

Citizen Centric Service Delivery Model in Karnataka

“One Act Many Reforms”

Innovation **BY** the people, **OF** the
people, **FOR** the people



Sakala in Kannada Means “in-time
or good-time”- coined by Citizens

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What is Innovation

- ❖ Innovation is evolutionary and response to unsolved problem.
 - ❖ It can be also an unexploited opportunity.
 - ❖ Innovation would also mean searching of ideas and opportunities.
- Eg: Discovering of Fire.

Three essential “Thinking”

- ❖ Process Thinking (How)
- ❖ Statistical Thinking (What)
- ❖ Innovative Thinking (Why and When)

Eg: Creating new knowledge.

Dynamics of Innovation

✓ Opportunity for innovation

Idea

Activity

Process

✓ Innovation Life Cycle

Product

Business

Past Practice

SAKALA

- **Sakala** is a revolutionary program of GOK
 - to Standardize and Simplify Citizen Service delivery systems and make the Government more accountable to its citizens.
- Karnataka Sakala Services Act, 2011
 - empowers citizens to avail 478 public services from 47 departments in a **time-bound** manner and claim compensation for any delays/defaults.
- In 2 years about 49 million citizens have availed of its timely deliverance across the departments.

**Government's
image at the
lowest ebb**

**Citizens
deprived of
receiving
routine basic
services.**

**Poor
Enforcement
of Citizen
Charter**

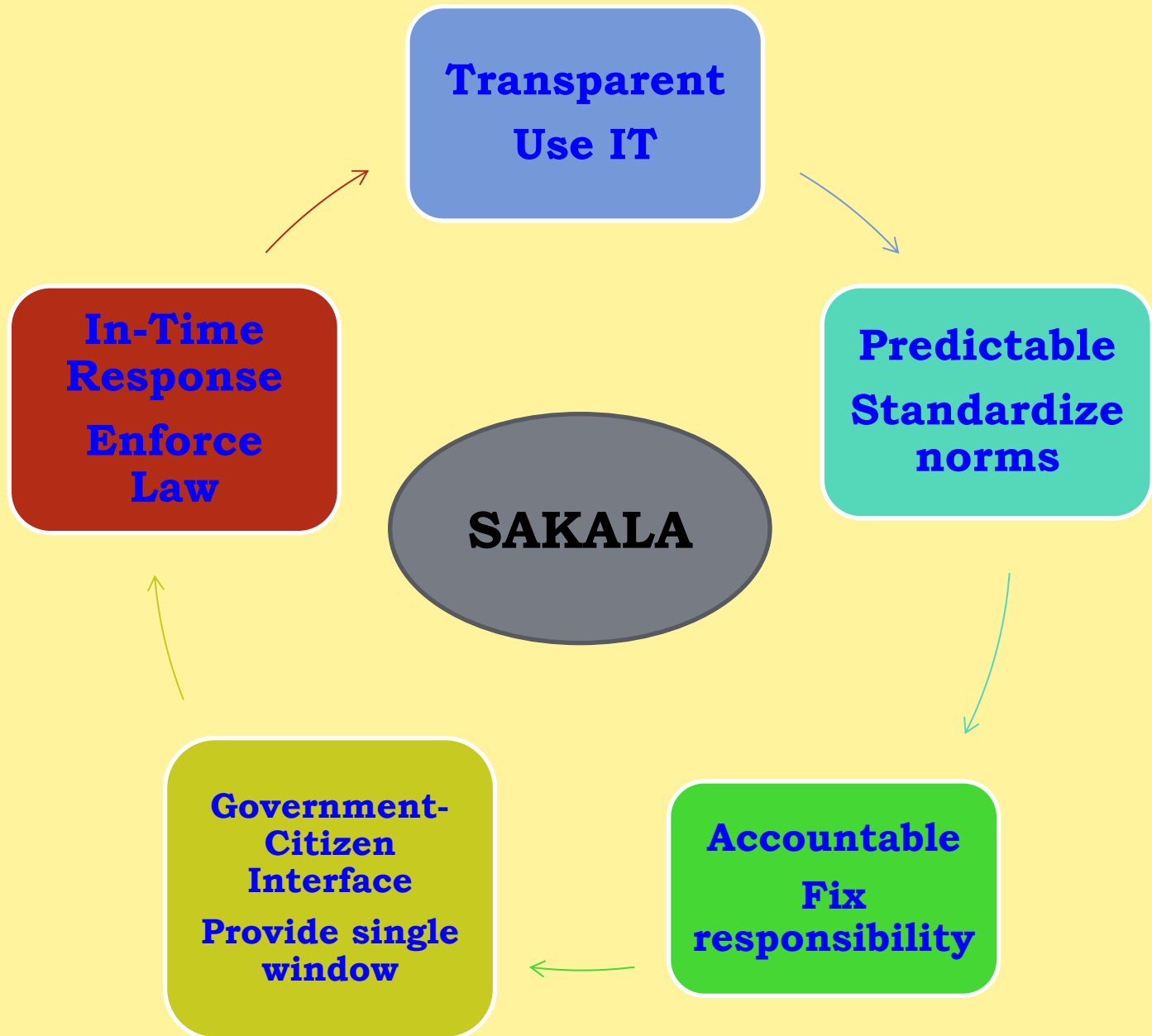
Why Sakala?

