



**EVALUATION OF THE EFFECTIVENESS  
OF  
THE KARNATAKA SAKALA SERVICE ACT, 2011  
CITIZEN MODULE**

**STUDY CONDUCTED FOR  
KARNATAKA EVALUATION AUTHORITY  
AND  
DEPARTMENT OF PERSONNEL & ADMINISTRATIVE REFORMS  
GOVERNMENT OF KARNATAKA**

**BY  
CSMM, A SPECIALIST DIVISION OF IMRB INTERNATIONAL**



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## 1. Executive Summary

### About Sakala ACT

Karnataka State Legislature has passed a bill to provide guarantee of services to citizens in the State of Karnataka within the stipulated time limit. This Act is called the Karnataka Sakala Services Act, 2011 and is commonly referred to as Sakala. Karnataka is the tenth state to incorporate an act under Right to Public Services legislation.

The Sakala Services was implemented on a pilot basis in four Taluks/Blocks of 4 districts. The pilot phase of the Sakala was launched on 1 March 2012 in northern most backward Taluk of Aurad in Bidar district and in three other Taluks of Chitradurga, Dharwad and Dakshin Kannada districts. The program was fully launched on April 1, 2012 covering 151 services in 11 departments. The Second phase began on 2 November 2012 wherein 114 additional services were added taking the total to 265. The Third phase began on 16 August 2013 wherein another 110 services were added taking the total to 375. In the Fourth phase, in September 2013, another 44 services were added and 28 more services added in the fifth phase. Later on, in the sixth phase, additional 32 services were added and the same was expanded to include 478 services, covering 47 departments, sub-departments and corporations.

A comprehensive IT solution has been developed by National Informatics Centre (NIC), to enable implementation of the Act by providing a transparent



on-line monitoring mechanism for the services requested by a citizen. Whenever the request for a service is made, the citizen receives an acknowledgement slip with a unique 15 digit number called the Guarantee of Services to Citizen (GSC) number.

With the help of GSC number, a citizen can monitor the status of his application on the website, which also has all information about the Act, department, services, time frames, service procedures, checklists of documents to be submitted and frequently asked questions etc. This system has a mobile interface as well. Citizens can check the status of their application by sending an SMS from a mobile phone by typing their 15 digit GSC number. The system will send a reply back to them with current status of the application. Citizens can also contact the Call Centre at 080-44554455. Citizens are encouraged to give their mobile numbers at the time of registration so that they can be automatically intimated about the interim status of their applications, thereby reducing their number of visits to office.

In case the application is rejected or if the service is not provided within the stipulated time, citizens can file an appeal before the competent officer (CO) to redress their grievance quoting the GSC number. The competent officer will hear the appeal and redress the grievance within the specified time. Citizens are also eligible for a compensatory cost of Rs. 20 per day for the delayed period subject to a maximum of Rs. 500 from the CO, upfront. The same shall





be deducted from the salary of the designated officer or his subordinate responsible for delay or default, within 30 days.

### **Need for the study**

Karnataka Evaluation Authority (KEA) commissioned an evaluation to understand whether the ACT is currently meeting the citizens' expectations in terms of service delivery and to gauge the level of overall performance pertaining to each Citizen Experience touch point. The purpose of the intended evaluation was to diagnose the reasons behind this un-steady performance (if any) and take steps to ensure that citizens in Karnataka State get all the services they need in time and on demand. In order to provide a professional, objective and impartial assessment of the prevailing ground situation and make suitable recommendations to achieve these objectives, KEA entrusted IMRB International to conduct the evaluation.

### **Methodology**

A mix of qualitative and quantitative methods has been adopted in this study. The study began with a qualitative phase where a visit was made to the Sakala office in Bangalore for discussions with the internal stakeholders. The purpose of the discussion was to understand in detail the needs and expectations from the survey in terms of the deliverables from the study. Based on the inputs from the exploratory phase, a draft questionnaire was designed.



It was decided to conduct a Pilot study before the main phase to test the response level of citizens and administration of the questionnaire parameters. The Pilot study was conducted among the citizens who had availed the services under Sakala. The data for the Field work was collected manually (random sampling was done) from the Nemmadi Kendras/Gram Panchayat offices and BBMP offices. Face to face interviews were conducted with the citizens with the help of a structured questionnaire. The pilot phase was conducted in Bangalore district, covering 2 departments, namely Revenue and RDPR. The findings of the Pilot phase were presented before KEA & DPAR for their approval, post which the main phase was initiated.

Internal discussions were conducted with DPAR for the inclusion of additional parameters in the questionnaire and the same was finalized by IMRB with the consent of DPAR & KEA after multiple reviews. Face to face interviews were conducted with the citizens to assess their current satisfaction level with respect to the various services offered through Sakala website. The survey was conducted covering 117 services under 17 departments across 6 districts viz. Belgaum, Bengaluru, Chamrajnagar, Dakshin Kannada, Davengere & Gulbarga.

The list of 117 services covering all departments were selected randomly from the list of services under Sakala in consultation with DPAR. The districts were identified in such a manner that there is a fair representation of all zones in the State.



## Profile of citizens surveyed

A sample of 10000 citizens in 6 districts viz. Bangalore, Belgaum, Chamarajanagar, Dakshin Kannada, Davengere & Gulbarga who have availed any of the services under consideration for the survey, under the Sakala initiative were selected at random from the database provided by DPAR to understand the effectiveness of Sakala ACT and also understand their current satisfaction level with respect to the various services offered through Sakala. These citizens were also asked whether they had availed any services before the introduction of Sakala and if yes, such citizens were asked to rate their experience on the services availed before the introduction of Sakala (Pre-Sakala experience). Personal interviews were conducted with these citizens, post taking appointments from them, using a structured questionnaire designed for the survey. Majority of the citizens surveyed were Male (82%). Higher percentage of citizens was in the age group of 30-34 years. OBCs were the largest social group (42%), followed by FC (27%) and SC (13%). 41% of the citizens surveyed are from Villages, followed by 31% from City, 20% from Town and 8% from Large city. 22% of the citizens belong to SEC C and 65% of them are Below Poverty Line.



## Key outcomes of the study

The awareness about the ACT by name “Sakala” was higher among the citizens (70%). The major source of awareness for Sakala was through Reference (63%), followed by Neighbor/friend & Newspaper (40%) and Notice boards (34%). 99% of the citizens were happy/very happy with the delivery of service.

For getting information on preliminary process and procedures, most of the citizens (76%) contacted the official/staff at application counter. Majority of the citizens (90%) received the unique 15 digit number (GSC) as an acknowledgement to their service request.

93% of the citizens did not face any delay/default in the delivery of the service. Citizens have obtained timely services from Departments of RDPR, Labour Department, Home Department and Commercial Tax. A few citizens (18%) proactively followed-up from their end on the status of the application.

Coming to the profile of the citizens who availed services under Sakala, 18 % of citizens who availed various services are women. Citizens belonging to OBC, SC and ST categories represent 42%, 13% and 7 % respectively of the total citizens availing services. 19 % of citizens who have availed services belong to 30-34 years, 16% to 25-29 years, and 15% to 35-39 year age category. Hence almost 50 % of citizens availing services belong to 25-39 year age category. 65% of citizens availing services are in the BPL category and 41% of the citizens availing services are from villages.



## 2. Introduction

### Background

Sakala is a legislation which assures timely delivery of government services to citizens by the Government departments concerned. This basically means all the services that are covered under Sakala can be got without paying a single rupee as bribe and in time! Before the introduction of Sakala, it was very difficult for the citizens to get the services on time due to lack of proper monitoring on whether staff is able to deliver the services, rejection of application stating various reasons, no time frame attached to services, lack of awareness among citizens on how can they make use of the government services etc... That's when the system of Sakala was introduced with a stipulated time frame attached to every government service for the fulfillment of that service to the citizens who apply for that service. In all, Sakala offers 478 services under various departments which are most needed by the citizens. In Short, It is an Act to empower the citizens in getting what they want in the time defined.

Karnataka State Legislature has passed a bill to provide guarantee of services to citizens in the State of Karnataka within the stipulated time limit. This Act is called the Karnataka Sakala Services Act, 2011 and is commonly referred to as Sakala. It is a comprehensive IT solution which provides information related to the services under each department, service procedures, check lists of



documents to be submitted and the time frames for the realization of service requests/benefits.

The Sakala Services was implemented on a pilot basis in four Taluks/Blocks of 4 districts. Later on, the same was expanded to include 478 services, covering 47 departments, sub-departments and corporations and is one of the largest ever set of services offered under any other Act of the States of India.

The services extended to all 6.12 Crore citizens of the state.

The purpose of the intended evaluation is to diagnose the reasons behind this un-steady performance and take steps to ensure that citizens in Karnataka State get all the services they need in time and on demand. It is also intended that SAKALA should evolve as a role model nationally and internationally.

In order to provide a professional, objective and impartial assessment of the prevailing ground situation and make suitable recommendations to achieve these objectives, KEA entrusted IMRB International to conduct the evaluation. This report details the findings of the evaluation conducted by IMRB.

### **3. Objectives and Scope of the study**

#### **Research Objectives**

##### **The following were the key objectives of the study**

- To understand the effectiveness of the Act in delivering timely services to the citizens.
- To assess the current satisfaction level of citizens with respect to the various services offered through Sakala website.
- To understand whether the ACT is currently meeting the citizens' expectations in terms of service delivery
- To understand the level of overall performance pertaining to each Citizen experience touch point.
- To identify opportunity areas and get a clear direction to create a road map for further strengthening its service delivery.

#### **Scope of the study**

The study covers a representative sample of 10000 citizens across 6 districts in Karnataka who have availed services under Sakala.



## Evaluation Questions

1. Has the service delivery period reduced after implementation of Sakala vis-à-vis before Sakala?
2. Has Sakala led to saving of time and money for the citizen for service delivery viz. transportation charges, food, opportunity cost, fast money, brokerage charges etc...?
3. Change in the quality of life of citizens (Better drinking water facility, women and child care, health, street light facility, building licenses etc...)
4. Sakala for Industrial and commerce development (timely delivery of services of the departments of revenue, urban, labour, finance, home, transport).
5. Reach: Has Sakala really reached the people that it should? Or is it skewed in favour of a few (literacy/economic strata/urban/rural)?
6. To what extent Sakala has reduced corruption?
7. Have the help desks reduced the menace of agents?
8. How far have citizens/employees managed to circumvent Sakala (Non-display of notice board/Not issue of acknowledgement receipts)?



## **4. Approach & Methodology**

The study was conducted in two phases

### **1. Exploratory Phase**

The study started off with the exploratory phase, wherein the purpose was to understand in detail about the process and procedures related to Sakala. In order to have a detailed understanding of the Sakala module, in-depth Qualitative Interviews were conducted with the Key Stakeholders of Sakala. The interviews were unstructured in nature to understand in detail, the internal process, needs and expectations of Sakala in terms of the deliverables from the study and set hypothesis to be tested in the measurement phase. The qualitative interviews were conducted by senior CSMM research executives. The inputs from the Qualitative phase were used in developing the questionnaire. The questionnaire was drafted in consultation with DPAR and KEA, giving special emphasis to those points specified by DPAR which they would like to understand from citizens during measurement phase. The questionnaire was reviewed multiple times by IMRB and DPAR for any changes to be incorporated, before finalization.

### **2. Measurement Phase**

The exploratory phase was followed by the measurement phase. In the measurement phase, face to face interviews were conducted with the citizens who have availed Sakala services, post taking appointments from them and meeting them at a time and place convenient for them. The database of citizens who availed services under Sakala was provided by KEA in consultation with

DPAR. The questionnaire designed from the exploratory phase was used for the survey. 3 point quality scale – Bad/ Good/Very Good was used for capturing the responses of citizens. Pre-Sakala responses were also captured from the citizens. The study covered a sample of 10000 citizens across 6 districts for the survey. The survey was conducted by IMRB trained interviewers. The field work period was from October 2013 to February 2014.

### Sample Size

The following table shows the district-wise sample for the study. The targeted sample and the sample achieved has been shown for each of the districts under consideration.

Districts	Sample per district	Sample Achieved
Bangalore	2000	2003
Belgaum	1600	1597
Chamrajnagar	1600	1631
Dakshin Kannada	1600	1606
Davengere	1600	1597
Gulbarga	1600	1616
<b>Total</b>	<b>10000</b>	<b>10050</b>

Table 1 – Sample size

The above-mentioned sample was covered across 117 services under 17 departments. Belgaum, Bengaluru, Chamrajnagar, Dakshin Kannada, Davengere & Gulbarga were the 6 districts included for sample pool. The targeted sample for each service was restricted to 25 for Bangalore and 20 for other districts. For



some of the services, which were rarely availed by the citizens, the targeted sample was restricted to 20 for Bangalore and 16 for other districts. The department and service-wise sample achieved was covered in line with the data available in the database shared for the study. Wherever there is a shortfall in the data for one particular service/department, the same was covered under other service/department having sufficient data.

### **Data Collection & Tools used for the survey**

The methodology adopted was through personal interviews using the data collection tool (questionnaire given in Annex 2) prepared based on evaluation questions specified in TOR and also in consultation with DPAR & KEA.

### **Data collection format for Citizens**

This format was administered to the citizens who have availed the service under Sakala and information about Awareness of Sakala, sources of awareness, whether availed any services before Sakala, Experience with Pre & Post Sakala, Sources of Preliminary information, Experience with each of the official approached for getting information (Help Desk, Nemmadi Kendras, Agent etc.), Rejection of application (if any), Experience on tracking the status of application, Experience on Service fulfillment, whether faced any delay/default in the receipt of service, steps taken for the resolution of the same and their suggestion on areas of satisfaction/dissatisfaction were collected.



## **Data variables and analysis**

Information on the evaluation questions specified as per the TOR was collected through the data collection format specified above and the analyses of the variables are done accordingly using percentiles and pictographs.

### **The following were the steps involved in the study.**

Step 1: Exploratory phase with the key stakeholders of DPAR & KEA.

Step 2: Design of questionnaire and finalization of the same with consent of DPAR & KEA.

Step 3: Pilot study to test the administration and questionnaire parameters.

Step 4: Presentation of findings on the Pilot study.

Step 5: Design of questionnaire post incorporating inputs from Pilot and finalization of the same with the consent of DPAR & KEA.

Step 6: Data collection followed by Data analysis and Presentation preparation.

Step 7: Presentation of findings to DPAR.



Step 8: Preparation of report on the study findings.

Step 9: Presentation of the Draft Report to the Technical Committee of KEA.

Step 10: Finalization of Report.



## Legends used in the report

1. Rating Scale used – 3 point quality scale – Bad/Good/Very good.
2. Scores reported are Top 2 scores, which is a combination of Good & Very good ratings.
3. For the Yes/No questions, the figures reported are ‘Yes’ percentages.
4. All figures in the report are in ‘percentages’ except bases, unless specified otherwise.
5. Pre – Indicates Pre-Sakala.
6. Post – Indicates Post-Sakala.
7. Significance testing has been done to validate the Post Sakala scores in terms of whether the difference from the Pre-Sakala scores is significant. This has been done taking into consideration the Base (number of citizens who have answered the question) and the Top 2 scores for that question. Same has been done for District-wise scores against All Total scores and depicted in the report as mentioned in the formats given below.
  -  Indicates scores that are significantly higher/lower than Pre Sakala (color combination changes for those questions asked in a negative context)
  -  Indicates District-wise Pre/Post Sakala scores are significantly higher/lower than All Total Pre/Post Sakala scores.
8. \*For the sections on Rejection and Reasons given for Rejection, the bases (absolute numbers) are relatively low.
9. \*Indicates Low Base wherever applicable.
  - Red box indicates Bad ratings >20%.



# Research Findings



## Snippets – Pre Vs Post Sakala

Experience	Pre- Sakala	Post- Sakala
Overall experience with the Application related information	44% (Top 2 box scores- combination of Good & Very good rating)	97% (Top 2 box scores- combination of Good & Very good rating)
Overall experience with the application status tracking	44% (Top 2 box scores- combination of Good & Very good rating)	99% (Top 2 box scores- combination of Good & Very good rating)
Overall experience with the fulfillment of Service request	43% (Top 2 box scores- combination of Good & Very good rating)	94% (Top 2 box scores- combination of Good & Very good rating)
Awareness of Sakala	NA	70% (% of Yes)
Ease of application of service	37% (% of Yes)	95% (% of Yes)
On-time delivery of service	36% (% of Yes)	94% (% of Yes)
Long wait time for service fulfillment	61% (% of Yes)	17% (% of Yes)
Need to meet multiple officials for service fulfillment	52% (% of Yes)	7% (% of Yes)
Politeness and helpfulness shown by officials during submission of application	46% (% of Yes)	99% (% of Yes)
Approach the staff/official for getting application related information	85% (out of 5311 citizens)	76% (out of 7616 citizens) (Approached only the concerned staff at the counter)
Receive the GSC number as acknowledgement	NA (it was slip/chit earlier)	90% (% of Yes)
Rejection of application	4% (out of 6148 citizens) (% of Yes)	1% (out of 9656 citizens) (% of Yes) (99% said No rejection)
Delay or default in the service	11% (out of 6148 citizens)	7% (out of 9367 citizens) (93% said No delay/default in service)
Issue (if any )resolved by Appellate authority	NA	99% (% of Yes)
Specific list of documents sought	46% (% of Yes)	98% (% of Yes)

