakala and its features have been through media, radio and television.

The primary data collected from those who had availed services from the key departments has shown that higher satisfaction levels in the service delivery by the department officials. However the involvement of middlemen has not been fully eliminated and this may take little bit more time since the spread of awareness about Sakala is likely to have a significant impact on the delivery of services. A number of suggestions have been received for including more number of services, inclusion of more departments and also Boards, Authorities, Agencies etc. working under different departments in the State.

Earlier there was no registration of applications and format to file application. The costs were mainly passed onto the citizens to submit the application along with necessary documents. However with the introduction of the new scheme it allows for citizens monitoring the status of their application on a regular basis. Another noteworthy feature in the success of the scheme is that the IT initiatives in improving governance was already in place in many urban and rural local bodies as also number of state government departments. Both rural and urban local bodies have access to connectivity which was crucial in the successful implementation of the scheme. Further the departments also had already taken up major IT initiatives like Transport department. These departments implemented the Act without any major hurdles compared to other departments. Also Transport department had already initiated similar initiatives like Sarathi and the implementation of Sakala necessitated the convergence of the existing programmes and the Software to suit the new programme. The other departments need to focus more on the IT initiatives to enable quick disposal of the applications under Sakala. Extensive use of IT has helped in enhancing efficiency in processing, tracking and monitoring and bringing benefits in cost reduction. The recruitment of IT Consultant in all the districts and provision of separate manpower to implement Sakala has gone a long way in successful implementation of the scheme.

The state has provided necessary Budget and Finance for ensuring the success of the scheme apart from addressing issues related to manpower, IT and Capacity Building of the officials. The initial amount earmarked was Rs.5 Crores and this has been raised to Rs. 15 crores during the current year.

Comparison between Pre-Sakala and Post Sakala

Revenue department

Good number of departments in the state have e-initiatives and the Revenue department led the move with its award winning “BHOOMI” project. This was followed by many other initiatives like e-KAVERI-Registration of Properties and many more. This e-Governance initiative in the department has created an environment of making services efficient and effective to meet the expectations of the citizen. ICT has changed the paradigm of service delivery mechanism where visit to the public office is bare minimum. These initiatives have created the required platform to provide services within the timeframe. The inspiration of Bhoomi led to other IT based services in the department like erstwhile Nemmadi and now Atalji Janseva Kendra. With these experiences in hand Revenue department has been delivering important services through Single Window System. Nemmadi was popular programme before Sakala. 27 services were provided within the stipulated time through Nemmadi prior to Sakala. Now all these services have been included under Sakala. People were aware of efficient services using IT and also within stipulated time limits. Number of services as recorded clearly shows that the system was very strong and the people were getting services within the stipulated time.

Education Department

The Education department did not have a precursor to Sakala. The services listed under Sakala were there earlier also but the time norm was not adopted. The numbers of applications have not increased significantly with Sakala as there is no unnecessary application for the listed service.

Transport

The Transport department is another department which was making continuous efforts to improve the quality of services particularly the mass services like LLRs, DLs, and Registration of Vehicles. E-Initiatives like SARATHI, VAHANA were the launched to meet the ever increasing demands of the Citizens. The RTOs with their innovative practices were able to issue LLRs on the same day of application. This is a clear example of how a department can restructure and re-engineer its service delivery mechanism to meet the demands of the customer in Citizen Friendly Manner. This was possible because of the fact that Transportation was few departments that formulated Citizen’s Charters. Because of this initiative the department could make as expressed by the officers in the course of interview. The number of services has been on the rise every year and the department has been making continuous efforts to meet these challenges successfully. The Pre-Sakala period of the department is no different than what is prevailing now as could be made out from the number of services shown above.

Post Sakala

Revenue Department

As already discussed the Revenue department had “NEMMADI” as the precursor to SAKALA. However due to technological and PPP reasons NEMMADI was re-structured and re-engineered to include additional number of services as well as changing name to “ATALJI JANSEVA KENDRA”. Now 36 important revenue services are included under AJKs located in all 177 Taluks and Hobli Kendras. These AJKs have reduced the burden of many repetitive services from the overburdened Tahsildar-Taluk Office. The AJKs are managed by the Tahsildar Gr-II newly created posts with power to dispose off the applications coming under AJKs.

Earlier Nemmadi was providing on-line service supported by the e-Architecture on PPP Model. Now the service numbers haven extended and an officer post has been created to look after AJKs under the supervision of Tahsildar Gr-I. Now the Taluk officer Tahsildar looks after only 13 services not included under Sakala.

The Pre and Post Sakala number of applications received and disposed is an indicator to show that the Sakala has only improvised already existing pattern of service. Now it is expected that AJKs programme progress is to be accounted under Sakala which is not happening due to integrations issues. The IT Consultant from Sakala Mission who was visiting Chitradurga said the matter has been sorted out and the progress under AJK will be accounted to Revenue department shortly. If this happens Revenue Department will be having good rate of disposal of applications under Sakala as AJKs are all providing well designed, most progressive and dynamic e-Governance Architecture. The important observations from the officials on Post Sakala:

Computer backup is very good,

Staff involvement is visible,

Multi-level Monitoring mechanism is systematic and well designed,

Awareness of the People on Sakala is good and they are demanding services for even Non-Sakala also,

Use of Resources to meet the objectives of Sakala is to the optimum level

Work-flow system is developed for services listed under Sakala,

Middlemen and brokers have no place in Sakala as the services are delivered directly to the people.

The First-In First-out: FIFO is followed in all cases removes any scope for Favouritism.

The Information quality provided under Sakala is good people are happy about it.

Data Management is well supported by the backup/network.

Education Department

There was enough scope for delay, discrimination, misuse of official position and favouritism while disposing applications prior to Sakala. But now Sakala has put an end to all such gaps. Sakala has streamlined service delivery mechanism. There is no intervention from ERs and in fact they have accepted the new system happily and supporting the officials.

Of course for DDPU pre-Sakala and post Sakala has not much difference because of the fact that there is demand for services since beginning.

Transport Department

Now under Sakala the services have to be delivered as per the stipulated time. The Processes have been clearly laid out. All processes are transparent and accountability is clear. The existing on-line service is continued under Sakala. The Software has few hitches which are to be sorted out.

