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

By Dr. Amita Prasad,
Principal Secretary Women and Child Development, GOK
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.

Why Sakala?

Nexus of Middleman and Staff harassing Citizens

Poor Enforcement of Citizen Charter

Rampant corruption at the cutting edge

Lack of Transparency & Accountability in Governance
GOOD GOVERNANCE SOLUTION

- Transparent
- Use IT
- In-Time Response
- Enforce Law
- Predictable
- Standardize norms
- SAKALA
- Government-Citizen Interface
- Provide single window
- Accountable
- Fix responsibility
How?

• Mission mode approach - “Sakala mission”
• Vision of having a “citizen friendly governance with time bound service guarantee”
• 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!

<table>
<thead>
<tr>
<th>Phases</th>
<th>Number of Services</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Started</td>
<td>151</td>
<td>April - 2012</td>
</tr>
<tr>
<td>First Inclusion</td>
<td>114</td>
<td>November - 2012</td>
</tr>
<tr>
<td>Second Inclusion</td>
<td>110</td>
<td>August - 2013</td>
</tr>
<tr>
<td>Third Inclusion</td>
<td>44</td>
<td>September - 2013</td>
</tr>
<tr>
<td>Fourth Inclusion</td>
<td>28</td>
<td>November - 2013</td>
</tr>
<tr>
<td>Fifth Inclusion</td>
<td>32</td>
<td>January 2014</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>478</strong></td>
<td></td>
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</table>
All types of Caste Certificate
All types of Income Certificate
Issue of C Form declarations under the CST Act, 1956.
Registration of Vehicle
Residence Certificate
Driving Licence
Change of Khata (Undisputed cases)
Sahyadri Suraksha
Receipt and Disposal of Petitions
NoC for Passport Verification

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

- Stipulated Time
- Average Time Taken
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

1. Display list of services with details on office notice board
2. Provide computerized acknowledgement to applicants without fail
3. Provide services within stipulated time
4. Pay cash compensatory cost for delay in service delivery
5. 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
<table>
<thead>
<tr>
<th>Award Name</th>
<th>Year</th>
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<tbody>
<tr>
<td>GOOGLE CUB INNOVATOR AWARD</td>
<td>(2012)</td>
</tr>
<tr>
<td>NATIONAL e-GOVERNANCE AWARD FOR OUTSTANDING PERFORMANCE IN CITIZEN CENTRIC</td>
<td>(2013)</td>
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<tr>
<td>SERVICE</td>
<td></td>
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<tr>
<td>NATIONAL AWARD FOR THE GOVERNMENT CATEGORY OF THE QUALITY COUNCIL OF INDIA</td>
<td>(2014)</td>
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<tr>
<td>D.L. SHAH QUALITY AWARDS</td>
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<tr>
<td>ELET'S CLOUDGOV, 2014 AWARD FOR SUCCESSFUL INNOVATIONS, INITIATIVES AND</td>
<td></td>
</tr>
<tr>
<td>TECHNOLOGY IMPLEMENTATION IN GOVERNANCE</td>
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Reach Sakala at

a) 080-22032825, 080-22032672

b) 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


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

<table>
<thead>
<tr>
<th>Demand</th>
<th>Define Opportunity</th>
<th>Generate Ideas</th>
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</thead>
<tbody>
<tr>
<td>Implement Innovation</td>
<td>Discuss Innovative Solution</td>
<td>Develop Solution</td>
</tr>
<tr>
<td></td>
<td>Publicize Innovation</td>
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</tr>
</tbody>
</table>

**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