Table 2 – Pre Vs Post Sakala Comparison

## Process flow

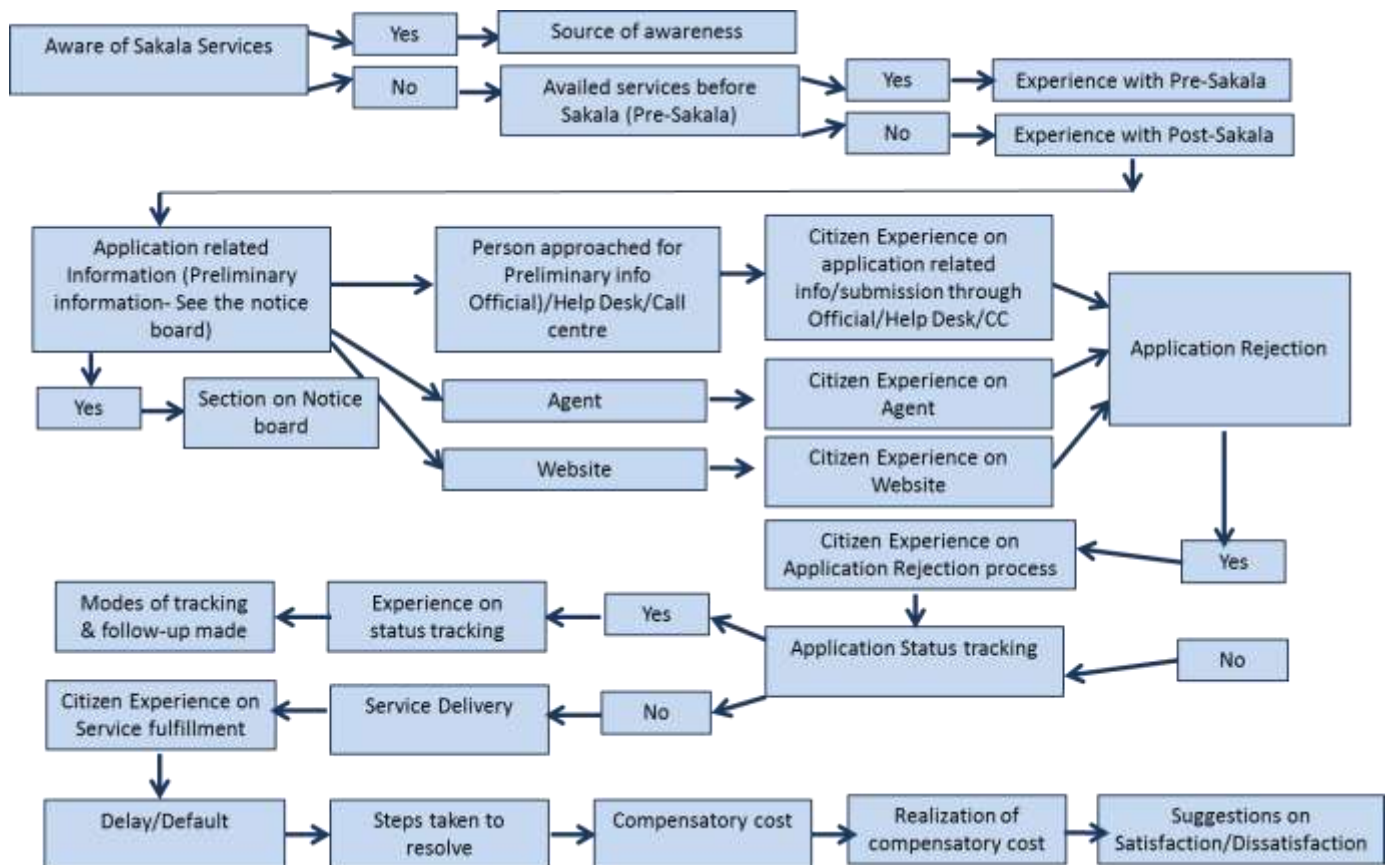


Figure 1– Flow in which the questionnaire was administered

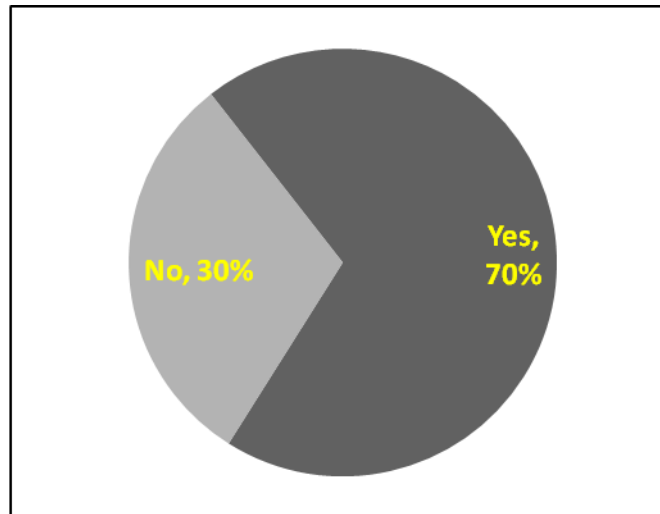




# Detailed Findings

## 5. Detailed Findings

### Awareness of Sakala – All Total



Base

10050

Figure 2 - Awareness of Sakala – All Total

Awareness of 'Sakala' by District		
	Base	Yes ✓
All total	10050	70%
Bangalore	2003	60%
Belgaum	1597	97%
Chamarajanagar	1631	59%
Dakshin Kannada	1606	68%
Davengere	1597	45%
Gulbarga	1616	89%

Table 3 – Awareness of Sakala by District

The chart above depicts the awareness about Sakala at an overall level (across districts) which is found to be 70%. Belgaum scores highest in terms of awareness (97%) and Davengere (49%) scores the least. In Bangalore 60% of the citizens are aware of Sakala and the awareness in Gulbarga, Dakshin Kannada and Chamrajnagar is 89%, 68% and 59% respectively.

It was also observed that awareness of the Act by the name ‘Sakala’ was found to be relatively high (>70%) among the citizens in the middle age group when compared to the young age group and senior citizens.

### Awareness – Modes

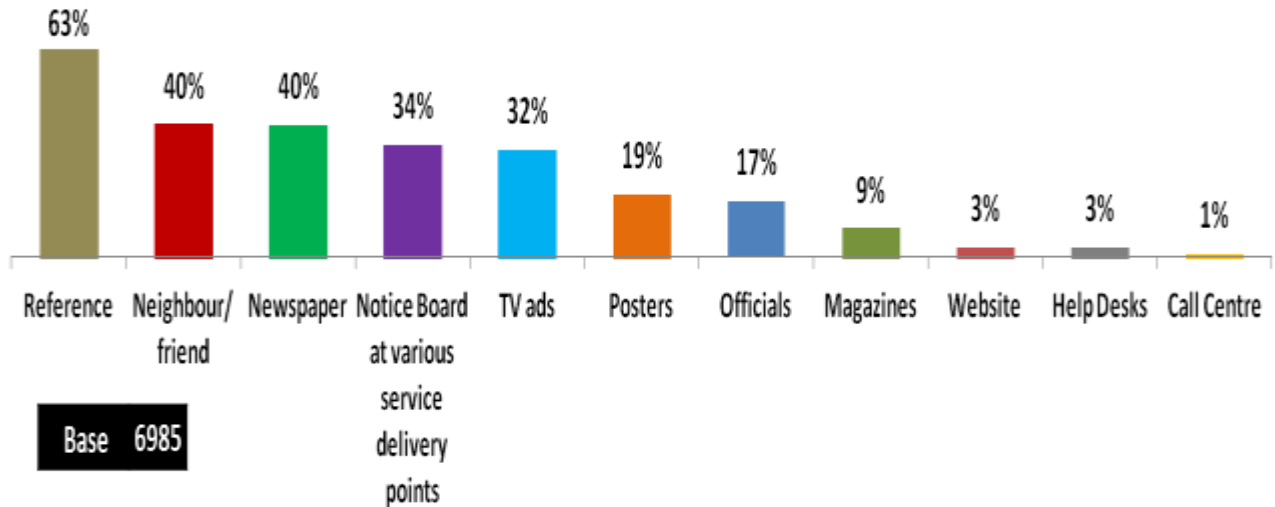


Figure 3 – Modes of Awareness of Sakala – All Total

	Total	Bangalore	Belgaum	Chamarajanagar	Dakshin Kannada	Davengere	Gulbarga
<b>Base</b>	<b>6985</b>	<b>1206</b>	<b>1557</b>	<b>961</b>	<b>1094</b>	<b>721</b>	<b>1446</b>
Reference	63%	50%	73%	62%	69%	49%	66%
Neighbor/ friend	40%	19%	63%	11%	57%	27%	45%
Newspaper	40%	44%	36%	47%	44%	40%	34%
Notice Board at various service delivery points	34%	45%	47%	64%	22%	31%	-
TV ads	32%	46%	39%	37%	32%	40%	7%
Posters	19%	46%	19%	8%	18%	22%	2%
Officials	17%	15%	44%	5%	21%	4%	1%
Magazines	9%	3%	18%	3%	14%	8%	3%
Website	3%	1%	6%	-	6%	1%	1%
Help Desks	3%	7%	-	10%	-	-	-
Call Centre	1%	2%	1%	1%	1%	-	1%

**Table 4 – Modes of Awareness of Sakala by District**

‘Reference’ (63%) (say from another person) has come up as the major source of awareness for Sakala followed by Neighbor/friend and Newspaper (40%). Notice boards at various service delivery points (34%), TV ads (32%) and Posters (19%) are also other prominent modes of awareness about Sakala. However, Officials, Magazines, Website, Help Desks and Call centre does not seem to spread much awareness about the ACT with relatively lower scores. ‘Reference’ was the major source of awareness among citizens across districts.

In order to improve the reach of Sakala among citizens through an appropriate mix of media, it has been found that a combination of Posters, TV ads and Notice



boards at various service delivery points is likely to serve the purpose since the unduplicated count for the reach among citizens is the highest for the above combination. This has been justified by Turf analysis.



# Overall Experience with Sakala



## Experience Index – Explanation of calculation

Every citizen, while availing services under Sakala, experiences the transactions directly or indirectly. The **Experience Index** is a simple average of Top 2 Box ratings on all the below mentioned transaction points.

### Transactional/Experiential Touch Points

- **Application related Information**
- **Application Status tracking**
- **Service Fulfillment**

The average taken is the Simple average of the experiential touch points

While calculating Experience Index, only those processes where the base is > 30 were considered.

## Experience Index

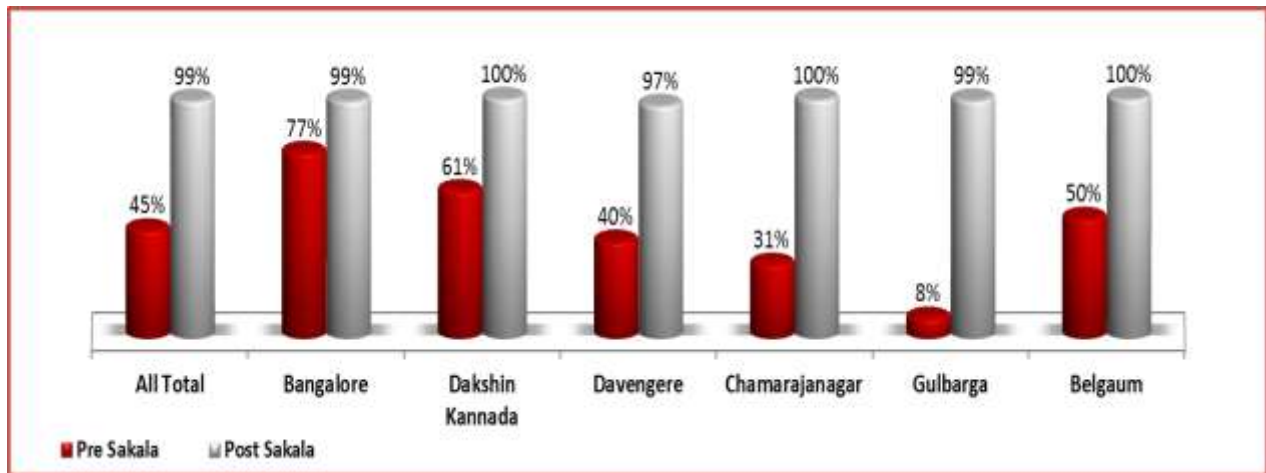


Figure 4– Experience Index Scores at an All Total level and District level

The higher scores for the Post-Sakala experience is mainly contributed by the ‘Good’ rating which indicates that there is still a scope for improvement for the ‘Very good’ rating. This is evident in case of Davengere & Gulbarga, where the average score on ‘Very good’ rating for the processes considered under the Experience Index is only 17% and 21% respectively. The Post- Sakala experience Index is above 97% (Top 2 box ratings) for all departments. Departments like RDPR, Transport, Revenue, Labor, Police/Home, Food are the ones which are having higher ratings for Top box (Very good rating).



## Overall Experience

Did you apply for any service/s under Government of Karnataka before the introduction of Sakala? i.e. before April 2012?

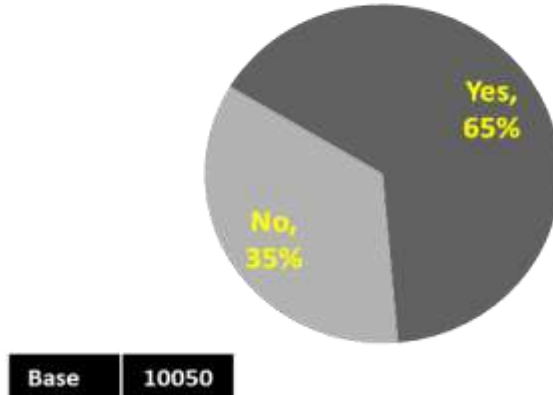


Figure 5 – Percentage of Citizens who applied for Services before Sakala – All Total

At an overall level, 65% of the citizens have applied for a service under GoK before the introduction of Sakala.

Did you apply for any service/s under Government of Karnataka before the introduction of Sakala? i.e. before April 2012?		
	Base	Yes ✓
All total	10050	65%
Bangalore	2003	35%
Belgaum	1597	24%
Chamarajanagar	1631	100%
Dakshin Kannada	1606	95%
Davengere	1597	100%
Gulbarga	1616	43%

Table 5 – Percentage of Citizens who applied for Services before Sakala – By Districts

Chamrajnagar (100%) & Davengere (100%) are the districts having greater percentage of citizens who have availed services before Sakala. Dakshin Kannada (95%) stands second in the number of citizens who have availed services before Sakala. Gulbarga (43%), Bangalore (35%) and Belgaum (24%) have relatively less percentage of citizens, who have availed services before the introduction of Sakala.

### Experience – Pre & Post Sakala – All Total

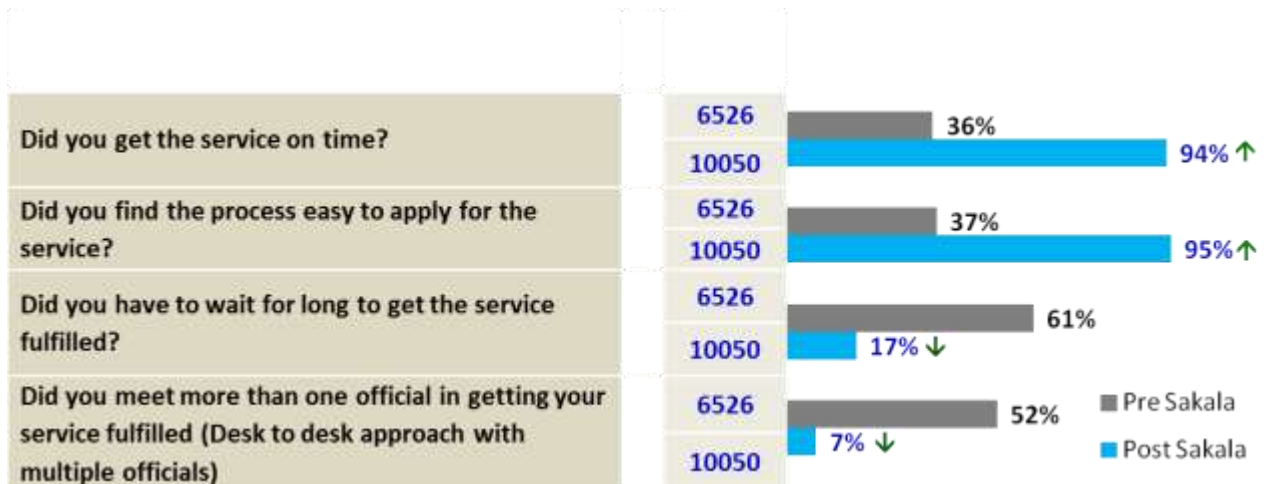


Figure 5 - Comparison of Pre& Post Sakala Experience

The chart above shows the comparison of Pre and Post Sakala experiences on various parameters like 'Getting the service on time', 'Ease of applying for a service', 'Wait time to get the service fulfilled' and 'Number of officials met for getting the service fulfilled.'

Post introduction of Sakala, the scores have improved significantly on aspects like 'Getting the service on time' and 'Ease of applying for a service.' It could also be

seen that there is a significant drop in the wait time to get the service fulfilled and also on the desk to desk approach that citizens used to make earlier for their service fulfillment, post Sakala.

### Experience – Pre & Post Sakala – District wise

Service	All Total		Bangalore		Belgaum		Chamarajanagar		Dakshin Kannada		Davengere		Gulbarga	
	Pre	Po	Pre	Po	Pre	Po	Pre	Po	Pre	Po	Pre	Po	Pre	Po
	6526	10050	695	2003	388	1597	1630	1631	1519	1606	1596	1597	698	1616
Did you get the service on time?	36%	94%	64%	95%	34%	97%	25%	90%	55%	95%	31%	94%	6%	92%
Did you find the process easy to apply for the service?	37%	95%	76%	96%	26%	97%	23%	92%	51%	94%	32%	94%	17%	97%
Did you have to wait for long to get the service fulfilled?	61%	17%	43%	20%	52%	6%	79%	9%	53%	22%	60%	31%	64%	15%
Did you meet more than one official in getting your service fulfilled (Desk to desk approach with multiple officials)	52%	7%	38%	9%	16%	3%	78%	6%	37%	9%	48%	11%	62%	4%

Table 6 – Pre & Post Sakala Experience by District

There has been a significant improvement on all the parameters like ‘Getting the service on time’, ‘Ease of applying for a service’, ‘Wait time to get the service fulfilled’ and ‘Number of officials met for getting the service fulfilled’ across districts, post introduction of Sakala. However, when compared to the performance at an overall level, there is still a scope for improvement on these attributes for most of the districts barring Belgaum.

## Top performers – Departments & Services

Bangalore		Belgaum		Dakshin Kannada	
Top 2 Departments	Top 2 services	Top 2 Departments	Top 2 services	Top 2 Departments	Top 2 services
RDPR	Maintenance of Street light Alteration to assessment list	Transport	Issue of bus pass to School children Registration of Vehicle	Transport	Issue of Learning License Issue of Driving License
Transport	Issue of Learning license Issue of Driving license	RDPR	Building License Maintenance of Street Lights	Revenue	Registration of Land property All types of caste certificate
Chamrajnagar		Gulbarga		Davengere	
Top 2 Departments	Top 2 services	Top 2 Departments	Top 2 services	Top 2 Departments	Top 2 services
Labor	Renewal of registration under Karnataka Shops & Commercial Establishments ACT, 1961 Registration of Building & other construction workers	Commercial Tax	Issue of C form declaration under the CST Act 1956 Issue of No due certificate under the KVAT ACT	Police/Home	NOC for passport verification Police clearance certificate for going abroad
Police/Home	Receipt and Disposal of petitions Missing report of documents, Mobile phones etc...	Revenue	Residence Certificate Issue of duplicate copies in survey section (Tippan)	RDPR	Building license Maintenance of street lights

Table 7 – Top 2 departments and Top 2 services (performance) in each of the districts

RDPR and Transport have come up as the top performing departments in Bangalore and Belgaum. Dakshin Kannada is another district where Transport department is the top performer. Within RDPR, 'Maintenance of street lights' is one service which is consistently performing higher across most of the districts. Among the services under Transport department, 'Issue of Learning license' and 'Issue of driving license' have come up as the top performing services.

Revenue and Police/Home are also among the top 2 departments in Dakshin Kannada & Gulbarga and Davengere & Chamarajanagar respectively. Under



Revenue department services like 'Registration of Land property', 'All types of caste certificate', 'Residence certificate' and 'Issue of duplicate copies in survey (Tippan)' are some of the top performing services. 'NOC for passport verification', 'Police clearance certificate for going abroad', 'Receipt and disposal of petitions', 'Missing report of documents, petitions etc.' are the top performing services under Police/Home department.