Issues for consideration

A number of departments in the state have e-initiatives for improving the service delivery mechanism. For eg. in Dakshina District the file movement in different government departments is completely online and the software has not been integrated with the Sakala Software. This was creating problems to the officials in providing the services. There is a need to ensure convergence between these e-initiatives and Sakala.

The information regarding the implementation of Sakala in Karnataka are available in two different websites. It was noticed that there were some discrepancies in the data provided in these websites. There is a need to address this issue. Further at the State level the districts are ranked based on the performance of Sakala and during the field visits the officers pointed out that there is a need to change the parameters considered for this ranking.

Frequent transfer of officials is leading to problems in the implementation of Sakala in many districts. Digitised signatures have to be registered frequently and this is leading to problems.

The discussions with the citizens and officials clearly indicated that there should be no scope for accepting the non-Sakala application for a particular service. They suggested that all the applications received for a particular service should be treated as only Sakala application.

An important issue that was observed in many of the districts is the non-involvement of NGOs in the implementation of the scheme. NGOs initially were involved in consultations at the time of enactment of the Act. Currently their role is limited to providing manpower to manage the Sakala counters in few districts. It was found during the field visits the level of awareness about Sakala was limited to literate people and those who were residing in places close to urban centres. There is a need to focus on the IEC activities to create awareness among the

citizens about Sakala and to motivate them and the NGOs could play an important role in such activities.

Infrastructure and manpower is provided for implementation of Sakala in the State. Highest number of key services are provided by the Revenue department and the focus of the improving the infrastructure and manpower is concentrated in this department. It was noticed that there is a need to focus on other departments also in strengthening or improving the infrastructure and ensure availability of trained manpower to address issues related to e-initiatives.

The workflow chart designed by the departments for implementing Sakala has not percolated down to the grassroots level. Department wise and service wise workflow chart needs to be addressed by all the departments focussing more on the services included in the first phase.

Another related issue is that robust time line had been specified by the departments in their Citizen Charters. However it was found that for many services in different departments the suggested time for providing the service was far more than that was specified in their Citizen Charters. There is a need to address this issue and reformulate the time frame for delivery of services under Sakala.

Recommendations

The level of awareness of Sakala has to be enhanced with much more rigorous ICE Activities.

Department specific Training by Department Officials needs to be provided to grassroots officials in all the departments. In order to improve the efficiency of the Training Programmes, the departments concerned should initiate steps to prepare the workflow chart of the respective departments in line with the Citizens' Charter of the departments. Also Capacity Building in IT skills to be made more regular and to cover all officials up to Group C.

There is a need to review the procedures of issuing certificate and requesting the documents which are outdated, cumbersome and repetitive.

The State Government has been bringing more services of different departments under the Sakala. It is suggested that the same is completed within a specified timeframe.

There is also a need to relook into the infrastructure and manpower facilities of various departments to implement Sakala. It is suggested that a detailed assessment of the needs be done by the Sakala Mission.

The team building impacted by Sakala has to be enhanced for better delivery of services.

The Project Team recommends updating and integrating various softwares in the departments with Sakala software.

The progress of application for long term services like land conversion and change of land use in Revenue and Urban Development departments needs to be informed to the applicants through SMS / Email as is practised by the Passport issuing authorities.

It is recommended to include services rendered by parastatals (semi government agencies including all Boards, Authorities, and Agencies) like KSRTC, Urban Development Authorities etc.

There is a need to have a fresh look into the Time line for different services and chalk out the Workflow chart for all the so as to reduce delay and to eliminate corruption and to make it more citizen friendly.

All application henceforth for a specific service should be treated as under Sakala only and non-sakala applications should not be entertained.

It is recommended to adopt GIS and AutoCAD Software in issue of building licences which would bring down political interference, delay, corruption and also limit the building violations.

The implementation of Karnataka Guarantee of Services Act (Sakala) was preceded by a number of e-initiatives taken by the state government departments to redress public grievances by the citizens. This is ascertained from the feedback received during the field study and focussed group discussions.

Sakala implementation in the state has made a good beginning and there is a need to consolidate the gains of the scheme. In this direction there is a need to relook into some of the specific issues discussed in this report. A beginning needs to be made to empower and improve the efficiency of officials at the grassroot level by providing them with adequate IT skills and ensuring incentives. IEC activities needs to be taken on a massive scale with support from NGOs and other stakeholders to make the citizens aware of their rights for a better delivery of services. Encouragement and incentives should be the driving force in Sakala than penalty and compensation.

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Set of Questions for interview of Designated Nodal Officer- STATE

Name of the Department:

Personal Details:

Name of the Nodal Officer:

Sex:

Designation (Office):

Years of service in the specified department:

Involved in implementing SAKALA since: (specify date/duration):

Authority which designated the nodal officer:

Preparatory Processes

- What was the rationale in choosing the said services
- Details on preparatory processes involved in
 - (a) preparing the work flow chart details – who was involved, process followed i.e. participatory, based on job charts, arrived at a workshop etc.
 - (b) providing Infrastructure (providing space, installing computers) (all details for the state by the department)
 - (c) facilitating manpower recruitment
- Details of the involvement of different wings of the department in implementing this Act, for e.g. the e-governance wing.
- Details of preparatory processes involved while a new set of services was added, the difference between the first set and the second one. All details.
- Any plans of bringing more services under the Act, if yes, please list them along with the details of time specified. How do you propose to go about implementing the proposed services (step-by-step approach in implementation, action plan and other details)
- What measures would be taken to include citizens needs/requests, how do you propose to involve them. What were the steps taken earlier to involve citizens

ICT interventions

Give details on ICT interventions, including training and capacity building

Citizens Charter

- Details of display of citizens charter for the present round of services (all details places, number etc.).
- Comments on the merger of this citizens charter with RTI, if yes, in how many offices (to elicit details for the reasons of merging)
- List other forums, (media, jathas etc.) if any, by which the citizens get to know of the Act and its tenets
- What measures should be taken to include citizens needs/requests, how do you propose to involve them. What were the steps taken earlier to involve citizens

Suggestions and recommendations, if any

Set of Questions for interview of Designated Nodal Officer- District

Name of the District:

Name of the Department:

Personal Details:

Name of the Nodal Officer:

Sex:

Designation (Office):

Years of service in the specified department:

Involved in implementing SAKALA since: (specify date/duration):

Authority which designated the nodal officer:

Governance Issues

- Whether there was a predecessor to this work? If yes, for how long?
- If there has been a change, reasons.
- Who appointed you?
- Whom do you report to?
- Details of how many persons assist the nodal officer on this work
- Other logistical support given under this programme- details of computer, printer, mobile, data card, lap top, UPS given under the programme
- Help and support given by the parent department (state)
- With which other departments and persons the nodal officer interacts with (a) at the district level (b) at the state and (c) at the centre
- Details on the monitoring mechanisms – who monitors the work? Details

Training and Capacity Building

Training undergone

- Have there been any training that the official has undergone on Sakala:
- If yes, who trained you? SAKALA Department/ATI/Department/Any other.