**Rampant
corruption
at the
cutting edge**

**Nexus of
Middleman
and Staff
harassing
Citizens**

**Lack of
Transparency
&
Accountability
in Governance**

GOOD GOVERNANCE SOLUTION



How?

- Mission mode approach -“Sakala mission”
- Vision of having a “citizen friendly governance with time bound service gurantee”
- Sakala Mission is a lean structure headed by a Principal Secretary as the Mission director and having 2 other AIS officers as Additional Mission directors, an administrative officer from the state civil service and a technical team of 2 IT Consultants and 2 Management consultants.

Sakala Mission

- Slogan is “**no more delays we deliver in time**” else the hammer of justice strikes on the defaulters
- Mission formulate Acts and rules and necessary amendments
- Standardised schedules of service delivery
- Issue of Government orders and
- Coordination with multiple departments to deliver government services in a time bound manner.

Motivation

**The Law minister's
personal
involvement**

**Chief Secretary's
Administrative
Leadership**

**Chief
Minister's
Initiative**

**Employees'
Association
Support**

**Proactive demands
from citizen
groups**

Points that make the project innovative

- 1. Standardization of the work flow:** documents & fixed timelines for each of the 478 services and mandatory display of such information outside the office has created huge citizen awareness & empowerment.
- 2. Participative governance:** by involving citizens, civil society and bureaucracy in Business process reengineering resulting in simplified governance.
- 3. Converging** various department's heterogeneous systems into a single platform for integrating the functions of receipts, tracking, disposal, complaints and appeals

Points that make the project innovative

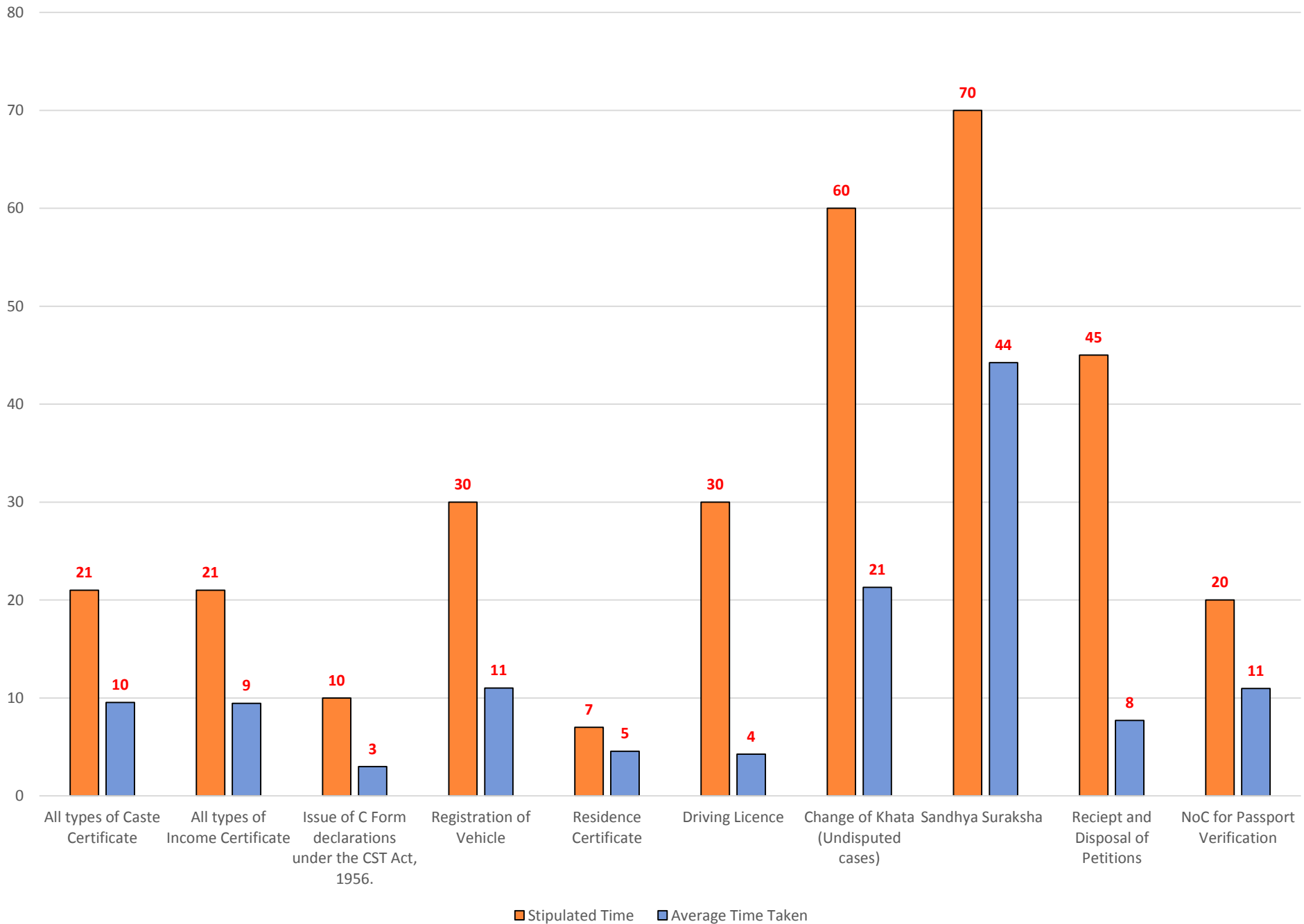
4. Single window grievance management: a single call center lodges complaints & raises an appeal. **A closed loop system ensures resolution besides automatic escalation to higher ups ensures redressal**