Commercial tax is one of the top performing departments in Gulbarga. Under Commercial tax 'Issue of C-form declaration under the CST Act 1956' and 'Issue of No due certificate under the KVAT Act' are the top performing services. Labor department is yet another top performing department in Chamarajanagar. Services like 'Renewal of registration under Karnataka Shops and Commercial establishments ACT 1961' and 'Registration of building and other construction workers' are the top performing services under Labor department.

RDPR, Transport, Revenue, Police/Home are some departments which are performing well across districts in terms of rendering timely services to citizens.

## Overall Experience – Post Sakala

### Overall experience while applying for the service under Sakala? – Post Sakala

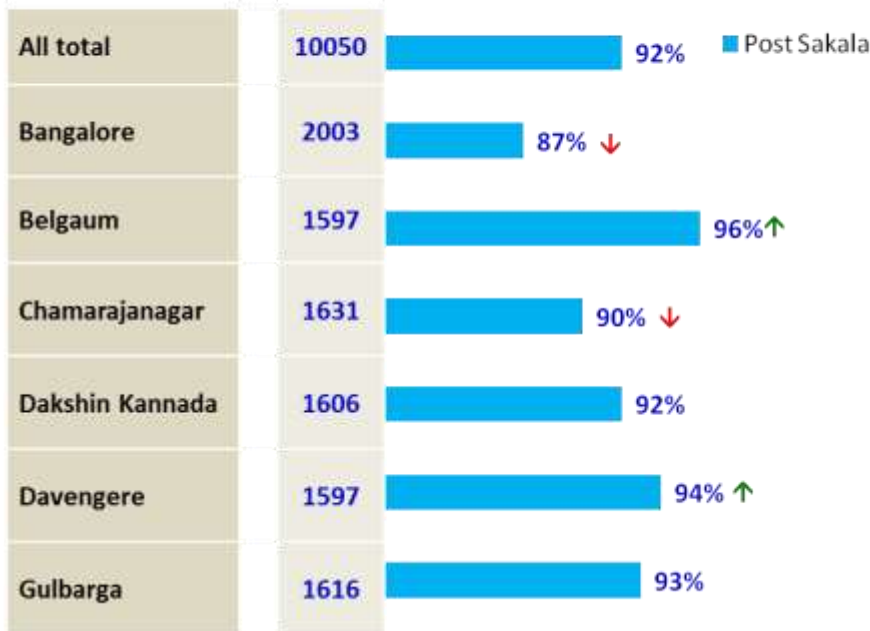


Figure 6– Post Sakala Experience – All Total

At an overall level, the post-Sakala experience is having a higher rating (92%). While Belgaum (96%) and Davengere (94%) have shown a significant increase in scores for Post-Sakala experience, Bangalore (87%) and Chamarajanagar (90%) have significantly lower scores on this aspect. Dakshin Kannada (92%) and Gulbarga (93%) are also having relatively higher scores for Post Sakala experience. Bangalore is one district where the positive shift in ‘Experience while applying for service’ under Sakala is only marginal, say 2% increase (from 85% in Pre-Sakala to 87% in Post-Sakala).



# Application Related Information (Preliminary Information)

## Application Related Information (Preliminary Information) – Post Sakala

Did you see a notice board, having details of all the services in the office? – Post Sakala

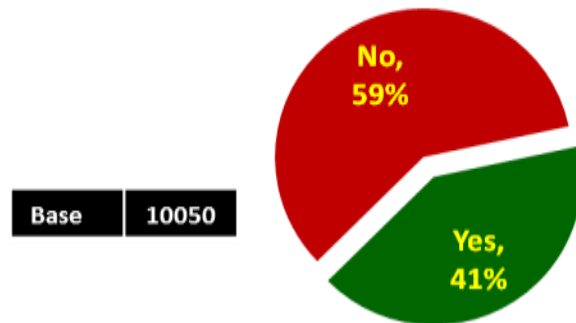


Figure 7 - Visibility of Notice Board – All Total

At an overall level, only 41% of the citizens have noticed the presence of a notice board having details of all the services in the office.

All Total	Bangalore	Belgaum	Chamaraja nagar	Dakshin Kannada	Davengere	Gulbarga
10050	2003	1597	1631	1606	1597	1616
Yes	Yes	Yes	Yes	Yes	Yes	Yes
41%	48% ↑	55% ↑	25% ↓	30% ↓	37% ↓	52% ↑

Table 8 – Visibility of Notice Board by District

Only 25% of the citizens have seen the notice board in Chamarajanagar. Dakshin Kannada (30%) and Davengere (37%) also have relatively lower percentage of



citizens making a note of the Notice board. Citizens in the age group of 80+ have given lower ratings for visibility of Call centre number in the notice board.

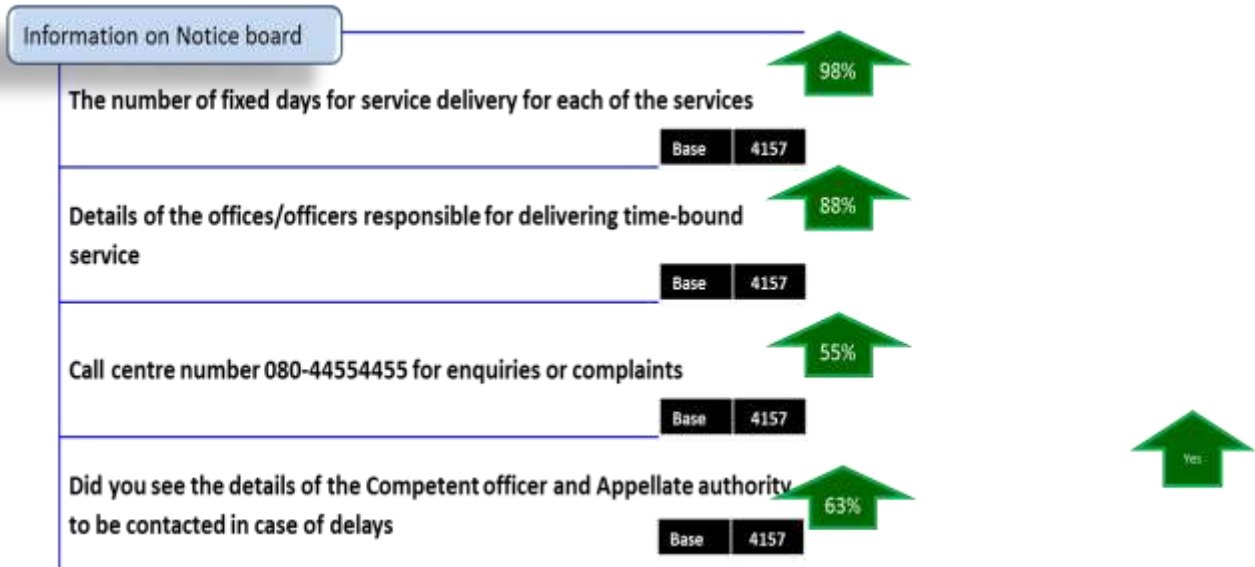


Figure 8 – Information on Notice Board – All Total

Among the citizens who have seen the Notice board in the offices, lesser visibility for aspects like ‘Call centre number for enquiries/complaints’ and ‘Details of the competent officer and Appellate authority to be contacted in case of delay’ in service delivery.

## Information on Notice board

### Information on Notice Board – By District

Post Sakala	All Total	Bangalore	Belgaum	Chamaraja nagar	Dakshin Kannada	Davengere	Gulbarga
Base	10050	2003	1597	1631	1606	1597	1616
	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The number of fixed days for service delivery for each of the services	98%	98%	100% ↑	99% ↑	97% ↓	96% ↓	97% ↓
Details of the offices/officers responsible for delivering time-bound service	88%	94% ↑	85% ↓	96% ↑	74% ↓	85% ↓	89%
Call centre number 080-44554455 for enquiries or complaints	55%	54%	64% ↑	69% ↑	46% ↓	78% ↑	27% ↓
Did you see the details of the Competent officer and Appellate authority to be contacted in case of delays	37%	37%	18% ↓	89% ↑	18% ↓	78% ↑	14% ↓

Table 9 – Information on Notice board by Districts

The table above shows the all total and district-wise scores given by citizens on whether they were able to notice various parameters given in the notice board. While higher scores can be seen for Bangalore, in case of Gulbarga, Belgaum & Dakshin Kannada there seems to be a concern in terms of the 'Visibility of the details of the competent officer and Appellate authority' in the notice boards. Dakshin Kannada has significantly lower scores for all aspects related to Preliminary information on the Notice board. In Gulbarga, barring 'Details of the offices/officers responsible for delivering time-bound service', scores are significantly lower on all other aspects.

## Approach for the Initial process & procedures

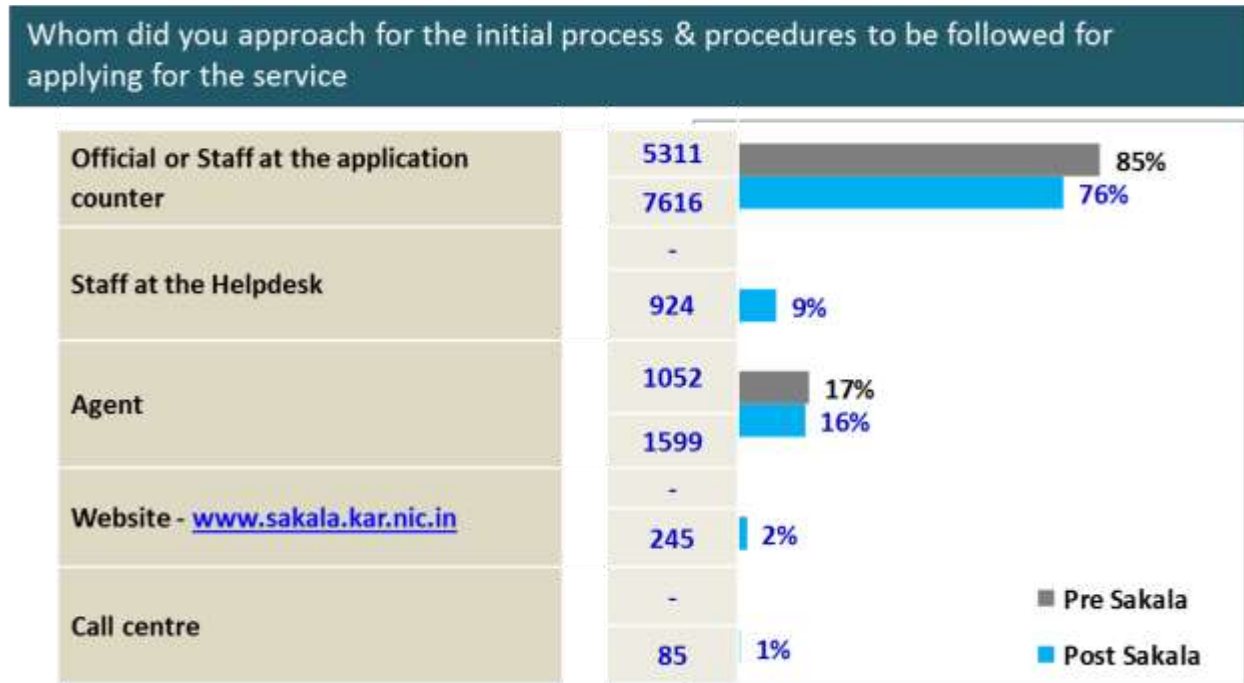


Figure 9 – Official/Person approached for initial process and procedures – All Total

The chart above shows the details of the officials/modes used by citizens to get information on initial process and procedures. While majority of the citizens are approaching the Official/staff at the application counter for getting the preliminary information, there still seems to be a 16% who are approaching the agent. The 16% of the citizens who approach the agent mainly come from the age group above 60 years.

## Experience with the Official/Staff at application Counter – Pre & Post Sakala – All Total & District-wise

Overall experience with the Application related information before & after Sakala – **Post Sakala**

Impact: 45%

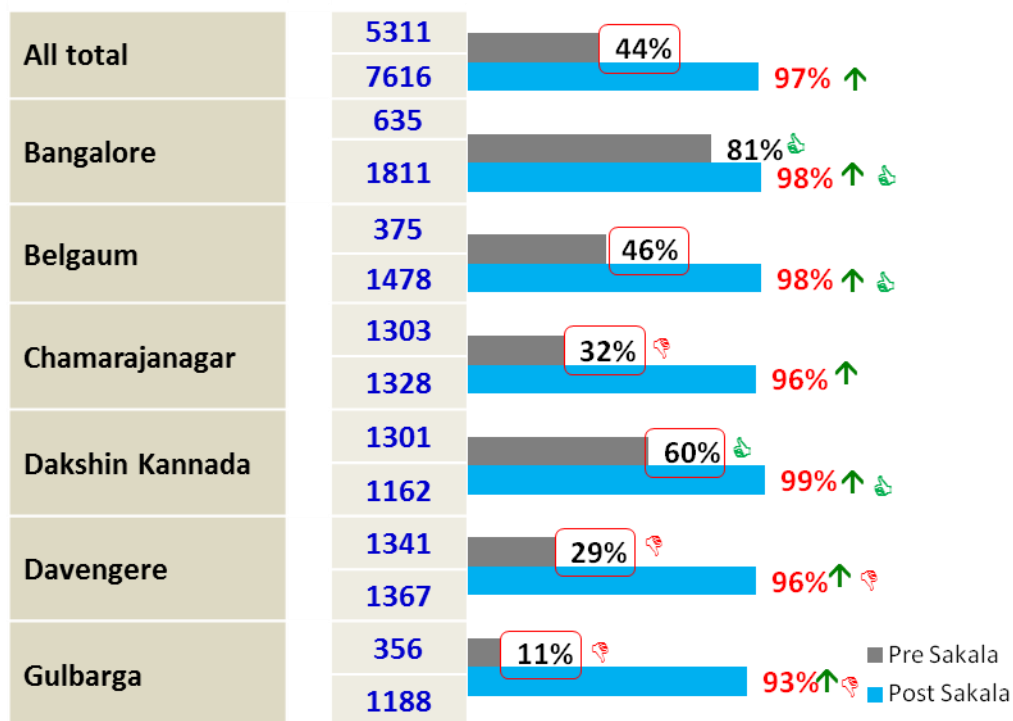


Figure 10 – Experience with Application Related information – Pre & Post Sakala

At an all total level, there is a significant increase in scores for citizen experience with the application related information, post introduction of Sakala. This is mainly contributed by a significant increase in scores across districts. However, Davengere and Gulbarga still have a scope for improvement with the scores

significantly lower than all total. Bangalore, Belgaum and Dakshin Kannada are significantly higher than all total. It could also be seen that the dissatisfaction with the Pre-Sakala experience is higher across districts, barring Bangalore, which is also reflecting at an overall level.

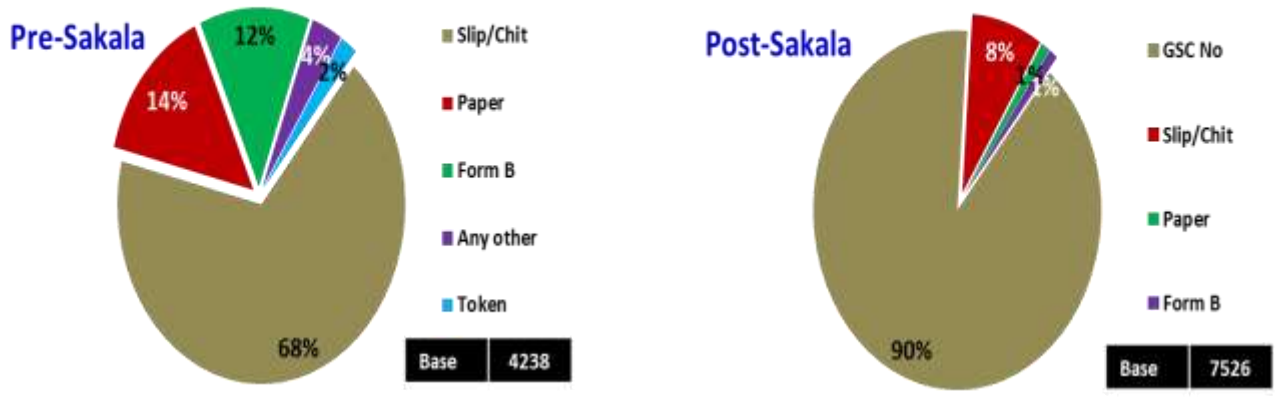
### Aspects related to Official/Staff at application Counter – Pre & Post Sakala

	All Total	
	5285	7509
	Pre	Po
Help in giving/filling the application form	44%	99% ↑
Politeness and helpfulness shown by officials in submission of application	46%	99% ↑
Specific list of documents sought by the officials in accepting the application	46%	98% ↑

Table 10 – Aspects related to staff at application counter

There has been a significant improvement in scores in the way staff approaches the citizens post introduction of Sakala in terms of Help given in filling the application form, Politeness and Helpfulness shown by officials in submission of application and specific list of documents sought by the officials in accepting the application.

**Mode of acknowledgement received**



**Figure 11 – Mode of acknowledgement – Pre & Post Sakala**

Before the introduction of Sakala, there was no proper form of acknowledgement provided to citizens who applied for a service. Post introduction of Sakala, 90% of the citizens have started receiving the 16 digit GSC number as the acknowledgement for applying for a service under Sakala. However, there still seems to be an 8% of the citizens who have received a ‘Slip/Chit’ as the acknowledgement. Among these 8% of the citizens who received Slip/Chit as acknowledgement, majority of them is from Gulbarga (31%).

	All Total	
	5311	7616
	Pre	Po
Were you aware of the date of delivery of service, which was mentioned in the GSC receipt	-	86%
Did you give your mobile number at the time of submitting the application	17%	25% ↑
Did you get an SMS at the time of submission of application and the due date of delivery	61%	52% ↓

**Table 11 – Information sought at the time of submitting the application**



Post Sakala, though there has been a significant improvement in the percentage of citizens who provide their mobile numbers at the time of submission of application from Pre-Sakala, the number is still low at 25%. However, there has been a significant drop in the scores for the receipt of SMS at the time of submission of application and due date of delivery when compared to Pre-Sakala times.

### Staff at the helpdesk – Post Sakala – All Total

	All Total
	10050
	Po
Did you notice the Helpdesk?	47%
Did anyone help you in locating the Helpdesk?	27%
Did the helpdesk assist you in filling the application form	49%
Politeness and helpfulness shown by officials in submission of application	99%
Specific list of documents sought by the officials in accepting the application	99%
Were you aware of the date of delivery of service, which was mentioned in the GSC receipt	94%
Did you give your mobile number at the time of submitting the application	23%
Did you get an SMS at the time of submission of application and the due date of delivery	51%

Table 12 – Parameters on Helpdesk

## Staff at the helpdesk – Post Sakala – District-wise

Post Sakala	All Total	Bangalore	Belgaum	Chamarajanagar	Dakshin Kannada	Davengere	Gulbarga
	10050	2003	1597	1631	1606	1597	1616
	Po	Po	Po	Po	Po	Po	Po
Did the Help Desk inform you about making an appeal to the Competent officer in case of a delay/default in Service delivery	33%	49% ↑	45% ↑	19% ↓	14% ↓	6% ↓	48% ↑
Did the Help Desk inform you about the easy way of appeal through call centre on giving your GSC number	24%	37% ↑	30% ↑	16% ↓	11% ↓	5% ↓	34% ↑
Did the helpdesk ask for your suggestions for making improvement in Service delivery	6%	1% ↓	1% ↓	7% ↓	2% ↓	0%	24% ↑

Table 13 – Information provided at the helpdesk

Citizens in Davengere, Dakshin Kannada & Chamrajnagar have rated the official/staff at the helpdesk significantly lower on providing necessary information related to 'Making an appeal to the competent officer in case of delay/default in service delivery', 'Easy way of appeal through call centre on giving GSC number' and 'Asking for suggestions for making an improvement in service delivery.'