(note: Researcher to get all details, number of days, venue, date, topics covered)

- To ask the usefulness of undergoing the training programme/s:
- All details of the training and capacity building initiatives taken by you/by the department to facilitate the capacities of other stakeholders in the department

Training Imparted

- Has there been any attempt in training others under Sakala at the district level by the Nodal officer
- To get details, if yes

SAKALA Progress

- Details on how citizen/s apply in SAKALA, furnishing the GSA number etc to be written down
- Details on feedback taken through Help Line (month wise report to be collected)
- To find out pre SAKALA, post SAKALA differences -On an average what were the numbers of actual services delivered earlier, prior to SAKAALA being implemented (monthly)
- Has there been any appeal so far, if yes details (both first and second appeals), numbers and details – who appealed citizens or officials, men/women details if available)
- Any applicant who is unhappy with the decision taken by the second appeal
- Has the penalty clause been imposed , if yes, details (amount, category of officer who is penalised etc.), difficulties in imposing penalty clause

Citizens Charter

- Details of display of citizens charter for the present round of services (all details places, number etc).
- Have you merged this citizens charter with RTI, if yes, in how many offices (to elicit details for the reasons of merging)
- List other forums, (media, jathas etc) if any, by which the citizens get to know of the Act and its tenets
- What measures should be taken to include citizens needs/requests, how do you propose to involve them.

Expansion of services

- Are you aware that more services have been added by your department, if yes details of the services (note: to be asked to test the efficacy of the statement), If not, why not
- Whom should you contact to get the information on additional services (i) at the State (ii) at the district
- Would you have preferred to be on the decision making board which added more services
- Which are the services that you would have preferred to have included in the list of services? Why? Would these services have benefitted the citizens better?

Suggestions and recommendations, if any

Set of Questions for interview of Designated Nodal Officer- Taluk

Name of the District:

Name of the Taluk:

Name of the Department:

Personal Details:

Name of the Nodal Officer:

Sex:

Designation (Office):

Years of service in the specified department:

Involved in implementing SAKALA since: (specify date/duration):

Authority which designated the nodal officer:

Governance Issues

- Whether there was a predecessor to this work? If yes, for how long?
- If there has been a change, reasons.
- Who appointed you?
- Whom do you report to?
- Details of how many persons assist the nodal officer on this work.
- Other logistical support given under this programme- details of computer, printer, mobile, data card, lap top, UPS given under the programme
- Help and support given by the parent department (state)
- With which other departments and persons the nodal officer interacts with (a) at the district level (b) at the state and (c) at the centre
- Details on the monitoring mechanisms – who monitors the work? Details

Training and Capacity Building

Training undergone

- Have there been any training that the official has undergone on Sakala
- If yes, who trained you? SAKALA Department/ATI/Department/Any other.
(note: Researcher to get all details, number of days, venue, date, topics covered)
- To ask the usefulness of undergoing the training programme/s:
- All details of the training and capacity building initiatives taken by you/by the department to facilitate the capacities of other stakeholders in the department

Training Imparted

- Has there been any attempt in training others under Sakala at the district level by the Nodal officer
- To get details, if yes

SAKALA Progress

- Details on how citizen/s apply in SAKALA, furnishing the GSA number etc to be written down
- Details on feedback taken through Help Line (month wise report to be collected)
- To find out pre SAKALA, post SAKALA differences -On an average what were the numbers of actual services delivered earlier, prior to SAKAALA being implemented (monthly)
- Has there been any appeal so far, if yes details (both first and second appeals), numbers and details – who appealed citizens or officials, men/women details if available)
- Any applicant who is unhappy with the decision taken by the second appeal
- Has the penalty clause been imposed , if yes, details (amount, category of officer who is penalised etc), difficulties in imposing penalty clause

Citizens Charter

- Details of display of citizens charter for the present round of services (all details places, number etc).
- Have you merged this citizens charter with RTI, if yes, in how many offices (to elicit details for the reasons of merging)
- List other forums, (media, jathas etc) if any, by which the citizens get to know of the Act and its tenets

- What measures should be taken to include citizens needs/requests, how do you propose to involve them.

Expansion of services

- Are you aware that more services have been added by your department, if yes details of the services (note: to be asked to test the efficacy of the statement), If not, why not
- Whom should you contact to get the information on additional services (i) at the State (ii) at the district
- Would you have preferred to be on the decision making board which added more services
- Which are the services that you would have preferred to have included in the list of services? Why? Would these services have benefitted the citizens better?

Suggestions and recommendations, if any

Set of Questions for interview of IT Consultant

Personal Details:

Name:

Address and phone number:.....