5. More than 6 lakh employees the state committed to self-discipline them in voluntary manner. Sakala has the distinction of taking along the employees in this innovative programme.

478 SERVICES - THE HIGHEST EVER IN THE COUNTRY!

Phases	Number of Services	Time
Started	151	April -2012
First Inclusion	114	November -2012
Second Inclusion	110	August -2013
Third Inclusion	44	September -2013
Fourth Inclusion	28	November -2013
Fifth Inclusion	32	January 2014
Total	478	

AVERAGE SERVICE DELIVERY TIME- STIPULATED TIME V/S AVERAGE TIME



Key achievements of the project

- **100% Transparency** has been achieved by publicising office workflow and check list of documents with the prescribed service procedure/ fees payable etc. for all the services under “Sakala”.
- **100% Accountability** on the part of officials ensured through online monitoring system and speedy **redressal of grievances** with a single window and paper less approach.
- **Empowerment of citizens to avail of the services as a matter of right** is reflected by 399 citizens who have claimed Rs 49,000 as compensation from the employees for delays/defaults.
- **Reducing irrelevant frequent visits** of citizens’ to public offices for service delivery
- **Reducing grievances: online registration of appeals** & follow up has ensured speedy redressal of grievances. The services which do not lie under the Act are added based on Citizens complaints

ABOUT THE ACT

- I. The Act is very **citizen friendly**.
- II. Rules govern/guide enforcement by prescribing **e-forms** to ensure standardization.
- III. Entire process is automated to **reduce workload, increase efficiency and integrate monitoring**

FEATURES OF THE ACT

Sec 3: Right to Service

Sec 4: Notification of services, designated officers, competent officers, appellate authority and stipulated time limits

Sec 5 : Mandatory acknowledgement receipt

Sec 8: Payment of Compensatory Cost to Citizens @Rs 20 per case per day of delay or default up to Rs 500

Sec 14: Developing a work culture

Sec 14(3): Appreciation Letter recorded in ACR for no default

IMPORTANT SECTIONS OF THE RULES

1. Rule 3 – Display of Notice Board mandatory
2. Rule -6 - upfront payment of Compensatory Cost:- Appeal or complaint regd. by giving acknowledgement Number through Call Centre
3. Rule – 7 - Manner of giving notice - paperless (By mail, SMS, Portal)
4. Rule -15 - Recovery of Compensatory Cost within 30 days after summary enquiry
5. Rule -16 – Disciplinary action if more than 7 defaults
6. Rule – 17 – Training, capacity building and IEC for citizens and employees
7. Rule -18 – On-line Monitoring of Implementation

RESPONSIBILITY OF EMPLOYEES IN DELIVERING SERVICES



Display list of Services with Details on office Notice board

Provide computerized acknowledgement to applicants without fail

Provide services within stipulated time

Pay Cash Compensatory cost for delay in service delivery

Attend applicants appeal/complaints within stipulated time

EASY STEPS TO OBTAIN CITIZEN SERVICES

Avail Time bound services- Now a matter of Citizens right!