## Agent – Pre & Post Sakala – All Total

Why didn't you approach the official/office counter directly?

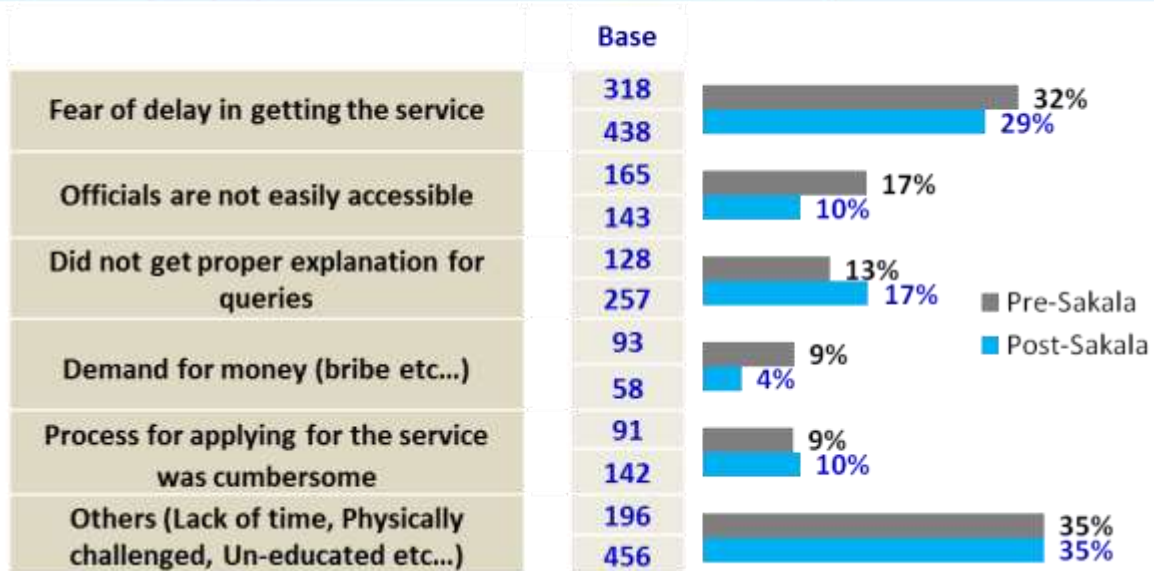


Figure 12 – Reasons for approaching agent – All Total

The chart above indicates the reasons given by citizens for not approaching the officials/office counter directly before and after the introduction of Sakala. Lack of time, Physical inability and Illiteracy are some prominent reasons for approaching the agent. Physical disability and Illiteracy have come up as prominent reasons even after the introduction of Sakala.

Additionally, citizens have also mentioned 'Fear of delay in getting the service (35%)' as another major reason for approaching the agent. Other prominent reasons given by citizens include 'Not getting proper explanation for queries (17%)', 'Officials not easily accessible (10%)', 'Cumbersome process for applying for a service (10%)' and 'Demand for money (4%).'

## Agent – Pre & Post Sakala – District-wise

### Reasons for not approaching the official/office counter directly – District-wise

	All Total		Bangalore		Belgaum		Chamarajanagar		Dakshin Kannada		Davengere		Gulbarga	
	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po
	981	1494	33	244	10*	24*	403	285	213	419	237	217	85	305
Fear of delay in getting the service	32%	29%	15%	33%	0%	13%	33%	29%	41%	41%	38%	19%	4%	19%
Officials are not easily accessible	17%	10%	9%	6%	10%	4%	18%	10%	11%	12%	22%	10%	15%	10%
Did not get proper explanation for queries	13%	17%	30%	36%	0%	13%	13%	14%	4%	2%	3%	6%	56%	35%
Demand for money (bribe etc...)	9%	4%	6%	3%	20%	8%	3%	2%	6%	3%	26%	11%	2%	2%
Process for applying for the service was cumbersome	9%	10%	39%	20%	40%	29%	10%	13%	9%	5%	5%	6%	2%	5%
Others (Lack of time, Physically challenged, Un-educated etc...)	35%	35%	9%	10%	50%	50%	32%	34%	38%	39%	44%	57%	26%	34%

Table 14 – Reasons for approaching Agent by District

In Bangalore & Gulbarga, 'Lack of proper explanation for queries' was the key reason for approaching the agent. In Belgaum, Chamarajanagar & Davengere Lack of time, Physical inability and Illiteracy are some prominent reasons for approaching the agent. 'Fear of delay in getting the service' was the major reason for approaching the agent in Dakshin Kannada.

## Type of help sought from Agent – Pre & Post Sakala

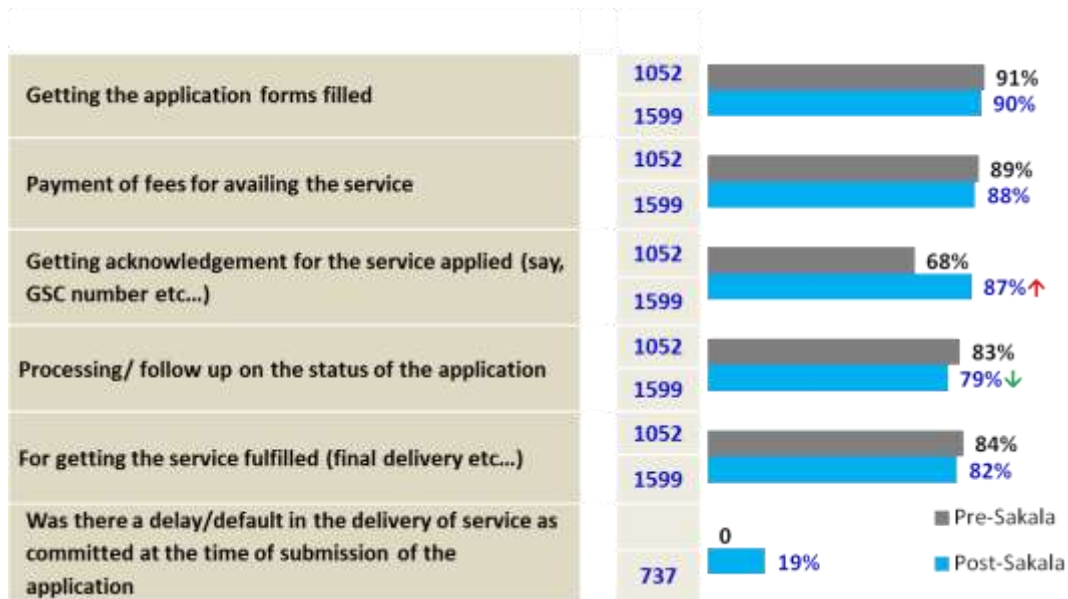


Figure 13 – Type of help sought from agent – All Total

Post introduction of Sakala, availing the service of the agent for getting the acknowledgement for the service has actually gone up significantly. Some of the key reasons for availing the service of agents post Sakala include ‘Getting the application forms filled (90%)’. ‘Payment of fees for availing the service (88%)’, ‘Processing/Follow-up on the status of the service (79%)’ and ‘For getting the service fulfilled (82%)’.

## Help sought from Agent – District-wise

	All Total		Bangalore		Belgaum		Chamarajanagar		Dakshin Kannada		Davengere		Gulbarga	
	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po
	1052	1599	37	251	11*	31	429	304	216	435	253	232	106	346
Getting the application forms filled	91%	90%	92%	85%	100%	90%	93%	89%	90%	97%	88%	87%	86%	89%
Payment of fees for availing the service	89%	88%	92%	85%	91%	90%	93%	83%	88%	96%	84%	84%	84%	90%
Getting acknowledgement for the service applied (say, GSC number etc...)	68%	87%	81%	83%	73%	90%	68%	87%	50%	95%	82%	87%	71%	79%
Processing/ follow up on the status of the application	83%	79%	92%	88%	64%	77%	91%	81%	85%	84%	86%	87%	39%	62%
For getting the service fulfilled (final delivery etc...)	84%	82%	95%	95%	82%	90%	92%	79%	86%	82%	85%	89%	44%	71%
Was there a delay/default in the delivery of service as committed at the time of submission of the application	-	19%	-	27%	-	33%	-	14%	-	22%	-	5%	-	93%

Table 15 – Type of help sought from agent by Districts

The table above shows the scores for the kind of help availed from the agent, by the citizens, before and after the introduction of Sakala for each of the districts under consideration. Citizens of Dakshin Kannada still rely on agents for getting help for service realization. Significantly higher scores were seen among these citizens on most of the aspects when compared to Pre-Sakala. In Bangalore, Chamarajanagar & Davengere, Processing/Follow-up on the status of the service and Service realization were the key reasons for seeking agents' help with significantly higher scores on these aspects when compared to All total.

## Website Experience – Post Sakala – All Total & District-wise

Post Sakala	All Total	Bangalore	Belgaum	Chamaraja nagar	Dakshin Kannada	Davengere	Gulbarga
Base	216	21*	69	4*	47	-	75
	Top2	Top2	Top2	Top2	Top2	Top2	Top2
Ease of browsing through the website	99%	100%	97%	100%	100%	-	100%
Ease of retrieving/locating the required information pertaining to the services on the website	100%	100%	99%	100%	100%	-	100%
Adequacy of information	99%	100%	96%	100%	100%	-	100%
Ease of downloading the form in which the application needs to be submitted to get the service	98%	100%	96%	100%	100%	-	97%

Table 16 – Website Experience

It could be seen that Website is being used by a relatively lower percentage of citizens across districts. Gulbarga, Belgaum and Dakshin Kannada are some districts having a relatively higher proportion of citizens using the website. Moreover, the usage of Sakala Website is found to be more among citizens in the age group of 25-45 years. However, those citizens who are using the website for getting preliminary information have given higher ratings across most of the parameters.

## Call Centre Experience – Post Sakala – All Total

Post Sakala	All Total
Base	8975
	Yes
Did you call the Call centre Number- 080-44554455	5%
Did you have to wait for long to reach the call centre executive	64%
Was the Call centre executive polite & courteous	90%
Politeness and helpfulness shown by officials in submission of application	100%
Specific list of documents sought by the officials in accepting the application	98%
Were you aware of the date of delivery of service, which was mentioned in the GSC receipt	62%
Did you give your mobile number at the time of submitting the application	18%
Did you get an SMS at the time of submission of application and the due date of delivery	46%

Table 17 – Call centre Experience

The Call centre facility is being used by a relatively lesser percentage of citizens (5%). However, citizens seem to be happy with the call centre executives on aspects like Politeness & helpfulness shown while submitting the application (100%), List of documents sought while accepting the application (98%) etc. It could also be seen that lesser percentage of citizens provide their mobile numbers (18%) at the time of submitting their application for getting updates on the status of their application. Among the 18% of the citizens who provide their mobile numbers, only 46% of them get SMS on the status of their application at the time of submission and on the due date of service delivery.

## Call centre Experience – District-wise

Post Sakala	All Total	Bangalore	Belgaum	Chamarajanagar	Dakshin Kannada	Davengere	Gulbarga
Base	8975	1930	1587	1299	1198	1360	1601
	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Did the call, centre executive answer your queries to your satisfaction	80%	90%↑	81%	89%	87%	0%	70%↓
Do you have any suggestions to make to improve the call centre experience?	22%	2%	19%	20%	2%	0%	45%
Did the call centre or DITCs make proactive calls from their end to ask you about your satisfaction and suggestions for improvement?	1%	0%	0%	0%	0%	0%	7%

Table 18 – Parameters related to Call centre Executive

Though the citizens seem to be satisfied with the call centre related aspects, there is no proactive approach from the call centre executives or DITCs to check on the suggestions for improvement and also the satisfaction of citizens on the Sakala services.



# Application Rejection



## Application Rejection – Pre & Post Sakala – All Total

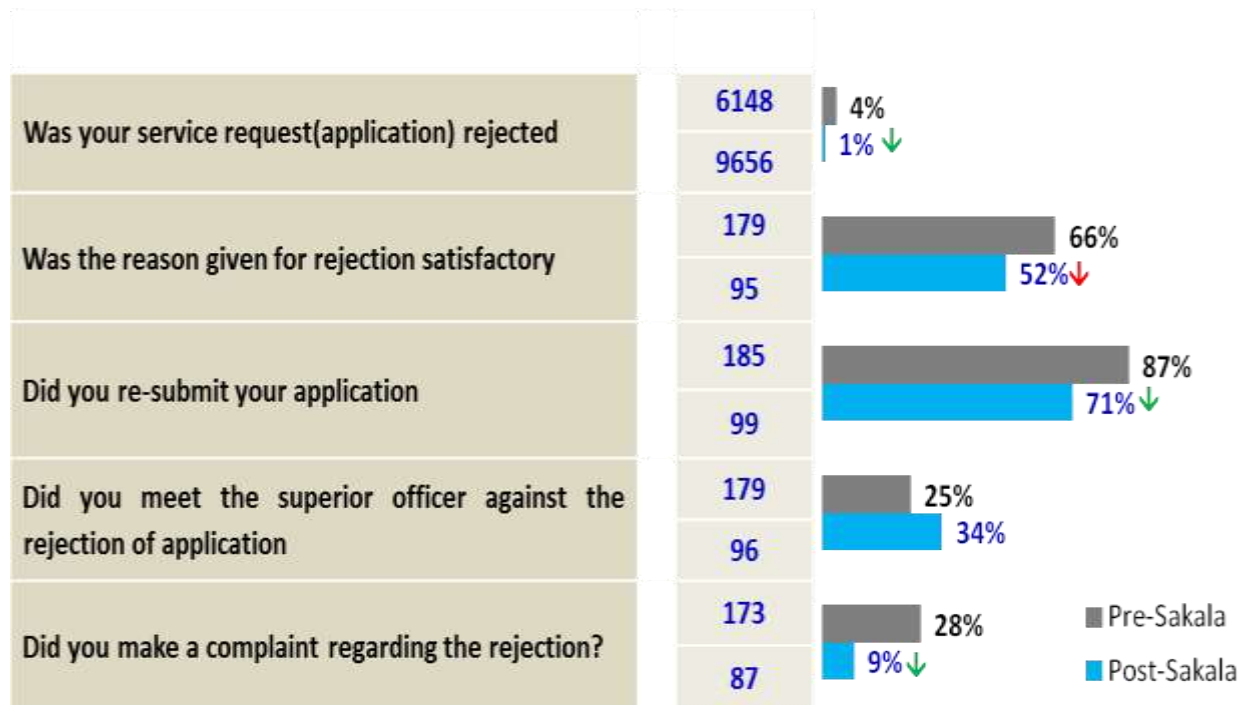


Figure 14 – Application Rejection – Pre & Post Sakala

It could be seen that, post introduction of Sakala, the application rejection rate has come down significantly. However, the reason given for rejection of application is not found satisfactory by half of the citizens (52%).

The percentage of citizens who re-submit their application (71%) and those who complain regarding rejection (9%) has also come down post introduction of Sakala.

## Application Rejection – District-wise

	All Total		Bangalore		Belgaum		Chamarajanagar		Dakshin Kannada		Davengere		Gulbarga	
	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po
	6148	9656	640	1960	369	1473	1603	1582	1487	1585	1565	1577	484	1479
Was your service request(application) rejected	4%	1%	3%	1%	6%	1%	3%	3%	1%	1%	2%	1%	19%	2%
Was the reason given for rejection satisfactory*	66%	52%	13%	18%	38%	64%	50%	58%	78%	67%	31%	13%	97%	92%
Did you re-submit your application*	87%	71%	100%	64%	88%	85%	84%	70%	73%	83%	64%	47%	97%	92%
Did you meet the superior officer against the rejection of application*	25%	34%	38%	18%	25%	42%	25%	33%	55%	33%	23%	44%	19%	33%
Did you make a complaint regarding the rejection?*	28%	9%	25%	10%	20%	18%	10%	8%	0%	0%	8%	9%	51%	7%

Table 19 – Application Rejection by Districts

Barring Chamarajanagar, the application rejection rate has come down across districts. The percentage of citizens in Belgaum, Chamarajanagar & Bangalore, who were not satisfied with the reasons given for rejection of application, is found to be higher when compared to Pre-Sakala. Barring Dakshin Kannada, the percentage of citizens who re-submitted their application has come down across districts, post introduction of Sakala.

## Time of Application Rejection – Pre & Post Sakala

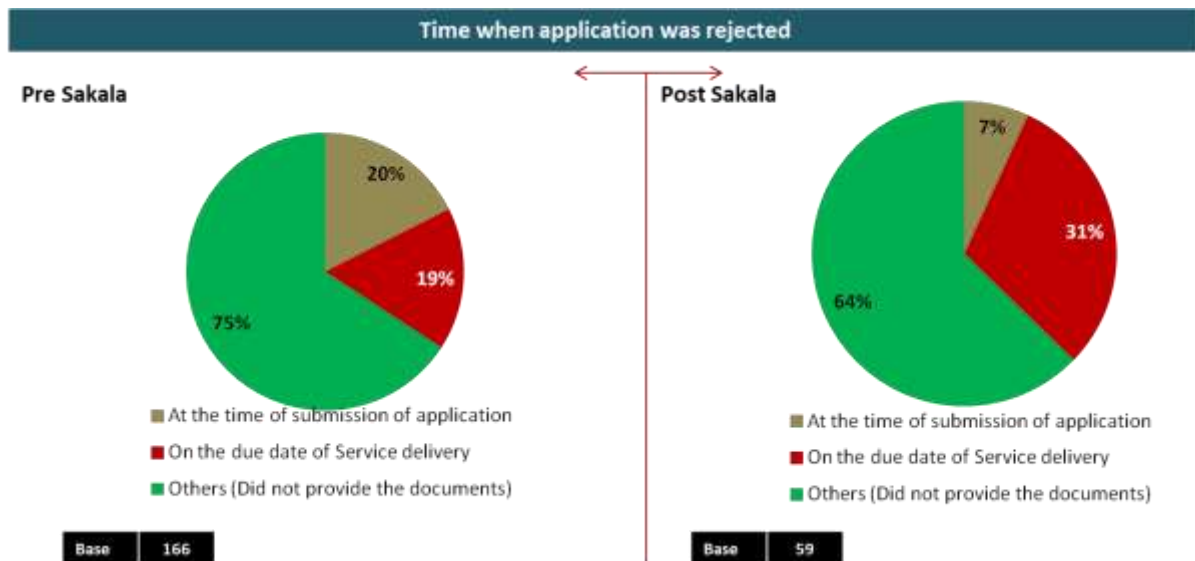


Figure 15 – Time of rejecting the application – Pre & Post Sakala

The chart above shows the time/point at which the application was rejected before and after the introduction of Sakala. Though the rejection rate at the time of submission of application has come down post introduction of Sakala, the same has gone up on the due date of service delivery. Given the fact that the rejections due to no-provision of documents has also come down post Sakala, could this be because of the officials' inability to provide the service on time and also to avoid the consequences arising out of that?