Sex:

Involved in implementing SAKALA since: (specify date/duration):

Governance Issues

- Whether there was a predecessor to this work? If yes, for how long?
- If there has been a change, reasons
- Who appointed you?
- Whom do you report to?.....
- Details of how many persons are assisting the consultant.....
- Other logistical support given under this programme- details of computer, printer, mobile, laptop, data card , UPS under the programme
- With which other departments the consultant interacts with and with whom (a) at the district level (b) at the state and (c) at the centre
- Details on the monitoring mechanisms – who monitors the work?
If yes, details

Training and Capacity Building

Training undergone

- Have there been any training that the consultant has undergone on Sakala:.....
- If yes, who trained you? SAKALA Department/ATI/KEONICS/Any other.
(Note: Researcher to get all details, number of days, venue, date, topics covered)
- To ask the usefulness of undergoing the training programme/s:

Training Imparted

- Has there been any attempt in training others under Sakala at the district level by the consultant,
- To get details, if yes

SAKALA Progress

- Details on how citizen/s apply in SAKALA, furnishing the GSA number etc to be written down
- Details on feedback taken through Help Line (month wise report to be collected)
- To find out pre SAKALA, post -SAKALA differences -On an average what were the numbers of actual services delivered earlier, prior to SAKALA being implemented /monthly)
- Differences between SAKALA and non-SAKALA services, details
- Has there been any appeal so far, if yes details (both first and second appeals), numbers and details – who appealed citizens or officials, men/women details if available)
- Any applicant who is unhappy with the decision taken by the second appeal
- Has the penalty clause been imposed , if yes, details (amount, category of officer who is penalised etc), difficulties in imposing penalty clause

Suggestions and recommendations, if any

**Questionnaire for Eliciting Information from the Citizens
- Sakala Programme**

District :

Taluk :

Hobli :

Gram Panchayat :

Name of Village :

Name of the Respondent :

SC / ST/ BC / Other Caste (1/2/3/4) :

Sex : Men / Women (1/2)

1) Have you visited any Government Offices? (0 – No and 1 Yes)

2) If, yes which one ?

0) None 1) Grama Panchayat, 2) Nada Kacheri, 3) Taluk Panchayat, 3) Tahasildar Office, 4) Women and Child Dept, 5) Agri / Horticulture Dept, 6) Health, 7) Education, 8) Finance Dept, 9) Labour Dept, 10) Transport Dept, 11) Others

3) To get which service you have gone to Government Office?

1. To get Documents, 2. With Friends, 3. To get information, 4. Others 98. Non Applicable

4) Were you getting Government Services earlier? (0 No, 1 Yes, 2 Sometimes).

5) Were you getting timely services earlier? (0 No, 1 Yes, 2 Sometimes).

6) Earlier how many times were visiting offices to get services?

1) Once, 2) Twice, 3) More than two times 98) Not Applicable

7) Are you aware that "Sakala" is enforced to get services within a specified time? (0 – No, 1 Yes)

- 8) How did you come to know?
 (1 – People, 2 – Media, 3 – Pamphlets, 4 – Government Official, 5 – By NGO's, 6 – Citizen Charter, 7 – Others, 98 Not Applicable)
- 9) Any reasons for implementing Sakala?
 1) To reduce delays 2) To ensure people do not go to Government Offices often 3) To improve quality of services 99)do not know
- 10) Do you know how to submit applications under Sakala?
 (0 – No, 1 – Yes, 98. Does not apply)
- 11) Have you applied for services under Sakala?
 (0 – No, 1 – Yes, 98 Does not apply)
- 12) Who helped you when you applied or when you got services?
 0) No one 1) Panchayat members 2) Middlemen
 3) Friends 4) Others 98) Not Applicable
- 13) Did you get receipt when you applied
 (0 - No, 1 – Yes, 2 - SMS received 98 - Not Applicable)
- 14) Did you get GSC number and did you follow on that?
 (0 – No, 1 – Yes, 98 Not Applicable).
- 15) Did anyone tell you to apply under Sakala ?
 (0 – No, 1 – Yes).
 (1
- 16) So far from which department have you got service?
 0) Revenue, 2) GP and PRI, 3) Education, 4) Women and Child, 5) Health
 7) Labourer, 8) Transport, 98) Not applicable
- 17) Which service did you access?
 0) None 1) 2) 3) 4) 5)
- 18) Did you get the service which specified time?
 (0 – No, 1 – Yes, 98 Not Applicable).
- 19) If you did not get timely service, for which reason it was so, did anyone explain? (0 – No, 1 – Yes, 98 Not Applicable).

- 20) If service is delayed, concerned authority should pay compensation, Do you know this?
(0 – No, 1 – Yes, 98 Not Applicable).
- 21) Without reason if service is delayed, there can be an appeal, did you know that? (0 – No, 1 – Yes, 98 Not Applicable).
- 22) Have you ever applied to the appellate Authority?
(0 – No, 1 – Yes, 98 Not come across this situation).
- 23) Do you know which departments come under Sakala?
(0 – No, 1 – Yes, 98 No need to know).
(1 If you know, which are the departments that come under Sakala?)
- 24) Which other Departments do you think should come under Sakala?
0) Do not know, 1) 2) 3) 4) 98) Not applicable
- 25) Do you think any other service should be added to the departments which are brought under Sakala?
0) Do not know, 1) 2) 3) 4) 5) 6)
- 26) How are services being delivered after Sakala has been implemented?
1) Like earlier, 2) Ordinary, 3) Good, 4) Very Good, 99) Do not know
- 27) Do you know about the Help Desk (0 – No, 1 – Yes)
- 28) Your suggestion to improve Sakala?

Case Study Format

Personal Details:

Name:

Sex:

Address:

Phone number:

Educational Qualification:

Member of any citizens forum:

Awareness on SAKALA

Definition of Sakala, Source of information on Sakala (especially to see if it is because of Citizens Charter), all details

Time of getting to know about Sakala (month)

Processes of applying to Sakala

Details of all the services sought by Sakala, whom did one approach, when were they given the GSE number, do they know what the number denotes, instructions on how to follow up the status of the application, any feedback sought by the concerned department, help desk involvement.

(if possible to do a process chart with who was approached , how much time was spent, all details)

Process of appeals

Details on how information about appeals was made known, what was the time delay, awareness on reasons for delay in disposing application, all details decision of competent authority

Awareness on second appeal

Compensation

Time taken to get compensation, amount received, mode of payment, person in charge of payment, comments if any on the amount received