Use Helpdesks at District and Taluk levels for any assistance

Obtain Computer generated acknowledgement receipt after submitting. Register your Mobile No. for SMS updates and application tracking.

For any Information/ Lodging complaints call 080-44554455

Claim Compensation of Rs 20/- per day upto maximum of Rs 500/- for each day of delay

Assured Time bound disposal of appeals by Competent officer and Appellate Authority

Analytics : Root cause analysis

- Service Analysis Approach...
 - Identify Services which causes major delay
 - Identify Service delay distribution across Districts
 - Identify Service delay distribution in taluks at district level

By now, we identified areas and services causing major delay. Then..

- Call for meetings with department(s) to define causes and paths
 - Define action and implementation plan
 - Define Control & Monitoring System
 - Implement C&M in place
 - Periodic reports, alerts and escalations
-
- **Like this analysis of Rejections, pendency, appeals and complaints have been taken up.**

Challenges Faced and how they were overcome

- **Bypassing the Portal and manually accepting/ closing applications:** **Frequent inspections** to check Non-compliance and analytical reports help to identify bypass.
- **Rejections:** rejecting the service application given by the citizen citing non logical reasons. **Mandating the rejection reason before closing the service** has helped overcome this issue.
- **3. Citizens hesitant to seek compensation:** 399 citizens have claimed the compensation till date. **Mapping Defaults to Service records to book defaulters even without the citizens complaining against them.**
- **4. Mandatory boards being removed:** Some offices were seen keeping mandatory notice boards away from public gaze. **Frequent inspections to check Non-compliance** has ensured awareness creation.
- **5. Shortage of staff and in-equal work Distribution which leads to accumulation of pendency's.** IT infrastructure provided to offices in dire need and Augmentation of Staff from various departments.

CONTINUOUS REFORMS!

Beneficiaries converting into Sakala Mitras.

Self declarations accepted in place of Affidavits

SC/ST Caste Certificate - now Lifetime!

Suo motu Birth Certificate at Govt. hospitals

No need for Domicile Certificate - Housing Board

Police verification for passport-time reduced from 90 to 20 days

Analytics led reforms eg. Middlemen Data

AWARDS GALORE



SAKALA'S ISO 9001:2008 CERTIFIED (2014)

?



GOOGLE CUB INNOVATOR AWARD (2012)

?



**NATIONAL e-GOVERNANCE AWARD FOR
OUTSTANDING PERFORMANCE IN
CITIZEN CENTRIC SERVICE (2013)**



**NATIONAL AWARD FOR THE GOVERNMENT
CATEGORY OF THE QUALITY COUNCIL OF INDIA
D.L. SHAH QUALITY AWARDS (2014)**



**ELETS CLOUDGOV 2014 AWARD FOR
SUCCESSFUL INNOVATIONS, INITIATIVES AND
TECHNOLOGY IMPLEMENTATION IN
GOVERNANCE**

Reach Sakala at

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- b)  [080-222537391](tel:080-222537391)
- c)  prsar-dpar@karnataka.gov.in / sakala@nic.in
- d)  www.sakala.kar.nic.in
- e)  mobile.karnataka.gov.in
- f)  For Assistance/Complaints Contact: [080-44554455](tel:080-44554455)
-  www.facebook.com/pages/Sakala-Government-of-Karnataka/518317854873012
-  <http://youtu.be/krwUr1abtiw>

Lessons for Administratives

Creativity Block

- ❖ Fear of failure
- ❖ Uncertainty and chaos
- ❖ Fear of Rejection
- ❖ Fear of out of box thinking
- ❖ Lack of Exposure

General Cycle of Innovation

Demand	Define Opportunity	Generate Ideas
Implement Innovation	Discuss Innovative Solution	Develop Solution
	Publicize Innovation	
Important: Purpose of Innovation, Environment, Input, in Process, output Parameters		

Managing Innovation

- ✓ Strategy - Leadership
- ✓ Fund and Time
- ✓ Knowledge - People / Team / Network
- ✓ Identifying gaps
- ✓ Define cost and benefit
- ✓ Develop Roadmap with accountability
- ✓ Manage change and Culture
- ✓ Learn and adjust strategy

Concluding Slide

**PEOPLE CHANGE IN NO TIME IF
THEY KNOW WHY THEY SHOULD
ADOPT NEW PRACTICES AND
HOW THEY WILL BENEFIT FROM
SUCH CHANGES**

Thanking you