# Application Status tracking

## Experience with Application Status Tracking – Pre & Post Sakala – All Total

Overall experience with the application status tracking mechanism for the service before & after Sakala

Impact: 25%

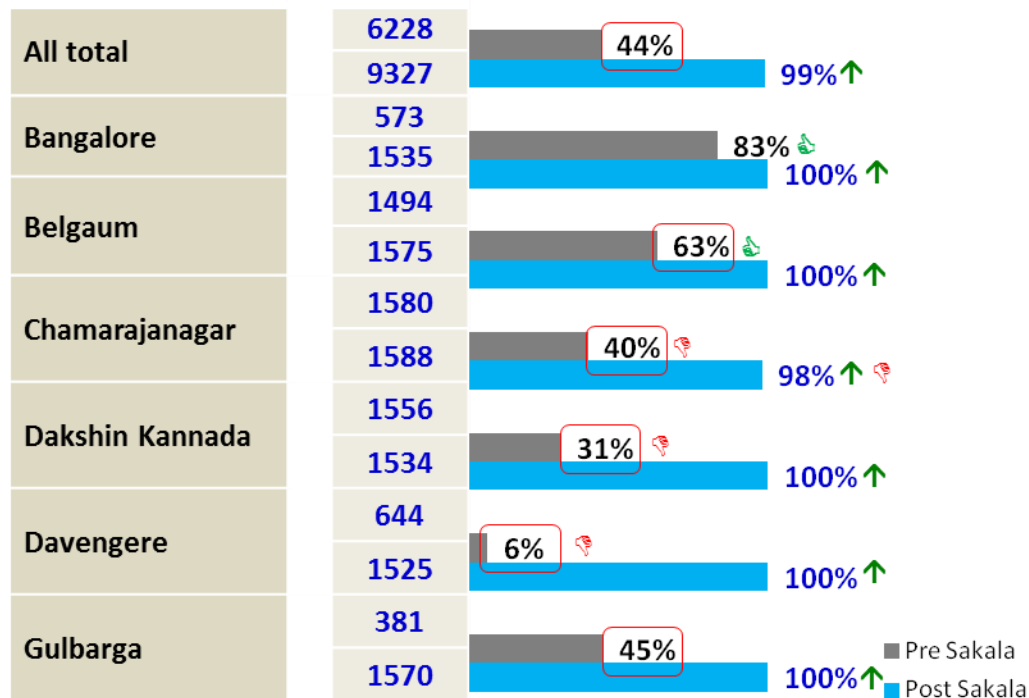


Figure 16 – Experience with Application Status Tracking – Pre & Post Sakala

There has been a significant improvement in scores on the overall experience with the application status tracking mechanism across districts post introduction of Sakala. However, there is a scope for improvement on this aspect for Chamarajanagar when compared to other districts.

## Follow-up by citizens on the status of application

Did you proactively follow-up from your end on the status of the application

<b>Post Sakala</b>	<b>All Total</b>	<b>Did you proactively follow-up from your end on the status of the application</b>
<b>Base</b>	<b>Base</b>	<b>Yes</b>
All Total	10050	18%
Bangalore	2003	6%
Belgaum	1597	19%
Chamarajanagar	1631	12%
Dakshin Kannada	1606	19%
Davengere	1597	8%
Gulbarga	1616	51%

Table 20 – Citizens who followed up on the status of application

The table above shows the percentage of citizens who proactively followed-up from their end to know the status of their application. Gulbarga has relatively higher percentage of citizens (51%) proactively following up.



# Service Delivery

## Experience with the Service Delivery – Pre & Post Sakala – All Total

Overall experience with the fulfillment of your service request for the service before & after Sakala

Impact: 30%

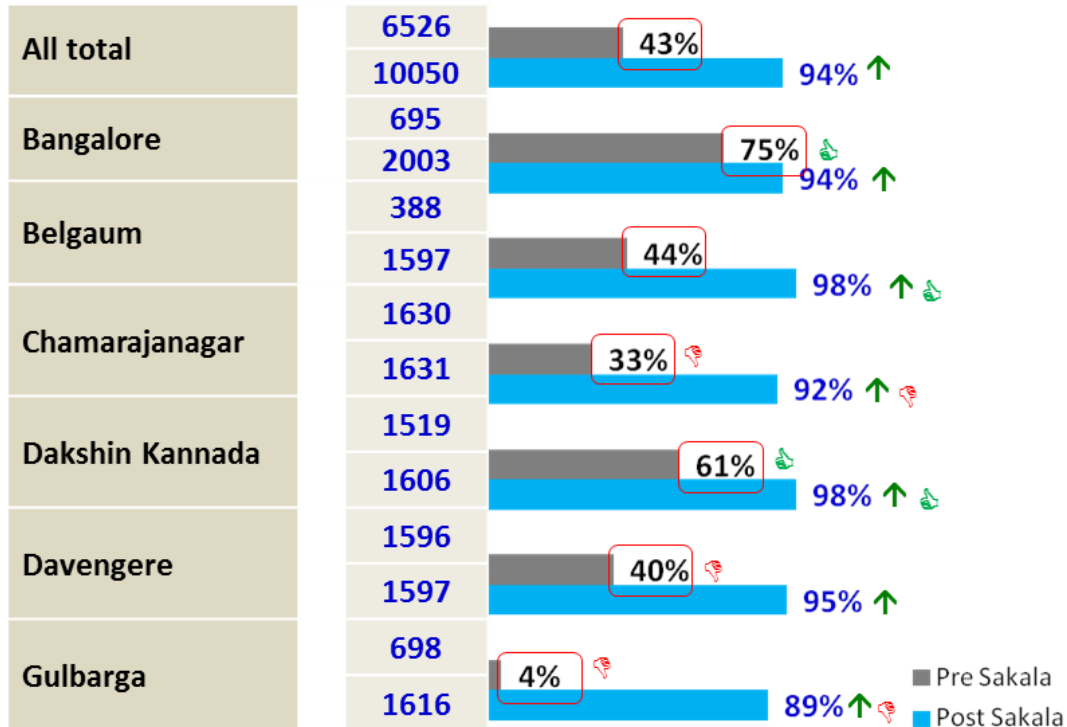


Figure 17 – Experience with the Service Delivery – Pre & Post Sakala

There is a significant improvement in scores on the overall experience with the fulfillment of service request across districts after the introduction of Sakala. However, Gulbarga and Chamarajanagar have a scope for improvement on this aspect with significantly low scores when compared to overall level.



## Service delivery – District-wise

	All Total		Bangalore		Belgaum		Chamarajanagar		Dakshin Kannada		Davengere		Gulbarga	
	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po	Pr	Po
	5891	9367	643	1934	372	1449	1526	1520	1483	1575	1520	1533	347	1356
Was there a delay/default in the delivery of your service	11%	7% ↓	12%	4% ↓	60%	2% ↓	6%	2% ↓	4%	1% ↓	7%	2% ↓	29%	33%
Did you call up the Sakala mission office in case of the delay or default of your service?*	-	8%	-	30%	-	21%	-	14%	-	64%	-	12%	-	2%
Was the issue resolved by the Sakala mission office?*	-	51%	-	95%	-	20%	-	0%	-	29%	-	0%	-	22%

Table 21 – Delay in Service Delivery by Districts

The significant decrease in the delay/default in the delivery of service for Belgaum is contributing for a very high score on overall experience with the service fulfillment. However, the scores for the delay/default in service delivery remains unchanged for Gulbarga and is also higher than all total average, which in turn is contributing for a relatively lower score on Overall experience.

## Service delivery – Steps in resolving the issue – Post Sakala

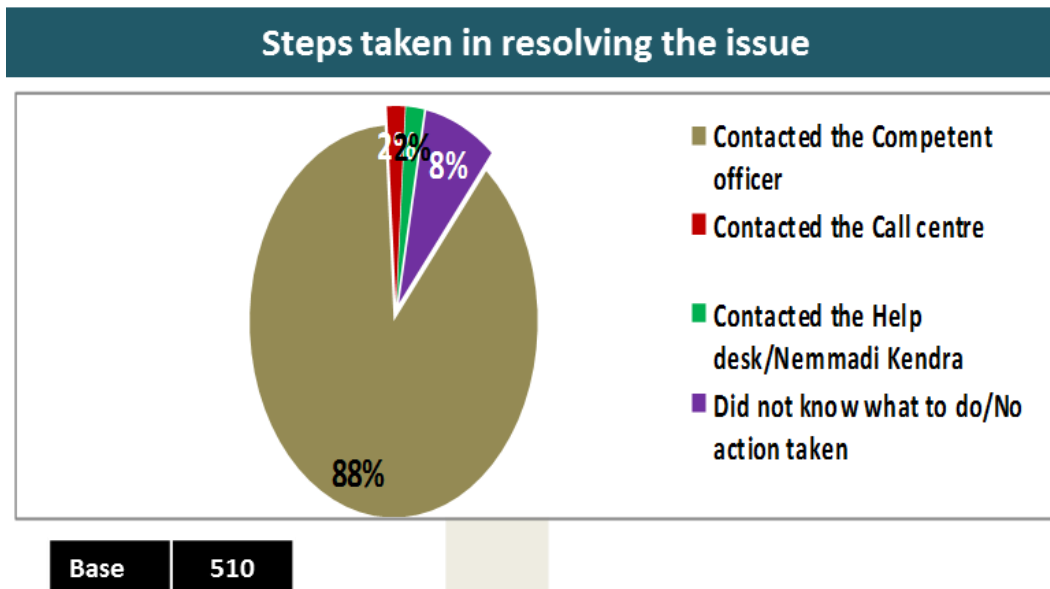


Figure 18 – Officer/Modes approached to resolve the issue

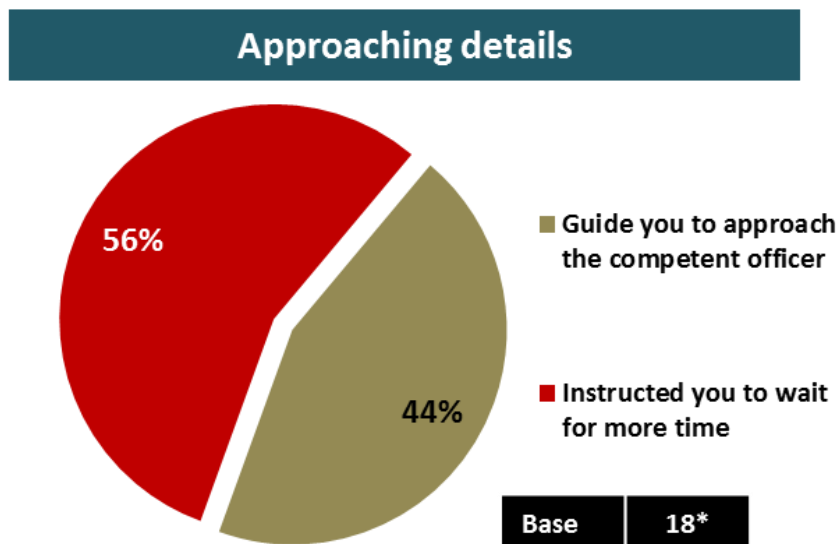


Figure 19 – Instructions given at the Helpdesk/Call centre

The chart above shows the instructions given by the officials at the call centre/helpdesk to those citizens who approached them to resolve the issue.

### Resolution of issues related to rejection – Post Sakala

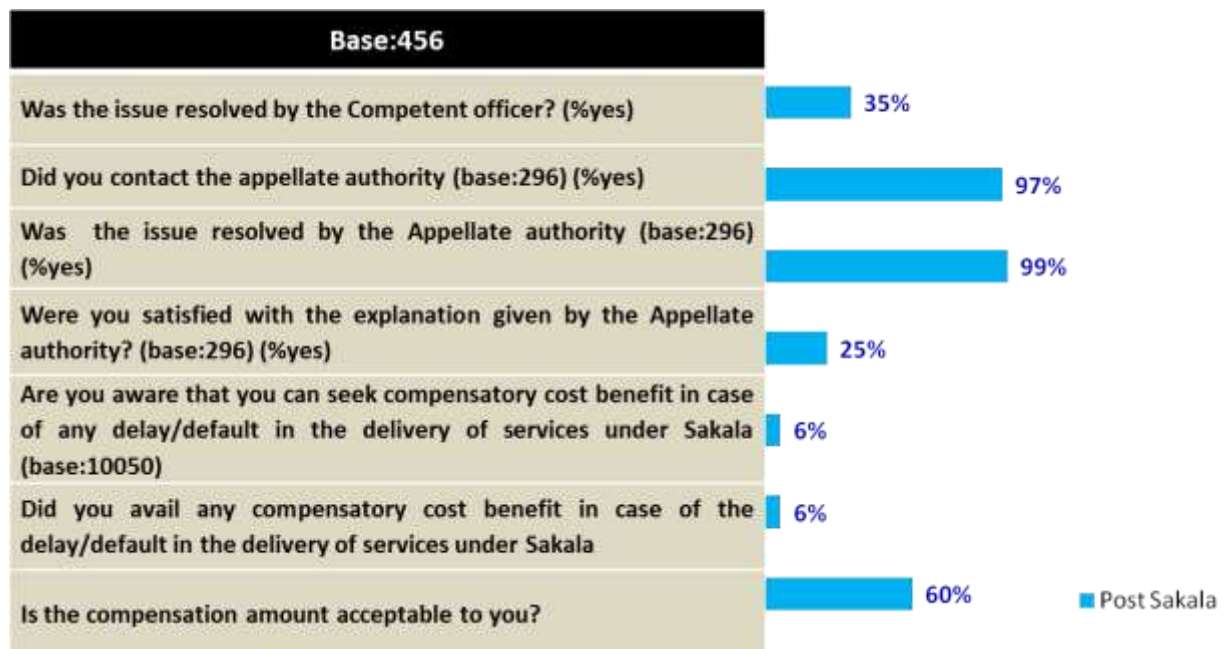


Figure 20 – Next level of escalation – Compensatory Cost

The chart above shows the scores given by citizens, on various parameters related to Appellate authority and Compensatory cost, who went for a second level of escalation.

Among the citizens who contacted the Appellate authority as a second level of escalation, 99% of them said that the issue was resolved by the appellate authority.

## 6. Conclusion

This section concludes addressing the evaluation questions as specified in the TOR.

### 1. Has the service delivery period reduced after implementation of Sakala vis-à-vis before Sakala?

The citizen experience on Service fulfillment has gone up significantly from 43% in Pre-Sakala to 94% in Post Sakala at an overall level. There is also a significant increase in the scores on this aspect across districts under consideration. 94% of the citizens have also mentioned that they received the service on time under Sakala when compared to 36% in Pre-Sakala. The percentage of citizens who said they had to wait for long to get the service has also come down from 61% in Pre-Sakala to 17% in Post-Sakala. Moreover, in the staff survey, 94% of the staff has also said that they had delivered the service before the stipulated time.

### 2. Has Sakala led to saving of time and money for the citizen for service delivery viz. transportation charges, food, opportunity cost, fast money, brokerage charges etc...?

Citizens have rated their experience in getting necessary information on application related aspects very high (97%) under Sakala, while the same was just 44% during Pre-Sakala. 99% of the citizens have also told that they were helped by the staff at the application counter in assisting/filling up the application form, post introduction of Sakala which indicates that Sakala has led to the saving of



time and money. Citizens have also mentioned that they did not have to meet more than one official in getting the service fulfilled, which also substantiates what is stated above. The score on this aspect has come down from 52% in Pre-Sakala to 7% in Post-Sakala. At an overall level, 60% of the staff also agree to the fact that citizen visits to individual officials has reduced post Sakala.

### **3. Change in the quality of life of citizens (Better drinking water facility, women and child care, health, street light facility, building licenses etc...)**

Sakala's on-time delivery of service to 94% of the citizens has also brought in change in the citizen's perception about GoK. Citizens are highly satisfied with the Sakala initiative and the scores on Experience index (scores on transactional aspects like Application related Information, Application Status tracking and Service Fulfillment) is as high as 99% under Sakala. More than 10% of the citizens surveyed are Women beneficiaries in each of the districts under consideration, especially in Bangalore where the same is 25%. The score on Experience Index by Women beneficiaries is also at 99%. Services like 'Maintenance of street lights' have come up as top performing services in Bangalore, Belgaum & Davengere districts. 'Issue of Building Licenses' is also one of the top performing services in Davengere which gives an indication on the citizens' perspective on the quality of improvement of life.

### **4. Sakala for Industrial and commerce development (timely delivery of services of the departments of revenue, urban, labour, finance, home, transport).**



The departments of Revenue (Dakshin Kannada & Gulbarga), Transport (Bangalore, Belgaum & Dakshin Kannada), Police/Home (Chamarajanagar & Davengere), Labor (Chamarajanagar) have come up as the top performing departments for on-time service delivery in most of the districts under consideration. Some of the top performing services under these departments include:

- Revenue – Registration of Land property, All types of Caste certificate, Residence certificate.
- Transport – Issue of Learning license, Issue of Driving license, Registration of vehicle
- Police/Home – Receipt & Disposal of petitions, Missing report of documents/Mobile phones, NOC for passport verification, Police clearance certificate for going abroad
- Labor - Renewal of registration under Karnataka Shops & Commercial Establishments ACT, 1961, Registration of Building & other construction workers.

**5. Reach: Has Sakala really reached the people that it should? Or is it skewed in favour of a few (literacy/economic strata/urban/rural)?**

Sakala has a fair reach among the citizens and is not skewed towards particular strata. 42% of the citizens surveyed who availed services under Sakala are from OBC followed by 27% from FC and 13 % from SC. There is a fair distribution of



Sakala beneficiaries among the lower and upper Socio Economic class as well. 50% of the Sakala beneficiaries are from SEC C and below out of which 25% are from Villages and 9% from Small towns. The remaining 50% belongs to SEC B2 and above. At an overall level, 41% of the citizens surveyed are from Villages, followed by 31% from cities, 20% from towns and 8% from large cities. 65% of the citizens surveyed, who availed service under Sakala are BPL citizens which indicates that Sakala has a fair reach among the lower strata as well.

#### **6. To what extent Sakala has reduced corruption?**

Citizens have mentioned that they did not have to meet more than one official (Desk to Desk approach) in getting the service fulfilled. Score on this aspect is as low as 7%. Moreover, at an overall level, 82% of the staff has agreed that introduction of Sakala has brought down the corruption rate. Higher levels of agreement could be seen among officials across cadre on this aspect, especially senior officials where the score is 100%. 92% of the senior officials have also said that Sakala's integrated monitoring system has helped in visible increase in revenue generation and that there is a 10-15% increase in revenue generation quarter on quarter, post introduction of Sakala.