Competency of staff

Readiness of staff in answering queries, easy all the concerned authority

Comments and suggestions

Inclination to apply again under Sakala, if there is a need, suggestions if any

Set of Issues – SAKALA Mission

1. **Rationale** for implementing the Service Guarantee Act
2. **Differences** between this PGR initiative and other initiatives
3. **Details of the pre-preparatory processes** undertaken prior to implementing the Act (committees formed, meetings held with officials from other departments, steps taken to evoke citizens consent and participation). Details on work flow chart preparation, citizen charter preparation
4. **Rationale for selecting the first set of services- 151.** All details (who decided, what roles did the different departments play)
5. **Lessons learnt from piloting the initiative** prior to the full fledged implementation in April 2012, what were the lessons adopted
6. **Implementation machinery – (a)** at the state level details of staff recruited for the purpose and those holding additional responsibilities relating to SAKALA, organogram if any of SAKALA department/programme (b) at the different departments – how many people were recruited, what cadre/specialisation (c) was recruitment direct or through another agency, details
7. **Infrastructure** – what are the different infrastructure mechanisms placed, how many computers, printers, UPS , phones etc
8. **Funds-** funds allotted for this purpose, fund break up, how much spent, unspent amounts if any
9. **Future course of action-** adding more services (other than the present additions of 114, rationale for this), any action plan prepared for this
10. **Convergence mechanisms** adopted now, convergence between different departments, involving citizens, citizens forums
11. **NGOs-** any NGOs/CSOs involved in creating public awareness about this mission, details
12. **Other relevant information,** if any

Annexure 8

Details of citizens compensated

| Sl. No | Name of District | Name of Person/Contact details | Nos. | Service/Department | Date of compensation | Amount |
|--------|------------------|--|---------------------------------|--|----------------------|--------|
| 1 | Hospet | T Raju | | | 26-08-2012 | 40 |
| 2 | Yadgir | Thayappa | RDF1100011FAP Date: 30/06/2012 | Service Delay in issue of Small & Marginal Farmer's certificate – Revenue Dept, Deputy Tahsildar Office – Saidapur GSC No. RD002-91870-01761 GSC Date: 20/06/2012 Expected date of delivery 10/07/2012 | 31-10-2012 | 260 |
| 3 | Tumkur | Mahendra Javaraiah Mob No. 9945639884 1585, 6 th cross, 6 th main, RPC Layout, Vijayanagara 2 nd stage, Bangalore | RDF1100081 FAP Date: 25/10/2012 | Record of Rights Certificate – Revenue Dept SubDivision Office, Taluk Office, Tumkur GSC Date: 29/08/2012 GSC No. RD099-00000-54786 Expected date of delivery 16/10/2012 | 02-11-2012 | 140 |
| 4 | Tumkur | Shekar T Mob. No. 9449842116 A M Palya, Siragate | RDF1100082 FAP Date: 25/10/2012 | Record of Rights Certificate – Revenue Dept GSC No. RD099-00000-26344 GSC Date: 20/06/2012 Expected date | 02-11-2012 | 520 |

| Sl. No | Name of District | Name of Person/Contact details | Nos. | Service/Department | Date of compensation | Amount |
|--------|------------------|--|------------------------------------|---|----------------------|--------|
| | | | | of delivery 21/08/2012 | | |
| 5 | | Manjunatha Mob No. 8722421937 Avalipalya Beladara Post, Tumkur | RDF1100043 FAP Date: 04/08/2012 | Record of Rights Certificate – Revenue Dept Taluk Office GSC No. RD099-00000- 27667 GSC Date: 23/06/2012 Expected date of delivery 12/10/2012 | 02-11-2012 | 500 |
| 6 | Udupi | Santhosh Kumar Shetty | | Delay in issue of Mutation copy – Revenue Dept | 17-12-2012 | 20 |

Source: November & December 2012 Sakala Report

District-wise and Taluk-wise list of Villages covered during the Survey

| District | Taluk | Village |
|------------------|-------------|------------------|
| CHITRADURGA | CHITRADURGA | HALERANGAPURA |
| | | HOSARANGAPURA |
| | | SIDDAPURA |
| | | SIRIGERE |
| | | BOMMENAHALLI |
| | | KADLEGUDDU |
| | | MEGALAHATTI |
| | | HIREGUNTANUR |
| | HIRIYUR | BHAGGANADU |
| | | CHALLAMADU |
| | | GANJALAGUNTE |
| | | GOWDANAHALLI |
| | | RANGAPURA |
| | | BHYRAMADU |
| | | HARISHANAGUNDI |
| | | K.K.HATTI |
| | | SHESHAPPANAHALLI |
| | | YALLADAKERE |
| | | BABBUR |
| | | MAKLURAHALLI |
| | | BHYDARAHALLI |
| | | MALLANU |
| | | MASKAL |
| | | MASKAL MATTI |
| | | UPPARAHATTI |
| | | DAKSHINA KANNADA |
| KOTIKARU | | |
| MADHUR | | |
| MITHANAGARA | | |
| KUMPALAMARUKATTE | | |
| MUNDOLI | | |
| SOMESHWARA | | |
| BADAGA EKKARU | | |
| MALLUR | | |

| District | Taluk | Village | | |
|------------|----------------------|----------------|---------|-----------------|
| | | KINYA | | |
| | | MANJANADI | | |
| | | BANNUR | | |
| | | PADDUR | | |
| | | SHANTHIGODU | | |
| | | BELLIPADI | | |
| | | KODIMBADI | | |
| | | NEKKILADI | | |
| | PUTTUR | ARIYADKA | | |
| | | MADNUR | | |
| | | AJJIKALLUMANE | | |
| | | BOLLADI | | |
| | | DEVASYA | | |
| | | ERAMLAYA | | |
| | | IDINJALA | | |
| | | KATIKAR | | |
| | | KEREMULE | | |
| | | KUTTINOKINADKA | | |
| | | MGIRE | | |
| | | MUNDOVUMOOLE | | |
| | | MURALA | | |
| | | NIRPADI | | |
| | | OLAMOGRU | | |
| | | PARBUNJA | | |
| | | DHARWAD | DHARWAD | UPPINA BETAGERI |
| | | | | GARAGA |
| KOTUR | | | | |
| NARENDRA | | | | |
| KALAGATAGI | BEGUR | | | |
| | BISARAHALLI | | | |
| | HIREHONNALI | | | |
| | HULLAMBI | | | |
| | RANGAPURA | | | |
| | DASTIKOPPA | | | |
| | DEVIKOPPA | | | |
| | EECHANAHALLI THANDYA | | | |
| | THANDYA | | | |
| | KALAGATAGI | | | |