#### **7. Have the help desks reduced the menace of agents?**

There seems to be a scope for improvement for Helpdesks, to reduce the menace of agents. Majority of the citizens (76%) are approaching the Official/staff at the application counter for getting the preliminary information. Only 9% of the



citizens are approaching the Help-desks. But there still seems to be a 16% of the citizens who are approaching the agent. However, these 16% of the citizens who approach the agent mainly come from the age group above 60 years. Some of the prominent reasons given by citizens for approaching the agents include Physical disability and Illiteracy followed by Fear of delay in getting the service and Not getting proper explanation for queries. Helpdesks still have a role to play in bringing down the percentage of citizens who approach the agents.

**8. How far have citizens/employees managed to circumvent Sakala (Non-display of notice board/Not issue of acknowledgement receipts)?**

It has been seen that even after introduction of Sakala, there still seems to be an 8% of the citizens who received Slip/Chit as acknowledgement while applying for a service. Among the 8%, majority (31%) was from Gulbarga. In case of notice boards, only 55% of the citizens have said that they had noticed the Call centre number 080-44554455 for enquiries or complaints. Citizens in the age group of 80+ have given lower ratings for visibility of Call centre number in the notice board. Only 63% of the citizens have seen the details of the competent officer and Appellate authority to be contacted in case of delays. Moreover, Visibility of the notice board seems to be a concern in Chamrajnagar. Hence, there still seems to be a scope for improvement in terms of making the relevant information available in the notice boards in a way that is appealing to the citizens.



## 7. Recommendation

The overall experience of availing services under Sakala has shown considerable improvement in scores among the citizens of Karnataka when compared to what it was before the introduction of Sakala. However, the evaluation suggests the following specific recommendations, based on the results of the analysis of data and field experiences, for further improving the satisfaction levels.

### Awareness

- There is a need for a greater increase in awareness of the act's name – particularly in Davengere (45%), Chamrajnagar (59%) & Bangalore (60%). Helpdesks should be more proactive & improve visibility of Notice Board, as only 41% Citizens have noticed them.
- Although giving mobile numbers is mandatory, only 25% of Citizens have given their Mobile number during the time of submitting applications. Need to create awareness among citizens as well as training to data operators is required to rectify this issue.
- Only 18% of applicants were women. Greater attention should be provided for Women to empower them.
- Need to create increased awareness among citizens on Sakala through a combination of sources like posters, TV ads and notice boards at Nemmadi Kendras since a combination of these three is likely to have a higher and wider reach among citizens.



- Since 40% of the citizens came to know through Neighbors/Friends, word of mouth publicity will also increase the level of awareness (a happy citizen is a positive source of awareness). Road shows can also be conducted at prominent locations to increase the level of awareness.
- Promotion can be done through Government utility bills etc.
- The above steps should also reduce the menace of agents.

### **Proof of acknowledgement**

- Still 8% of the citizens are receiving acknowledgement through slip and chit. Frequent audits should be put in place to ensure that this practice is completely eradicated.

### **Reason for rejection**

- Though a small proportion, but citizens whose application is getting rejected, almost half of such citizens do not receive a satisfactory reason for rejection. This situation is more serious in Bangalore and Davangere.
- If it is a knowledge concern, more regular trainings need to be put into place. However, if it is otherwise, audits should help catch such staff.
- For 64% of such citizens whose application is rejected, the reason was “documents not provided” – proper citizen education is lacking at the time of submission which is still an area of improvement!



## Compensation

- Among the 40% of the citizens who contacted the Appellate authority as a second level of escalation, 99% of them said that the issue was resolved by the appellate authority. However 1/4<sup>th</sup> of such customers are unsatisfied with explanation.
- There is a need to deep dive and further analyze with such customers on what is it that they were unhappy about.
- Awareness about the compensation is extremely low. However those who are aware have availed the compensation.
- Create awareness among citizens on the steps to be followed in case of delay in service delivery. The process flow chart can be displayed at the notice boards in Nemmadi Kendras or citizens can be provided with hand-outs on what has to be done in case of any delay in the service delivery. This should be done at the time of application submission.

## 8. Demographics

### Age

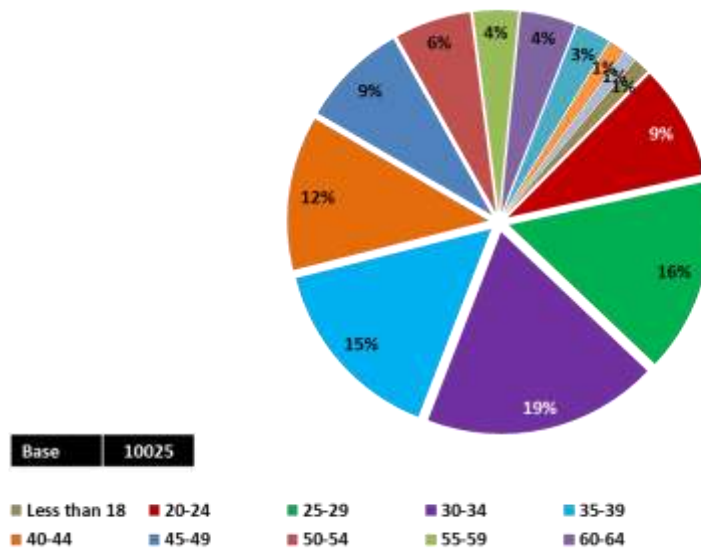


Figure 21 – Age of respondents

Chamrajnagar & Belgaum has higher percentage of citizens in the middle age group (35-55 years). For other districts, the citizens who have availed Sakala services are relatively higher in the young age group (below 35 years).

### Gender

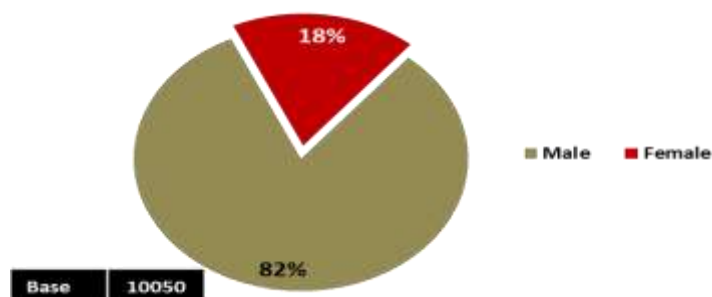


Figure 22 – Gender of respondent

### Caste

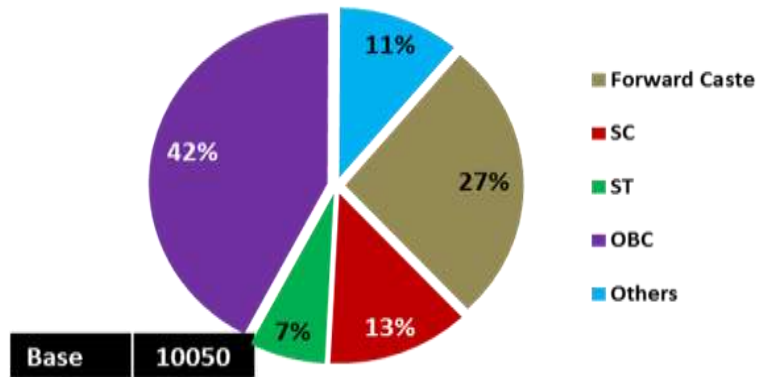


Figure 23 – Caste

### Religion

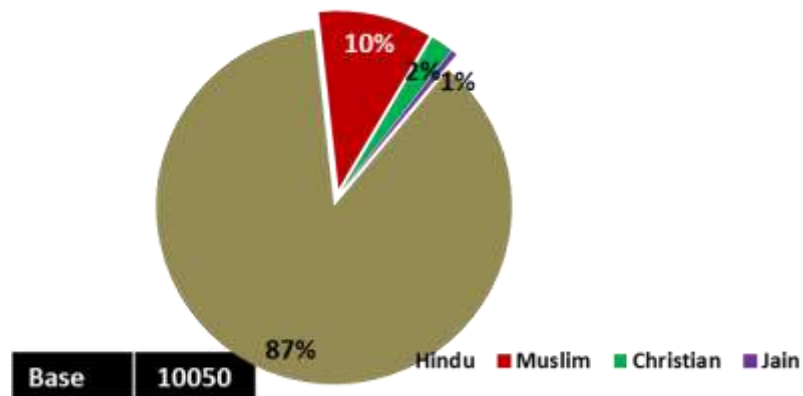


Figure 24 – Religion

## SEC

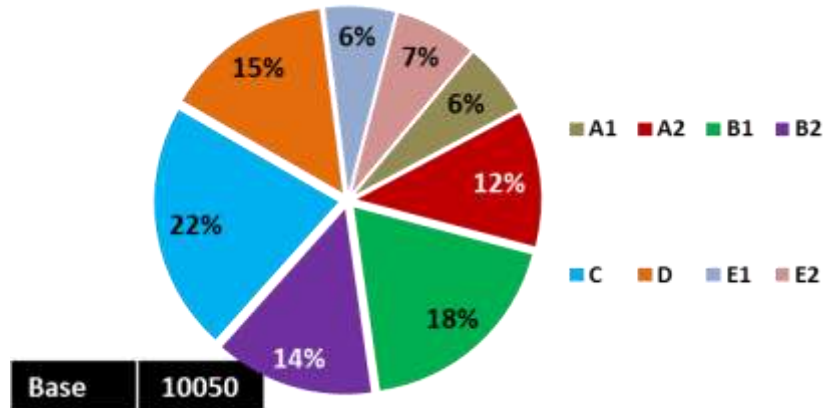


Figure 25 – SEC

Proportion of Male citizens was found to be higher across districts. Lack of awareness about Sakala is relatively on the higher side among citizens under SEC E1 (44%) & E2 (53%). – Probably the reason for relatively lower percentage of citizens availing services under Sakala. Bangalore, Dakshin Kannada & Davengere have higher proportion of citizens coming under SEC C.

## Citizens under APL/BPL

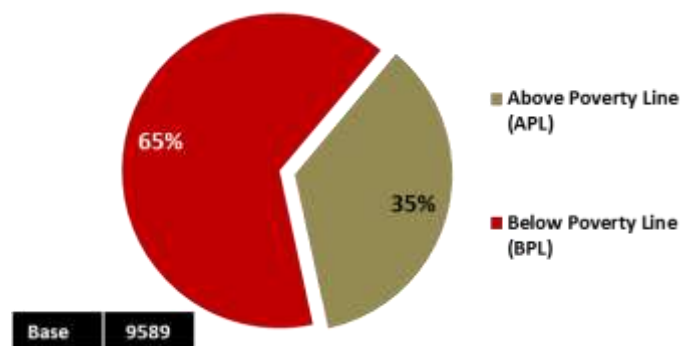


Figure 26 – APL/BPL citizens

## Locality of respondents

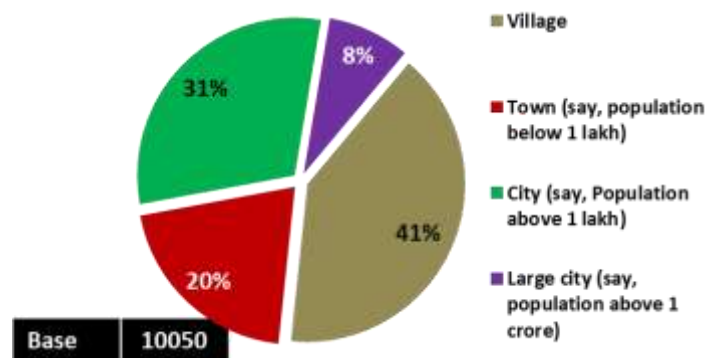


Figure 27 – Locality of respondents

## Citizens having an Adhar Card

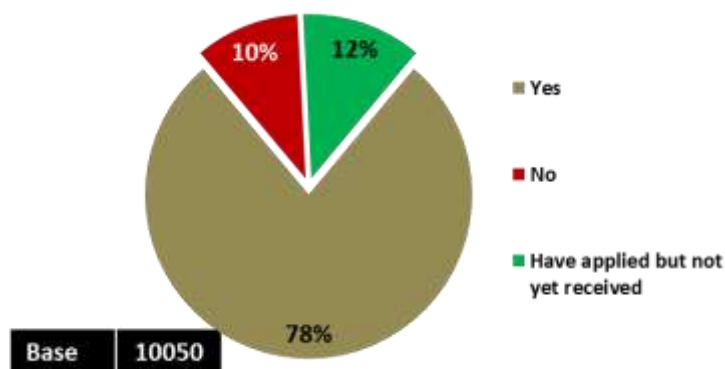


Figure 28 – Adhar card details

Among the citizens who have availed services under Sakala, Bangalore, Davengere, Chamrajnagar & Gulbarga has higher percentage of citizens coming under BPL category.

### Citizens having an Electoral Photo Identity Card (EPIC) Card

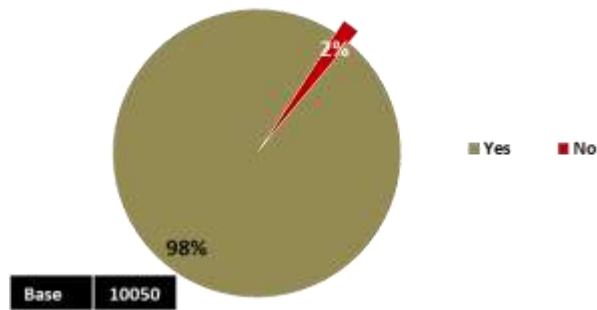


Figure 29 – Citizens with EPIC card

### Citizens who voted in the last assembly election

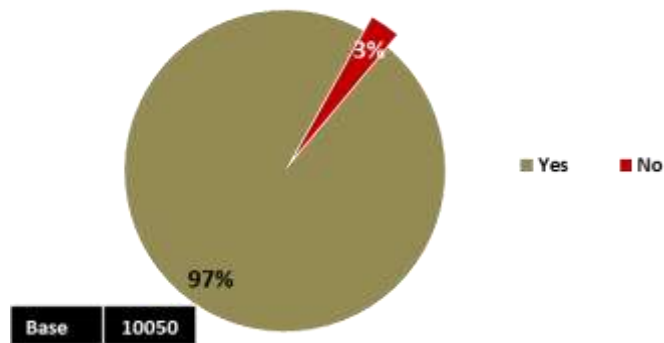


Figure 30 – Citizens who cast their votes in the Assembly Election

### Citizens who voted in the last local government election

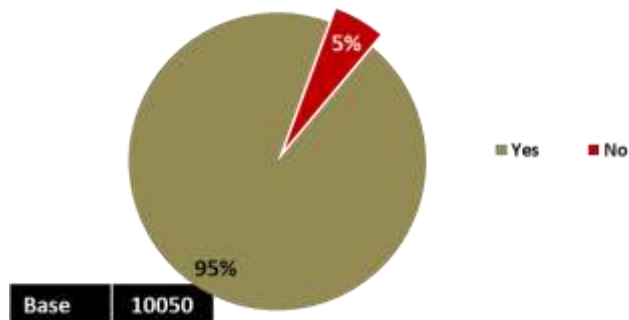


Figure 31 – Citizens who cast their votes in the local government election



## Items owned/have access at home

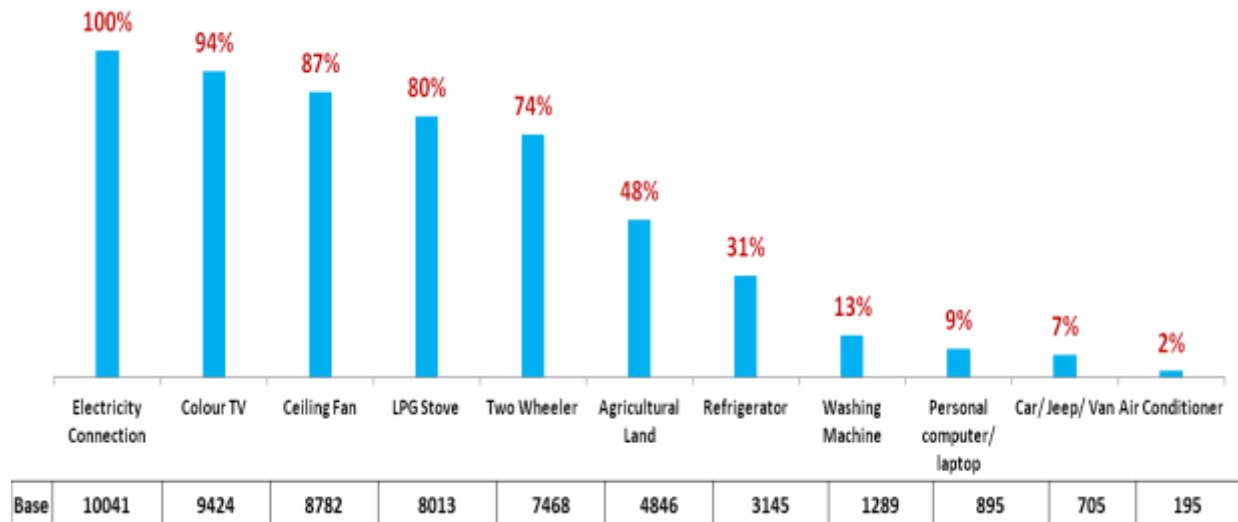


Figure 32 – House-hold items owned by respondents



**Thank You**



## II. Annexure

# Annexure 1 – Terms of reference



### Concept Note:

The then Chief Minister of Karnataka, during his regular interactions with Citizens in his "Janatha Darshan" learnt that quite a few requests that came to him were for routine services that were bound to be given by the Government. Yet the citizens were deprived of receiving these services.

Hence he directed the Chief Secretary, Government of Karnataka (GoK) to look into these aspects and come up with a legislation that would provide and guarantee Citizens with basic services that ought to be provided within a stipulated time. The CS in turn entrusted the job to the Secretary, Department of Personnel and Administrative Reforms, GoK to formulate an act to deliver government services in a time bound manner.

### Purpose of the initiative

The image of the Government suffered due to

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

### Priority of the initiative

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

Records by  
e mail  
26/12



## How the initiative was implemented

The Secretary of DPAR (AR) got the draft Act ready by December, preparation of rules and a work plan was done by January, training of staff by March, pilot launch happened in 4 talukas (administrative sub divisions) on 1<sup>st</sup> of March and State wide roll out on 2<sup>nd</sup> of April. Thus came in to effect 'The Karnataka Guarantee of Services Act 2011' commonly referred to as Sakala. This comprises of the largest ever offered set of services to citizens under any other Act of the States of India. Currently, 265 services covering 40 departments & sub department/Corporations.

## How Sakala Works

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

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



For a large number of people who may be unable to use either the SMS mode or the website, a 'Call Centre' is available to assist the citizens (080-4455 4455). A single call by the citizen giving the GSC no. is sufficient to set the appeal process rolling. The call centre functions as a hub for collecting complaints, providing information and serving as a feedback tool to understand the pulse of our citizens. Over 1,40,000 citizens have already availed the services of these call centres.