| District | Taluk | Village | | |
|------------------|--------------|------------------|-------|--------------------|
| GULBARGA | CHITHAPURA | MUGUDA | | |
| | | ARAJAMBAGA | | |
| | | CHENGALI | | |
| | | CHENGALI THANDYA | | |
| | | THOGASANAHALLI | | |
| | | BENNURA. K | | |
| | | GHOTUR | | |
| | | KANASURA | | |
| | | KALAGI | | |
| | | KINDI THANDA | | |
| | | RAJAPURA | | |
| | GULBARGA | AVARADHA | | |
| | | HARASURA | | |
| | | ITAGA | | |
| | | JAMBAGHAVI | | |
| | | JAPURA | | |
| HASSAN | ARSIKERE | KALLAHANGARA | | |
| | | SHANEGERE | | |
| | | KARAGUNDA | | |
| | | KANAKATTE | | |
| | | AGGUNDA | | |
| | | GIJIHALLI | | |
| | HASSAN | HARANAHALLI | | |
| | | DHUDDA | | |
| | | NITTUR | | |
| | | KOLAR | KOLAR | BEGLIBENAJENAHALLI |
| | | | | KALANDUR |
| KOTERI | | | | |
| LAKSHMISAGARA | | | | |
| SHINGONDANAHALLI | | | | |
| SINGONDANAHALLI | | | | |
| DANDIGANAHALLI | | | | |
| MUDUVATHU | | | | |
| CHANDADENAHALLI | | | | |
| CHUNCHADENAHALLI | | | | |
| HOGARIGOLLAHALLI | | | | |
| HORAKERE | | | | |
| KENDHATTI | | | | |

| District | Taluk | Village |
|----------|-------|---------------------|
| | | NAGALAPURA |
| | | NUGGALAPURA |
| | | PEMMASHETTYHALLI |
| | | SULUR |
| | | TALAGUNDA |
| | | THALANDANDA |
| | | CHANCHIMALE |
| | | HORERAHALLI |
| | | SEETHIHOSUR |
| | | THIPPANAHALLI |
| | MALUR | DINNERI |
| | | HAROHALLI |
| | | HULADENAHALLI |
| | | JINAGATHIMMANAHALLI |
| | | THIRUMALAHATTI |
| | | SANTHEHALLI |
| | | HULADENAHALLI |
| | | OBAVVA |
| | | JAYAMANGALA |
| | | SIDDANAHALLI |
| | | SUGURU |
| | | THALAKUNTE |
| | | AGRAHARA |
| | | DASARAHALLI |
| | | SEETHAHALLI |
| | | TEKAL |

**KARNATAKA LEGISLATIVE COUNCIL
ONE HUNDRED AND SIXTEENTH SESSION
THE KARNATAKA GUARANTEE OF SERVICES TO CITIZENS BILL, 2011
(L.A. Bill No. 37 of 2011)
(As passed by the Karnataka Legislative Assembly)**

A Bill to provide for guarantee of services to citizens in the State of Karnataka within the stipulated time limit and for matters connected therewith and incidental thereto. Whereas, it is expedient to provide for guarantee of services to citizens in the State of Karnataka within the stipulated time limit and for matters connected therewith and incidental thereto.

Be it enacted by the Karnataka State Legislature in the sixty-second year of the Republic of India as follows:

1. Short title and commencement –

- (1) This Act may be called the Karnataka Guarantee of Services to Citizens Act, 2011.
- (2) It shall come into force on such date as the Government may, by notification in the official Gazette, appoint.

2. Definitions –

In this Act, unless the context otherwise requires,-

- (a) “Appellate Authority” means an officer appointed by the Government invested with the power to hear appeal against the orders passed by any competent officer under this Act;
- (b) “Citizen related service” includes the service as specified in the Schedule;
- (c) “Competent officer” means an officer appointed by the Government who shall be empowered to impose cost on the public servant defaulting or delaying the delivery of service in accordance with this Act;
- (d) “designated officer” means an officer specified in the Schedule who is required to provide citizen related service;
- (e) “Government” means the Government of Karnataka;
- (f) “Local Authority” includes any authority, municipality, municipal corporation, town panchayat, planning authority, Industrial township, Zilla Panchayat, Taluk Panchayats and Gram Panchayats and other local self Governments constituted by law and Development Authorities or other statutory or non-statutory bodies by whatever name called for the time being invested by law to render essential service of public utility in the State or to control, manage or regulate such services within a specified local area;
- (g) “prescribed” means prescribed by the rules made under this Act;
- (h) “Public Authority” means the Organisation or Authority or body or institution or a Local Authority established or constituted –

- (i) by or under the Constitution in the State;
- (ii) by any other law made by the State Legislature;
- (iii) by notification issued or order made by the Government and includes –
 - (1) body owned, controlled or substantially financed; or
 - (2) non-Governmental organization substantially financed; directly or indirectly by the Government.
- (i) “Public servant” means a person substantively appointed to any service or post of the public authority;
- (j) “Right to service” means right to obtain the citizen related services within the stipulated time specified in the Schedule;
- (k) “Schedule” means Schedule appended to this Act;
- (l) “stipulated time” means the maximum time to provide the service by the designated officer or to decide the appeal by the competent officer or Appellate Authority as specified in the Schedule.

3. Right to obtain service within stipulated time limit –

- (1) Every citizen shall have right to obtain citizen related services in the State in accordance with this Act within the stipulated time specified in the Schedule.
- (2) Every designated officer and his subordinate public servant of the Public Authority shall provide the citizen related services specified in the Schedule to the citizens eligible to obtain the service, within the stipulated time and also display the same on the notice board of their offices.

4. Notification of services, designated officers, competent officers, appellate authority and stipulated time limits –

The Government shall within a period of three months from the date of commencement of this Act, by notification, amend the Schedule to add new services, designated officers of every public authority or Local Authority under each Secretariat Department, competent officer and appellate authority along with stipulated time limits within which the services are rendered under this Act and may by like notification amend or vary the entries in the Schedule.

5. Providing services within the stipulated time –

- (1) The stipulated time shall start from the date when required application for scheduled service is submitted to the designated officer or to a person subordinate to him authorized to receive the application in such manner as may be prescribed. Such application shall be duly acknowledged.
- (2) The designated officer on receipt of an application under sub-section (1) shall within the stipulated time either directly provide the service or through an officer duly authorized by him or reject the application and in case of rejection of application, shall record the reasons in writing and intimate to the applicant, the information about the period of making appeal against the decision and all the details of the competent officer to whom the first appeal lies.

6. Monitoring the status of the application –

- (1) Every citizen having applied for any citizen related services shall be provided an application number by the concerned Public Authority, or local Authority, as the case may be, and shall be entitled to obtain and monitor status of his application online in accordance with such procedure as may be prescribed.
- (2) Every public authority or local Authority, as the case may be, shall maintain status of all applications governing citizen related services online and shall be duty bound to update the status of the same as per the procedure as prescribed by rules in this regard.

7. E-governance of services through mutual understanding –

The Government shall endeavor and encourage all the public Authorities, departments and local Authorities to enter by mutual understanding to deliver their respective citizen related services in a stipulated time or period as part of e-governance.

8. Payment of compensatory cost to the citizen –

Citizen having applied for such services shall be entitled to seek compensatory cost in accordance with the provisions of this Act and rules made thereunder, in case of delay or default in the delivery of such services beyond the stipulated time.

9. Liability to pay compensatory cost –

Every designated officer or his subordinate public servant who fails to deliver the citizen related services to a citizen within the stipulated time shall be liable to pay compensatory cost at the rate of twenty rupees per day for the period of delay subject to maximum of five hundred rupees per application, in aggregate, if there is no ban or restriction from the Government to provide the same.

10. Appointment of competent officer –

- (1) The Government shall appoint by notification an officer not below the rank of Group B/C Officer of the Government or its equivalent rank, in case of other public authority to act as competent officer to impose cost against designated officer or his subordinate public servant defaulting or delaying the delivery of services in accordance with this Act.
- (2) Every public authority shall for the purpose of payment of cost, confer on the competent officer, the power of drawing and disbursing officer in accordance with the law, procedure and rules applicable.
- (3) On such demand of compensatory cost by the citizen at the time of delivery of citizen related services, it shall be the duty of the competent officer to pay such cost to the citizen against acknowledgement and receipt in such manner as may be prescribed.

11. Procedure governing fixing of liability –

- (1) Within a period of fifteen days of the payment of compensatory cost, the competent officer after conducting preliminary enquiry, shall issue

a notice against the public servant found responsible for the delay in delivery of such citizen related services in such manner as may be prescribed, calling upon him as to why the compensatory cost paid to the citizen may not be recovered from him.

- (2) The public servant against whom such notice is issued may represent within a period of seven days from the date of receipt of such notice. In case no such representation is received, by the competent officer, within the prescribed period or explanation received, if any, is not found satisfactory, the competent officer shall be entitled to issue debit note directing such defaulting public servant either deposit the cost as stipulated in the debit note or directing the Accounts officer concerned to debit the salary of such public servant for the amount as specified in the debit note:

Provided that if the competent officer finds reasonable and justified grounds in favour of public servant and come to the conclusion that the delay in delivery of services to the citizen was not attributable to him, but was attributable to some other public servant, it shall be lawful for the competent officer to withdraw the notice against him and issue fresh show cause notice to such other public servant as found responsible for the delay and shall follow the procedure mutatis mutandis as stipulated in this sub-section and sub-section (1) of this section.

- (3) While fixing the liability under this Act, the competent officer shall follow the principles of natural justice before passing the order in that respect.

12. Right of appeal by the public servant –

- (1) Any public servant aggrieved by the order passed by the competent officer in accordance with sections 10 and 11 shall be entitled to file an appeal to the appellate authority against such order within a period not exceeding thirty days of the receipt of the impugned order. The order of the appellate authority shall be final and binding.
- (2) For the purpose of this Act, the Government shall appoint an officer to be the appellate authority to hear and decide appeals against the order passed by the competent officer. The appellate authority shall be an officer not below the rank of the Deputy Secretary to Government or its equivalent rank.

13. Appeal by the aggrieved citizen –

- (1) Any person, whose application is rejected under sub-section (2) of section 5 or who is not provided the service within the stipulated time, may file an appeal to the competent officer within thirty days from the date of rejection of application or the expiry of the stipulated time limit: Provided that the competent officer may admit the appeal even after the expiry of the period of thirty days if he is satisfied that the appellant was prevented by sufficient cause from filing the appeal in time.

- (2) The competent officer may order to the designated officer to provide the service within the specified period or may reject the appeal or may impose compensatory cost according to the provisions of section 9.
- (3) An appeal against decision of competent officer shall lie to the appellate authority within sixty days from the date on which the decision was made:
 Provided that the appellate authority may admit the appeal even after the expiry of the period of sixty days if he is satisfied that the appellant was prevented by sufficient cause from filing the appeal in time.
- (4) The appellate authority may order to the designated officer to provide the service within such period as he may specify or he may reject the appeal.
- (5) If the designated officer does not comply with sub-section (1) of section 5, then the applicant aggrieved from such non-compliance may submit an application directly to the competent officer. This application shall be disposed of in the manner as if it is the first appeal.
- (6) If the designated officer does not comply the order of providing the service under sub-section (2) of this section, then the applicant aggrieved from such non-compliance may submit an application directly to the appellate authority. This application shall be disposed of in the manner of appeal.
- (7) The competent officer and the appellate authority shall while deciding an appeal under this section, have the same powers as are vested in civil court while trying a suit under the Code of Civil Procedure, 1908 (Central Act 5 of 1908) in respect of the following matters, namely –
 - (a) requiring the production and inspection of documents;
 - (b) issuing summons for hearing to the designated officer and appellant; and
 - (c) any other matter which may be prescribed.

14. Developing culture to deliver services within fixed period –

- (1) The defaults on the part of designated officer in the time bound delivery of citizen related services as defined in this Act shall not be counted towards misconduct as the purpose and object is to sensitize the public servant towards the citizen and to enhance and imbibe a culture to deliver time bound services to the citizens.
- (2) In case of any designated officer who is a habitual and wilful defaulter, without any reasonable cause and persistently failed to receive an application or has failed to provide service within the stipulated time or intentionally denied the request for the service or delayed inordinately, the head of the Public Authority concerned shall be competent to take appropriate disciplinary action after recording a finding to this effect but not before giving a show cause notice and opportunity of hearing to the defaulting officer.
- (3) To encourage and enhance the efficiency of the designated officer, a letter of appreciation for not a single default reported may be issued

and entered in his Annual Performance Report by the head of the Public Authority.