### Results in Hand

Parameter	Numbers	Remarks
Application Received	1,49,96,252	
Applications Disposed	1,46,49,048	
Pending Applications	11,695	
Delayed Disposals	4,98,692	

### Why Sakala needs an Evaluation at this time?

With the astounding success of Sakala in the life of a common man, the Mission would like to evaluate its success from the perspective of future Administrative reforms. Sakala completes one year in December since it was passed in the legislature. An annual report needs to be submitted in both the houses about the desirable changes it has brought about in the administrative ethos leading to good governance as per the preamble of the Act. Act has been implemented for about 8 months now, it may be the right time to take corrective action. It is neither too young to have teething problems, nor too mature to have lost its effectiveness. We have covered about one-fifth of the population and have to reach all the 6 crore citizens. We have taken the time lines as decided by respective departments but there may be a need for a re look into the desired efficiencies vs actual practices. A series of capacity building programmes have been organised by ATI/DTI. However attitudinal change takes a long time. Hence we need to re-visit our training needs as per field realities. We have brought in the largest number of services in the Act. However is the staff and the working environment ready to sustain these higher responsibilities or the system needs additional support. There has been a lot of interest generated in Sakala, both Nationally and Internationally. Hence it would be appropriate to

self evaluate our strengths and deficiencies before exposing them to others. This would also help us document this as a case study with a SWOT analysis for future replication. The Mission felt that in view of all these challenges, it will be the right time to evaluate Sakala by an independent agency for a unbiased rear view of its progress and success.

## What are the Aspects of Evaluation?

The following areas / aspects of evaluation are submitted for appropriate perusal:

- I. Is there an increased efficiency in terms of actual time taken vis-à-vis the workflow by each staff?
- II. Has service delivery period reduced after implementation of Sakala vis-à-vis before Sakala i.e. 2.4.2012.
- III. Do we have a more responsible, self motivated and courteous staff to deal with public who is result oriented?
- IV. Has Sakala led to saving of time and money for the citizen for service delivery viz., transportation charges, food, opportunity cost, fast money, brokerage charges?
- V. Has Sakala's integrated monetary system ensured increase in revenue generation - Every application service is monitored and hence accounted. *Emp*
- VI. Benefits to staff (exact amount of work done is accounted for - thus performance appraisal will be more objective, closer monitoring is easy, reduction of stress / workload, ease of monitoring, reduced public pressure). *Emp*
- VII. Change in the quality of life of citizens (Better drinking water facility, women and child care, health, street light facility, building licences, etc).
- VIII. Sakala for industrial and commerce development (timely delivery of services of the departments of revenue, urban, labour, finance, home, transport).
- IX. Has the quality of doing a task come down due to pressure of speed delivery? *Emp*
- X. Reach: Has Sakala really reached the people that is should? Or is it skewed in favour of a few (literacy / economic strata / urban /rural b/g)

- XI. How successful has been ATI / DTI training inputs to Government employees in bringing about attitudinal changes and work ethics?
- XII. To what extent Sakala has reduced corruption?
- XIII. Have the helpdesks reduced the menace of Agents?
- XIV. How far have citizens / employees managed to circumvent Sakala (Non-display of Sakala Board / not issue of acknowledgement receipts)





# **Annexure 2 – Survey Tools (Questionnaire & List of Departments and Services chosen for the survey)**



## Questionnaire-Evaluation of 'Karnataka Sakala Services Act 2011'- Citizen Feedback

RESPONDENT DETAILS	
Name :	
Phone No:	
INTERVIEWER DETAILS	
Interviewer name:	
Supervisor name:	
Date of interview:	

### INTERVIEWER INSTRUCTION: FILL X1 FROM DATABASE OF CITIZENS PROVIDED

#### QX1. Code from Database

I	GSC NO.																			
li	Districts	Bangalore														1				
		Dakshin Kannada														2				
		Davengere														3				
		Chamarajanagar														4				
		Gulbarga														5				
		Belgaum														6				

List of service will be added in the questionnaire post finalization of the services from the client.

### INTRODUCTION & PURPOSE

#### INTRODUCTION

Good\_\_\_\_\_ or Namaste! I am\_\_\_\_\_ (MENTION YOUR NAME) from Karnataka Evaluation Authority. We are presently conducting a survey on behalf of Karnataka Evaluation Authority in order to assess the satisfaction levels of citizens like you, who have availed the services of Sakala (before/after introduction of Sakala). Your valuable feedback would help the Sakala mission in improving their services.



**Before starting this interview, I wish to confirm that this interview complies with the Market Research Society of India (MRSI) and International code of ethics for market research.** Please be assured that all information given by you will be kept strictly confidential and not revealed to our client with your name/contact details without your prior permission. The response collected will be added together with the responses of others before presenting the findings. Part or whole of the study findings may be used for publishing in media or journals at an aggregate level.

Do you have any queries before I start the interview? For further clarification, you may also contact my senior at any point during this interview.

INTERVIEWER TO CLARIFY AND PROVIDE ASSURANCE

TIME OF START: \_\_\_\_\_ TIME OF END: \_\_\_\_\_ TOTAL DURATION: \_\_\_\_\_

**Section 1: Awareness**

Q1. Are you aware of Sakala services of Government of Karnataka (GoK)?

Yes	1	Continue
No	2	Go to Q2

Q1a. How did you come to know about Sakala?

**Interviewer Instruction: Multiple Coding Possible**

From another person	1
Newspaper	2
Magazines	3
Posters	4
TV ads	5
Neighbour/ friend	6
Website	7
Notice Board at various service delivery points in Districts, Taluk, Atalji (Nemmadi) Kendras	8
Call Centre	9
Officials	10
Help Desks	11
Any other _____	12

**Show card A**

Q2. Did you apply for any service/s under Government of Karnataka before the introduction of Sakala? i.e. before April 2012?



Yes	1	Go to Q2a
No	2	Go to Q3a and capture for Post-Sakala only

**Interviewer Instruction:** In case the citizens have availed services before Sakala, i.e. in case of 'Yes' for Q2, please capture both Pre-Sakala and Post-Sakala responses (as and where it is intended to) for the processes that follow.

In case the citizens have not availed any services before Sakala, i.e. in case of 'No' for Q2, please capture only post-Sakala responses (as and where it is intended to) for the processes that follow

**Interviewer Instruction:** If coded Yes in Q2, please ask the respondent,

Q2a. What has been your experience while applying for the service before Sakala? Would you say it is (Bad, Good or Very Good)?

Bad	Good	Very Good	DK/CS
1	2	3	8

**Show card B**

Q2b. Please tell me the name of the service that you applied for before the introduction of Sakala?

(Interviewer instruction: Record the name of the service)

**Section 2: Experience**

**Interviewer Instruction:** Please ask Qns 3a to 3d for Pre & Post Sakala

	Please tell me	Pre-Sakala		Post-Sakala	
Q3a	Did you get the service on time?	Yes-1	No-2	Yes-1	No-2
Q3b	Did you find the process easy to apply for the service?	Yes-1	No-2	Yes-1	No-2
Q3c	Did you have to wait for long to get the service fulfilled?	Yes-1	No-2	Yes-1	No-2
Q3d	Did you meet more than one official in getting your service fulfilled (Desk to desk approach with multiple officials)	Yes-1	No-2	Yes-1	No-2

Q3e. How would you rate the

overall quality of your experience while availing services before Sakala and/or after Sakala? While giving your



opinion please consider the experience you have had with application submission, documentation, monitoring the status of the application, timeliness and clarity of instructions, fulfillment of the service etc. Would you say it is (Bad, Good or Very Good)?

	Bad	Good	Very Good	DK/CS
Pre-Sakala	1	2	3	8
Post-Sakala	1	2	3	8

### Showcard C

Q3f. Please tell me, what has been your experience while applying for the service under Sakala (Probe further for Very Good, Record Verbatim) **(Interviewer Instruction: Please ask for Pre/Post-Sakala)**

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Q3g. What has been your experience while applying for the service under Sakala? Would you say it is (Bad, Good or Very Good)? **(Interviewer Instruction: Please ask for Post-Sakala only)**

Bad	Good	Very Good	DK/CS
1	2	3	8

### Section 3: Process Areas

Ease of seeking services

#### Process 1: Application Related Information (Preliminary Information)

Q4. Did you see a notice board, having details of all the services in the office?

Yes	1	Continue
No	2	Go to Q5

**Interviewer Instruction: Ask Q4a to Q4d, if coded Yes in Q4 only for Post-Sakala**

**Did you notice?**

Q4a	The number of fixed days for service delivery for each of the services	Yes-1	No-2
Q4b	Details of the offices/officers responsible for delivering time-bound service	Yes-1	No-2



Q4c	Call centre number 080-44554455 for enquiries or complaints	Yes-1	No-2
Q4d	Did you see the details of the Competent officer and Appellate authority to be contacted in case of delays	Yes-1	No-2

**Q5.** Whom did you approach for the initial process & procedures to be followed for applying for the service (Eg: Whom to approach, Required Documents to be submitted along with the application form, where to submit etc)?

	Pre-Sakala	Post Sakala	Interviewer Instruction
Official or Staff at the application counter	1	1	Go to Q6
Staff at the Helpdesk		2	Go to Q6
Agent	3	3	Go to Q7a
Website- <a href="http://www.sakala.kar.nic.in">www.sakala.kar.nic.in</a>		4	Go to Q8
Call centre		5	Go to Q6
Any other _____	8	8	Go to Q6

**Show card D**

**Interviewer Instruction: Administer this section only if coded 1, 2 (post-Sakala only) 5(post-Sakala only) or 8 for Q5**

Q6. Could you please look at this card and tell me how you would rate your overall experience with the Application related information before & after Sakala. Would you say it is (Bad, Good or Very Good)?

	Bad	Good	Very Good	DK/CS
Pre-Sakala	1	2	3	8
Post-Sakala	1	2	3	8

I am now going to ask you to rate your experiences on some specific aspects related to \_\_\_\_\_ (READ OPTION CODED IN Q5) during your interaction for understanding the initial process & procedures to be followed for applying for the service before & after Sakala. Would you say it is (Bad, Good or Very Good)?

Bad	Good	Very Good	DK/CS
1	2	3	8

**Interviewer Instruction: Please put the ratings across each questions in the box intended for**

		Pre-Sakala	Post-Sakala
Q6a	Help in giving/filling the application form		
Q6b	Politeness and helpfulness shown by officials in submission of application		



Q6c	Specific list of documents sought by the officials in accepting the application							
Q6d	What is the mode of acknowledgement that you received	Pre-Sakala		Form B-1	Slip/Chit -2	Paper-3	TOKEN-4	Any other-5
		Post-Sakala	GSC No-1	Form B-2	Slip/Chit -3	Paper-4	TOKEN-5	Any other-6
Q6e	<b>(Interviewer Instruction: Ask only if coded 1 in Q6d for Post-Sakala)</b> Were you aware of the date of delivery of service, which was mentioned in the GSC receipt <b>-(receipt having the 15 digit computer number that helps you track the status of your application)</b> that you received					Yes-1	No-2	
Q6f	<b>(Interviewer Instruction: Ask for Pre &amp; Post-Sakala)</b> Did you give your mobile number at the time of submitting the application		Yes-1 Continue	No-2 Go to Q9a	Yes-1 Continue	No-2 Go to Q9a		
Q6g	<b>(Interviewer Instruction: Ask for Pre &amp; Post-Sakala)</b> Did you get an SMS at the time of submission of application and the due date of delivery		Yes-1	No-2	Yes-1	No-2		

### Agent Experience

#### Interviewer Instruction: Administer this section only if coded 3 in Q5 for Pre/Post Sakala

Q7a. Please tell me, how did you come to know about the agent? **(Interviewer Instruction: Probe, Record verbatim)**

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#### Interviewer Instruction: Postcode

	Pre-Sakala	Post-Sakala
Friends/Neighbors	1	1
Proactive approach by agent	2	2
Officials	3	3
Others specify	4	4



Q7b. Why didn't you approach the official/office counter directly? (**Interviewer Instruction: Probe, Record Verbatim**)

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**Interviewer Instruction: Postcode**

	Pre-Sakala	Post-Sakala
Did not get proper explanation for queries	1	1
Process for applying for the service was cumbersome	2	2
Delay in getting the service	3	3
Officials are not easily accessible	4	4
Demand for money (bribe etc...)	5	5
Others specify (in detail)	6	6

	<b>Did you seek the help of the agent for....?</b>	Pre-Sakala		Post-Sakala	
		Yes-1	No-2	Yes-1	No-2
Q7c	Getting the application forms filled	Yes-1	No-2	Yes-1	No-2
Q7d	Payment of fees for availing the service	Yes-1	No-2	Yes-1	No-2
Q7e	Getting acknowledgement for the service applied (say, GSC number etc...)	Yes-1	No-2	Yes-1	No-2
Q7f	Processing/ follow up on the status of the application	Yes-1	No-2	Yes-1	No-2
Q7g	For getting the service fulfilled (final delivery etc...)	Yes-1	No-2	Yes-1	No-2
Q7h	Was there a delay/default in the delivery of service as committed at the time of submission of the application	Yes-1	No-2	Yes-1	No-2
	<b>Interviewer Instruction: In case of Yes for Q7h:</b>  Please tell me, the number of days by which the service was delayed (Interviewer Instruction: Note down the no: of days in the column intended for)	_____ _days		_____ _days	





Q7i	<p><b>Interviewer Instruction: If coded Yes for the above questions (Q7c to Q7g), please ask,</b></p> <p>How did the agent help you for each of the above aspects?<b>(Interviewer Instruction: Probe and record verbatim for each and every aspect mentioned above)</b></p> <p>_____</p> <p>_____</p> <p>_____</p>				
Q7j	<p>What was the amount paid to the agent for getting the services? (Please mention the exact amount in Rupees)</p>	<p>_____</p> <p>Rupees</p>		<p>_____</p> <p>Rupees</p>	

### Website Experience

**Interviewer Instruction: Ask if coded 4 for Q5 only for Post-Sakala**

Q8. I am now going to ask you to rate your experiences on some specific aspects related to the website www.sakala.kar.nic.in for obtaining information regarding the process & procedures to be followed for applying for the service. Please give your feedback on whether it was Bad, Good or Very Good?

Bad	Good	Very Good	DK/CS
1	2	3	8

		Post-Sakala
Q8a	Ease of browsing through the website	
Q8b	Ease of retrieving/locating the required information pertaining to the services on the website	
Q8c	Adequacy of information (eligibility criterion, supporting documents, clarity of instructions provided on the procedures involved to avail the service	
Q8d	Ease of downloading the form in which the application needs to be submitted to get the service	

### Process 2: Helpdesk

I am now going to ask you to rate your experiences on some specific aspects related to the Helpdesk. Please tell me your level of agreement on each of these in terms of Yes/No

**Interviewer Instruction: Please administer this section only for Post-Sakala**



Q9a	Did you notice the Helpdesk?	Yes-1 Go to Q9c	No-2 Continue
Q9b	Did anyone help you in locating the Helpdesk?	Yes-1	No-2
Q9c	Did the helpdesk assist you in filling the application form	Yes-1	No-2
Q9d	Did the Help Desk inform you about making an appeal to the Competent officer in case of a delay/default in Service delivery	Yes-1	No-2
Q9e	Did the Help Desk inform you about the easy way of appeal through call centre on giving your GSC number	Yes-1	No-2
Q9f	Did the helpdesk ask for your suggestions for making improvement in Service delivery <b>Interviewer Instruction: In case of Yes for Q9f, Please ask Q9f_1</b>	Yes-1 Continue	No-2 Go to Q10a
Q9f_1	What are the suggestions that you would like to make for Helpdesk? _____ _____		

**Process 3: Call Centre (Interviewer Instruction: Administer this section only for Post-Sakala)**

I am now going to ask you to rate your experiences on some specific aspects related to the Call centre. Please tell me your level of agreement on each of these in terms of Yes/No

Q10a	Did you call the Call centre Number- <b>080-44554455</b>	Yes-1 Continue	No-2 Go to Q10f
Q10b	Did you have to wait for long to reach the call centre executive	Yes-1	No-2
Q10c	Was the Call centre executive polite & courteous	Yes-1	No-2
Q10d	Did the call, centre executive answer your queries to your satisfaction	Yes-1	No-2



Q10e	Do you have any suggestions to make to improve the call centre experience? <b>Interviewer Instruction: In case of Yes for Q10e, Please ask Q10e_1</b>	Yes-1 Continue	No-2 Go to Q10f
Q10e_1	What are the suggestions that you would like to make for Call centre? _____		
Q10f	Did the call centre or DITCs make proactive calls from their end to ask you about your satisfaction and suggestions for improvement? <b>(Interviewer Instruction: Ask only for those who coded Yes for Q6f)</b>	Yes-1 Continue	No-2 Go to Q11a
Q10f_1	Please tell me, What did they ask you? _____		

#### Process 4: APPLICATION REJECTION

I am now going to ask you to rate your experiences on some specific aspects related to the rejection of your application before & after Sakala. Please tell me your level of agreement on each of these in terms of Yes/No

		Pre-Sakala		Post-Sakala	
Q11a	Was your service request(application) rejected	Yes-1 Continue	No-2 Go to Q12	Yes-1 Continue	No-2 Go to Q12
Q11b	Please tell me, when was your application rejected?	<b>Pre-Sakala</b>	At the time of submission of application-1	On the due date of Service delivery-2	Other reasons-3
		<b>Post-Sakala</b>	At the time of submission of application-1	On the due date of Service delivery-2	Other reasons-3
Q11c	Was the reason given for rejection satisfactory	Yes-1	No-2	Yes-1	No-2



Q11d	Did you re-submit your application	Yes-1	No-2	Yes-1	No-2
Q11e	Did you meet the superior officer against the rejection of application	Yes-1 Continue	No-2 Go to Q11g	Yes-1 Continue	No-2 Go to Q11g
Q11f	<b>Interviewer Instruction: If coded yes for Q11e for Pre/Post Sakala, please ask</b> What did the superior officer say in response to your query _____ _____				
Q11g	Did you make a complaint regarding the rejection?	Yes-1 Continue	No-2 Go to Q12	Yes-1 Continue	No-2 Go to Q12
Q11h	<b>Interviewer Instruction: If coded yes for Q11g for Pre/Post Sakala, please ask</b> What action did they take against your complaint? _____ _____				

**Process 5: Application Status tracking**

Q12. Could you please look at this card and tell me how you would rate your overall experience with the application status tracking mechanism for the service before & after Sakala. Would you say it is (Bad, Good or Very Good)?