15. Deemed service condition –

The provisions of this Act shall be deemed to be part of service conditions of the designated officer including such officer of all Public Authorities.

16. Supplement –

The provisions of this Act shall be supplemented to the disciplinary and financial rules and such other service rules and regulations as applicable to the employees of the Government or local Authority or public authority concerned, as the case may be, and not in derogation to such service rules and regulations governing the service condition and conduct of the government employees or the employees of the other public authority concerned.

17. Protection of action taken in good faith –

No suit, prosecution or other legal proceeding shall lie against any person for anything which is in good faith done or intended to be done under this Act or any rule made thereunder.

18. Bar of jurisdiction –

No Civil court shall have jurisdiction in respect of any matter which the competent officer or appellate authority is empowered by or under this Act to determine.

19. Power to make rules –

- (1) The Government may, after previous publication, by notification, in the official Gazette, make rules to carry out the purposes of this Act.
- (2) Every rule made or notification issued under this Act, shall be laid as soon as may be after it is made before each House of the State Legislature, while it is in session for a total period of thirty days, which may be comprised in one session or in two or more successive sessions, and if before the expiry of the session in which it is so laid or the session immediately following both Houses agree in making any modification, in the rule or notification or decide that any rule or notification should not be made, the rule or notification shall thereafter have effect only in such modified form or be of no effect, as the case may be, so, however, that any such modification or annulment shall be without prejudice to the validity of anything previously done under that rule or notification.

20. Power to remove difficulties –

If any difficulty arises, in giving effect to the provisions of this Act, the Government may by order, not inconsistent with the provisions of this Act, remove the difficulty:

Provided that no such order shall be made after the expiry of a period of two years from the commencement of this Act.

Karnataka Sakala Services Act 2011, List of Departments where implemented

| Sl. No. | Secretariat Departments | | Department / Territory Department / Institutions | April 2012 | December 2012 | Total |
|---------|---|----|--|------------|---------------|------------|
| 1. | Urban Development Department | 1 | Local Authority (Municipal Administration) | 20 | - | 20 |
| | | 2 | Bruhat Bengaluru Mahanagara Palike | 6 | 1 | 7 |
| | | 3 | Bangalore Development Authority | - | 12 | 12 |
| | | 4 | BWSSB | 2 | 1 | 4 |
| 2. | Transport Department | 5 | Transport | 9 | 2 | 11 |
| 3. | Food & Civil supply Department | 6 | Food & Civil supply Department | 4 | - | 4 |
| 4. | Revenue Department | 7 | Revenue Department | 24 | 25 | 49 |
| 5. | Home Department | 8 | Home Department | 12 | 11 | 23 |
| | | 9 | Fire-Service | | | |
| 6. | Education Department | 10 | Higher Education Department | 6 | - | 6 |
| | | 11 | Public Education Department | 6 | 6 | 12 |
| | | 12 | Director, Central Govt. Press, Bangalore | - | 01 | 01 |
| 7. | Health & Family Welfare Department | 13 | Health & Family Welfare Department | 4 | - | 4 |
| | | 14 | Drugs Control Department | 5 | - | 5 |
| | | 15 | Ayush Department | 3 | - | 3 |
| 8. | RDPR | 16 | District Panchayat/Village Panchayat | 10 | 1 | 11 |
| 9. | Finance Department | 17 | Commercial Tax Department | 10 | - | 10 |
| 10. | Labour Department | 18 | Labour Department | 13 | - | 13 |
| | | 19 | ESIS | 5 | - | 5 |
| | | 20 | Department of Factories, Boilers | 7 | 2 | 9 |
| 11. | Women & Child Department | 21 | Women & Child Department | 5 | - | 5 |
| 12. | Housing Department | 22 | Karnataka Slum Development Board | - | 3 | 3 |
| | | 23 | Karnataka Housing Board | - | 3 | 3 |
| 13. | Animal Husbandry & Fisheries Department | 24 | Fisheries Department | - | 3 | 3 |
| 14. | Public works, Ports and Inland Water Transport Department | 25 | Public Works Department | - | 2 | 2 |
| 15. | Forest, Ecology and Environment Department | 26 | Karnataka State Pollution Control Board | - | 5 | 5 |
| 16. | Commerce & Industries Department | 27 | Industries Department | - | 7 | 7 |
| 17. | Kannada, Culture & Information Department | 28 | Kannada, Culture & Information Department / General Record Section | - | 6 | 6 |
| | | 29 | Information Department | - | 2 | 2 |
| 18. | Department of Personnel & Administrative Reforms | 30 | Department of Personnel & Administrative Reforms | - | 21 | 21 |
| | | | Total | 151 | 114 | 265 |

SAKALA Glossary

SAKALA, which *means 'in time' or 'good time'* is the ***citizen charter scheme*** in Karnataka and has hogged the limelight. This scheme was initiated on a pilot basis in four taluks including [Jayanagar](#) by bringing 151 civil services under the citizen charter scheme.

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 - (1) body owned, controlled or substantially financed; or
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“Stipulated Time” - The maximum time to provide the service by the designated officer or to decide the appeal by the competent officer or Appellate Authority as specified in the Schedule.

Sakala Helpline: Contact Number for clarifications / Complaints: 080-4455 4455

Application Status Online: Status of your application online at www.sakala.kar.nic.in by entering the GSC No. in the check status screen.

Application Status through Mobile SMS: Send 15 digits GSC number to 9243355223 / 09212357123.



**Hundreds of Services....
Now delivered on time!
Crores of citizens have exercised
their rights, what about you?**

Tips for availing services

- Call 080-44554455 or log on to www.sakala.kar.nic.in or contact Taluk/District Help Desks for getting service details/lodging complaints.
- Watch out for Sakala display board in front of all Government offices.
- List of notified services, officers responsible for delivery within fixed time is publicized on the board.
- Citizens gets compensatory cost @ Rs. 20/- per day upto Rs. 500/- for any delay/default in service delivery.
- Inform Call Centre 080-44554455 or Competent Officer whenever there is delay/default, giving your acknowledgement number.
- Inform Call Centre/Appellate Authority if Competent Officer fails to help you.
- Contact www.sakala.nic.in, Ph: 080-22353985 if none of the above works.

"No more delays, we deliver on time"