	Bad	Good	Very Good	DK/CS
Pre-Sakala	1	2	3	8
Post-Sakala	1	2	3	8

I am going to \_\_\_\_\_ now ask you to rate your experiences on some specific aspects related to the status updates received before & after Sakala. Please give your feedback on whether it is Bad, Good or Very Good

**Interviewer Instruction: Ask Qns 12a to12c\_1 only for Post Sakala**



Q12a	Did you proactively follow-up from your end on the status of the application	Yes-1 Continue	No-2 Go to Q13																					
Q12b	When the fixed time was given in writing to you for getting the service, why did you have to follow-up from your end?  _____																							
Q12c	<b>Interviewer Instruction: Qns 12c and 12c_1, please ask for Pre &amp; Post Sakala</b> With whom did you follow-up on the status of the application <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>Pre-Sakala</th> <th>Post-Sakala</th> </tr> </thead> <tbody> <tr> <td>Officer</td> <td>1</td> <td>1</td> </tr> <tr> <td>Helpdesk</td> <td></td> <td>2</td> </tr> <tr> <td>Call centre</td> <td></td> <td>3</td> </tr> <tr> <td>Atalji(Nemmadi) Kendra</td> <td>4</td> <td>4</td> </tr> <tr> <td>Agent</td> <td>5</td> <td>5</td> </tr> <tr> <td>Any other option _____</td> <td>8</td> <td>8</td> </tr> </tbody> </table>				Pre-Sakala	Post-Sakala	Officer	1	1	Helpdesk		2	Call centre		3	Atalji(Nemmadi) Kendra	4	4	Agent	5	5	Any other option _____	8	8
	Pre-Sakala	Post-Sakala																						
Officer	1	1																						
Helpdesk		2																						
Call centre		3																						
Atalji(Nemmadi) Kendra	4	4																						
Agent	5	5																						
Any other option _____	8	8																						
<b>Show card E</b>																								
Q12c_1	How many times did you follow-up on the status of the application? <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>Pre-Sakala</th> <th>Post-Sakala</th> </tr> </thead> <tbody> <tr> <td>Once</td> <td>1</td> <td>1</td> </tr> <tr> <td>2 to 3 times</td> <td>2</td> <td>2</td> </tr> <tr> <td>3 to 5 times</td> <td>3</td> <td>3</td> </tr> <tr> <td>More than 5 times</td> <td>4</td> <td>4</td> </tr> </tbody> </table>				Pre-Sakala	Post-Sakala	Once	1	1	2 to 3 times	2	2	3 to 5 times	3	3	More than 5 times	4	4						
	Pre-Sakala	Post-Sakala																						
Once	1	1																						
2 to 3 times	2	2																						
3 to 5 times	3	3																						
More than 5 times	4	4																						
<b>Show card F</b>																								

### Process 6: Service Delivery

Q13. Could you please look at this card and tell me how you would rate your overall experience with the fulfillment of your service request for the service before & after Sakala, By Service Fulfillment I mean timeliness of the delivery of the service, completeness of the service request document, etc..Would you say it is (Bad, Good or Very Good)?

	Bad	Good	Very Good	DK/CS
Pre-Sakala	1	2	3	8
Post-Sakala	1	2	3	8

I am now going to ask you to rate your experiences on some specific aspects related to the fulfillment of your service request before & after Sakala. Please give your feedback on a scale of Bad, Good or Very Good?

		<b>Pre-Sakala</b>	<b>Post-Sakala</b>
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Q13a	Was there a delay/default in the delivery of your service	Yes-1 Please tell me what did you do to resolve the issue _____ _____ _____ _____ Ask Q13a_4 and go to Q14	No-2 Ask Q13a_4 and go to Q14	Yes-1 Continue	No-2 Ask Q13a_4 and skip to Q13j
Q13a_1	Did you call up the Sakala mission office in case of the delay or default of your service? <b>(Interviewer Instruction: Ask only for Post Sakala)</b>			Yes-1 Continue	No-2 Ask Q13a_4 and skip to Q13b
Q13a_2	Was the issue resolved by the Sakala mission office? <b>(Interviewer Instruction: Ask only for Post Sakala)</b>			Yes-1 Ask Q13a_3, Q13a_4 and skip to Q13j	No-2 Continue
Q13a_3	What was the response given by the Sakala mission office to your query _____ _____ <b>(Interviewer Instruction: Ask only for Post Sakala. Probe and record verbatim)</b>				
Q13a_4	What is your expectation in terms of the turnaround time required for service delivery <b>Interviewer Instruction: Capture the response in number of days only</b>	_____(Days)	_____(Days)		



Interviewer Instruction: Ask Qns 13b onwards only if coded 1 for Q13a for Post-Sakala					
Q13b	What was the next step that you took in resolving the issue?	the Contacted Competent officer-1	the Contacted Call centre-2	the Contacted Help desk/Nemmadi Kendra-3	Did not know what to do/No action taken-4
		Go to Q 13d	Continue	Continue	Go to Q13j
Q13c	When you approached the ..... (Read from Q13b), what did they do?				
	Guide you to approach the competent officer	1	Continue		
	Instructed you to wait for more time	2	Go to Q13i		
Q13d	Was the issue resolved by the Competent officer?	Yes-1 Go to Q13j		No-2 Continue	
Q13e	Did you contact the appellate authority	Yes-1 Continue		No-2 Go to Q13i	
Q13f	Was the issue resolved by the Appellate authority	Yes-1 Go to Q13j		No-2 Continue	
Q13g	<b>Interviewer Instruction: If coded No for Q13f, please ask</b>				
	What was the explanation given by the appellate authority _____ _____				
Q13h	Were you satisfied with the explanation given by the Appellate authority?	Yes-1 Go to Q13j		No-2 Continue	
Q13i	<b>Interviewer Instruction: If coded No for Q13h, please ask</b>				
	What was the next step that you took in resolving the issue _____ _____				



<b>Process 6a: Compensatory cost Benefit</b>			
Q13j	Are you aware that you can seek/ claim compensatory cost benefit in case of any delay/default in the delivery of services under Sakala	Yes-1 Continue	No-2 Go to Q14
Q13k	Did you avail any compensatory cost benefit in case of the delay/default in the delivery of services under Sakala	Yes-1 Continue	No-2 Go to Q14
Q13l	Is the compensation amount acceptable to you?	Yes-1 Go to Q14	No-2 Continue
Q13l_1	<b>Interviewer Instruction: Ask Q13l_1 only if coded 2 for Q13l</b> Why do you say that the compensation amount is not acceptable	Specify reasons _____	

Q14 Would you like to mention any other area of satisfaction or dissatisfaction with SAKALA services other than what we have discussed now?

Yes	1	Continue
No	2	Go to Q15_1

Q15. Please mention any other reason for your satisfaction/dissatisfaction?

Satisfaction
Dissatisfaction

Q15\_1. Please provide your valuable suggestions to Sakala mission to improve their service delivery?

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#### Section 4: Demographics

Q16. Please tell me your age (Record in the grid below)?

Age-group	
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Less than 18	1
20-24	2
25-29	3
30-34	4
35-39	5
40-44	6
45-49	7
50-54	8
55-59	9
60-64	10
65-69	11
70-74	12
75-79	13
80+	14
Age not stated	15

Q17. Gender of the citizen **(Interviewer Instruction: Please code)**

Male	1
Female	2.

Q18. Are you FC/SC/ST/OBC/Other?

Forward Caste	1
SC	2
ST	3
OBC	4
Others specify _____	5
Hindu	1
DK	8
Refused	9

Q19. Could you please tell me your religion?



Muslim	2
Christian	3
Sikh	4
Buddhist	5
Jain	6
Others_____	7

Q20. Please tell me your occupation and the level you have studied up to.

Occupation\_\_\_\_\_ Education \_\_\_\_\_

		EDUCATION								
			Illite rate	Literate-	School			Some	Graduate/Post-Graduate	
				No formal education	Upto 4 yrs	5-9 yrs	HSC /SSC	College, but not Graduate	General	Professional
OCCUPATION	CODE	1	2	3	4	5	6	7	8	
Unskilled Worker	01	E2	E2	E2	E1	D	D	D	D	
Skilled Worker	02	E2	E1	E1	D	C	C	B2	B2	
Petty Trader	03	E2	D	D	D	C	C	B2	B2	
Shop Owner	04	D	D	D	C	B2	B1	A2	A2	
Businessman/ None	05	D	C	C	B2	B1	A2	A2	A1	
Industrialist	1-9	06	C	B2	B2	B2	B1	A2	A1	



with											
no. of employees	10+	07	B1	B1	B1	A2	A2	A1	A1	A1	
Self Employed Professional		08	D	D	D	D	B2	B1	A2	A1	
Clerical/Salesman		09	D	D	D	D	C	B2	B1	B1	
Supervisory Level		10	D	D	D	C	C	B2	B1	A2	
Officer/Executives Junior	-	11	C	C	C	C	B2	B1	A2	A2	
Middle/ Senior Executives		12	B1	B1	B1	B1	B1	A2	A1	A1	

SEC:

Q21. Are you an APL or BPL citizen?

Above Poverty Line (APL)	1
Below Poverty Line (BPL)	2

Q22. Could you please tell me the locality where you belong to?

Village	1
Town (say, population below 1 lakh)	2.
City (say, Population above 1 lakh)	3
Large city (say, population above 1 crore)	4

Q23. Do you have an Aadhar Card?

Yes	1
No	2.
Have applied but not yet received	3



Q24. Do you have a Ration card? **(Don't ask – As instructed by DPAR)**

Yes	1
No	2.
Have applied but not yet received	3

Q25. Do you have an Electoral Photo Identity Card (EPIC) Card?

Yes	1
No	2.

Q26. Did you vote in the last assembly election?

Yes	1
No	2

Q27. Did you vote in the last local government election?

Yes	1
No	2.

Q28. Does your family own any agricultural land, by agricultural land I mean land that is currently under cultivation or plantation?

CIRCLE AGRICULTURAL LAND IN THE 'ASSETS GRID', IF OWNED. AND THEN TICK.

ADD THE NUMBER OF TICKS (RQ1a & RQ1b) IN THE GRID BELOW. WRITE THE TOTAL NUMBER OF ITEMS OWNED NEXT TO 'NUMBER OF (RQ1a+RQ1b) ASSETS OWNED'.

ASSETS GRID (RQ1)			
	Items owned / have access at home	CIRCLE	Tick (v)
RQ1a	Electricity Connection	01	
	Ceiling Fan	02	
	LPG Stove	03	



	Two Wheeler (motorcycle, scooter, scooter, moped)	04	
	Colour TV	05	
	Refrigerator	06	
	Washing Machine	07	
	Personal computer/ laptop	08	
	Car/ Jeep/ Van	09	
	Air Conditioner	10	
RQ1b	Agricultural Land	11	
NUMBER OF ASSETS OWNED-> (RQ1a+ RQ1b)			

Q29. Would you give CSMM the permission to reveal your responses to the client?

Permission granted	1
Permission not granted	2

**Thank you for your time**



## List of Departments & Services chosen for the survey

Red font indicates services with less data in the database provided

Yellow highlight indicates total for that particular department

		Bangalore	DK	Davengere	Belgaum	Chamarajanagar	Gulbarga
Animal Husbandry & Fishing	Issue of registration/licenses to boats	20	16	16	16	16	16
	Issue of licences for fishing in Reservoirs						
Commercial Tax	Issue of C Form declarations under the CST Act, 1956.	20	16	16	16	16	16
	Issue of form F Declaration						
	Issue of registration under the KVAT Act, 2003.						
	Issue of form H Certificates						
	Issue of No Due Certificate under the KVAT Act, 2003.						
	Issue of form E1 and E2 Certificates.						
Issue of registration under the Karnataka Tax on Professions, Trades, Callings and Employments Act, 1976.							
Commerce & Industries	Issue of IEM Part-I Acknowledgment for Micro, Small and Medium Enterprises	20	16	16	16	16	16
	Issue of IEM Part-II Acknowledge-ment for Micro, Small and						



	Medium Enterprises						
	Stamp Duty Exemption and Registration Fees Concession Certificate						
	Entry Tax Exemption Certificate						
	Sanction of Investment Promotion subsidy for Micro, Small and Medium Enterprises						
	Electricity Duty Exemption Certificate						
	Agricultural Produce Marketing Cess Exemption Certificate						
DPAR	Sanction of leave salary on Surrendered Leave						
	Medical Reimbursement (in the cases where the treatment taken in Govt. Hospitals/ Govt. Autonomous Medical Institutions and in the hospitals recognized by the Govt. as per CGHS rates lists)	20	16	16	16	16	16
	Sanction of Earned Leave/Commuted Leave for a period of 6 months(excluding Deputed Officials)						
Education	Photocopying answer scripts of the 2nd PUC final examination	25	20	20	20	20	20
	Issue of Duplicate Marks Card /Provisional Marks Card-SSLC						

	Revaluation of answer scripts of the 2nd PUC final examination						
	Revaluation of Examination Papers-SSLC						
	Renewal of recognition for Schools						
	Registration of Schools						
<b>Food</b>	Modification in Existing Ration Card	<b>25</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Forest</b>	Disposal of Consent for Establishment/Consent for Expansion Applications under Water Act 1974 and Air Act 1981-Green Category.	<b>25</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Housing</b>	Issue of draft sale deeds for allotment in respect of house/site/flat etc..						
	Refund						
	Absolute Sale Deed after payment of cost fixed by the Govt. after issue of Hakku Pathra by the Board of the house constructed under various schemes and the house constructed by the slum dwellers in the decalred slum area	<b>20</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
	Approval of Building Plan for construction of House in sites of 250 Sq.mtrs of area						
<b>Kannada &amp; Culture</b>	Giving permission for film shooting	<b>20</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>





	Issue of copies of old records, degitisation copies, microfilms and conserved documents to the citizens on requests						
	Issue of Railway concession letter to Artists						
Labour	Registration of Building and other Construction Workers						
	Registration under the Karnataka Shops and Commercial Establishments Act, 1961	25	20	20	20	20	20
	Renewal of Registration under Karnataka Shops and Commercial Establishments Act,1961						
Police/Hom e	Reciept and Disposal of Petitions	25	20	20	20	20	20
	Issue of copy of FIR to the complantant	25	20	20	20	20	20
	NoC for Passport Verification	25	20	20	20	20	20
	Missing Report of documents, Mobile phone etc	25	20	20	20	20	20
	Service Verification	25	20	20	20	20	20
	License for Amplified Sound System	25	20	20	20	20	20
	RESPONSE TO FIRECALLS	25	20	20	20	20	20
	Police Clearance Certificate for going abroad (Visa for studies)/ Police Clearance Certificate for Foreign Nationals	25	20	20	20	20	20
<b>Total</b>	<b>200</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	



<b>PWD</b>	Permission for road cutting along NHs, SHs and MDRs	<b>25</b>	20	20	20	20	20
<b>RDPR</b>	Providing employment to unskilled labours (mgnregs)	25	20	20	20	20	20
	Alteration to assessment list	25	20	20	20	20	20
	Maintenance of drinking water	25	20	20	20	20	20
	Maintenance of street lights	25	20	20	20	20	20
	Noc to escoms	25	20	20	20	20	20
	Building licence	25	20	20	20	20	20
	Maintenance of village sanitation	25	20	20	20	20	20
	Issue of job card to unskilled laboures under mgnregs	25	20	20	20	20	20
	General licence (trade licence)	25	20	20	20	20	20
	Issuing of records (population,crop,cattle census,bpl list)	25	20	20	20	20	20
	Issue of age certificate	25	20	20	20	20	20
	Issue of discharge certificate and sterilization certificate	25	20	20	20	20	20
	Issue of disability certificate	25	20	20	20	20	20
	<b>Total</b>	<b>325</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>260</b>
<b>Revenue</b>	All types of Caste Certificate	25	20	20	20	20	20
	All types of Income Certificate	25	20	20	20	20	20
	Registration of Land / property	25	20	20	20	20	20
	Residence Certificate	25	20	20	20	20	20
	Sandhya Suraksha	25	20	20	20	20	20
	Change of Khata (Undisputed cases)	25	20	20	20	20	20



RTC Typological errors corrections	25	20	20	20	20	20
Destitute Widow pension	25	20	20	20	20	20
Issue of Duplicate Copies in Survey Section(Aakar Band)	25	20	20	20	20	20
Surviving Family member Certificate	25	20	20	20	20	20
Small and Marginal Farmer Certificate	25	20	20	20	20	20
Record of Rights Certificate	25	20	20	20	20	20
Issue of Duplicate Copies in Survey Section(Atlas)	25	20	20	20	20	20
Mutation Extract	25	20	20	20	20	20
No tenancy certificate	25	20	20	20	20	20
Domicile Certificate	25	20	20	20	20	20
Agricultural Family member Certificate	25	20	20	20	20	20
Issue of Duplicate Copies in Survey Section(Tippan)	25	20	20	20	20	20
Pension for disabled persons	25	20	20	20	20	20
Indira Gandhi Old Age Pension	25	20	20	20	20	20
Conversion of agriculture land to non agriculture purpose	25	20	20	20	20	20
Issue of Duplicate Copies in Survey Section(Pakka Tippan)	25	20	20	20	20	20
Agriculturist Certificate	25	20	20	20	20	20
Agricultural Labour Certificate	25	20	20	20	20	20
Issue of Duplicate Copies in Survey Section(Village Map))	25	20	20	20	20	20
Landless Certificate	25	20	20	20	20	20



	Solvency Certificate	25	20	20	20	20	20
	<b>Total</b>	<b>675</b>	<b>540</b>	<b>540</b>	<b>540</b>	<b>540</b>	<b>540</b>
<b>Transport</b>	Registration of Vehicle	25	20	20	20	20	20
	Learning Licence	25	20	20	20	20	20
	Issue of Bus Passes to School Children	25	20	20	20	20	20
	Driving Licence	25	20	20	20	20	20
	Issue of Student Concessional Pass	25	20	20	20	20	20
	Issue of Bus Passes to Physically challenged	25	20	20	20	20	20
	Duplicate Licence	25	20	20	20	20	20
	Duplicate Registration Certificate	25	20	20	20	20	20
	Issue of Free Bus Pass for Blind Person	25	20	20	20	20	20
	<b>Total</b>	<b>225</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>180</b>
<b>Urban</b>	Issue of Birth, Still Birth and Death Certificates	25	20	20	20	20	20
	Khatha Extract	25	20	20	20	20	20
	Issue of Birth, Death and Still Birth Certificates at Registration centers within one calendar year from date of registration	25	20	20	20	20	20
	New Building Licence upto 2400 sqft residential for single dwelling unit	25	20	20	20	20	20
	Permsion for water supply and UGD connection for residential buildings single dwelling unit	25	20	20	20	20	20
	Khatha Extract/Certificate	25	20	20	20	20	20
	Issue of Birth, Death and Still Birth Certificates at	25	20	20	20	20	20



	Registration centers after one calendar year from date of registration						
	Issue of Trade licence	25	20	20	20	20	20
	Issue of Trade licence as per the delegation of powers	25	20	20	20	20	20
	Permission for new connection/Addition al Connection for water supply and under Ground Drainage for residential buildings excluding Apartments	25	20	20	20	20	20
	Transfer of Khatas	25	20	20	20	20	20
	Sanction of Building Plan in sites upto 2400 sq.ft. dimension for residential single dwelling unit. (Not Computerized)	25	20	20	20	20	20
	<b>Total</b>	<b>300</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>
<b>Women &amp; Child</b>	Senior Citizen Identity card	<b>30</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
	Disability Certificate and identity Card for Differently Abled Persons						
	Enrollment of pregnant and lactating mothers in anganwadi centres						
	Enrollment of 0 to 3 years children in Anganwadi centers						
	Enrollment of 3 to 6 years children in anganwadi centres						
<b>Total across districts</b>	<b>2000</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	
<b>Grand Total</b>	<b>10000</b>						



In the total sample of 10000, a sample of 80-100 will be covered for Compensatory cost benefit.

For 'Application rejected' cases, proportionate sample will be covered from the database having the details on Application rejection

\* The district and service-wise sample allocated may vary based on the availability of data