

A STUDY ON PUBLIC SERVICE DELIVERY “SEVA SINDHU”

Dissertation Submitted to the Panjab University, Chandigarh for the award of degree of
Executive Masters in Public Administration and Public Policy, in partial fulfilment of
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INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

DECLARATION

I, the undersigned, hereby declare that the dissertation titled **A Study on Public Service Delivery “Seva Sindhu”** is my own work and that all the sources I have accessed or quoted have been indicated or acknowledged by means of completed references and bibliography. It contains no material previously published or written by any other person. The dissertation has not been submitted for any other degree of this University or elsewhere. I am aware of the University’s norms and regulations regarding the plagiarism including disciplinary action that it may invite.

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CERTIFICATE

I have the pleasure to certify that **Brigadier Suresh S**, has pursued his research work and prepared the present dissertation titled **A Study on Public Service Delivery “Seva Sindhu”**, under my guidance and supervision. The same is the result of research done by him and to the best of my knowledge; no part of the same has been part of any monograph, dissertation or book earlier. This is being submitted to the Panjab University, Chandigarh for the purpose of **Executive Masters in Public Administration and Public Policy**, in partial fulfilment of the requirement for the Advanced Professional Programme in Public Administration (APPPA) of Indian Institute of Public Administration (IIPA), New Delhi.

I recommend that the dissertation of **Brigadier Suresh S** is worthy of consideration for the award of Executive Masters Degree of the Panjab University, Chandigarh.

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EXECUTIVE SUMMARY

Seva Sindhu, the digital platform spearheaded by the Karnataka state government, represents a monumental shift in the delivery of public services, leveraging cutting-edge technology to revolutionize accessibility, transparency and efficiency. This comprehensive study embarks on an exhaustive exploration of Seva Sindhu's intricate operations, aiming to unravel its achievements, challenges and avenues for further enhancement in granular detail.

At its core, Seva Sindhu aims to streamline bureaucratic processes and usher in a new era of citizen-centric governance, making them more accessible and user-friendly for citizens. Through a meticulously structured approach that integrates quantitative analysis, qualitative insights and stakeholder consultations, this study endeavours to provide an in-depth understanding of Seva Sindhu's multifaceted impact on the public service delivery.

The analysis commences by elucidating the fundamental objectives of Seva Sindhu and its pivotal role within Karnataka's broader governance framework. It underscores the imperative of scrutinizing various dimensions, including service accessibility, user satisfaction, identification of deficiencies and formulation of strategic policy recommendations, to offer comprehensive insights into the platform's functioning.

An in-depth examination of three key service domains - Revenue, Transport and Energy Departments - reveals commendable progress in enhancing service accessibility, transparency and efficiency. The Revenue Department's integration with Seva Sindhu has streamlined processes for obtaining certificates and documents, easing burdens for citizens. Similarly, Transport Department services, like bus pass applications, have witnessed improved efficiency through digitalization. In Energy Department, BESCO has offered its services on Seva Sindhu platform. However, amidst these achievements, persistent technical glitches, network connectivity challenges and user experience bottlenecks persist as formidable obstacles to seamless service delivery.

The survey component of this study serves as a critical conduit for capturing firsthand experiences and perspectives from Seva Sindhu users, illuminating invaluable feedback and spotlighting prevalent technical issues. Citizens laud the platform's convenience but lament frequent technical hiccups and complexity in navigation. This underscores the pressing need for continuous improvement and unwavering commitment to user-centric design principles to elevate the platform's efficacy and user satisfaction.

Furthermore, the study advocates for the strategic application of Design Thinking principles to optimize end-to-end public service delivery. By prioritizing citizens' needs, fostering iterative problem-solving and nurturing collaborative innovation, Seva Sindhu can evolve into a dynamic, adaptable and user-centric platform that resonates deeply with the diverse needs of citizens. A Project Monitoring Unit is essential for seamless integration and execution of public service delivery from inception to completion.

Policy implications and formulations outlined in the study furnish actionable directives for governmental entities, delineating strategies for bolstering technical infrastructure, adapting Artificial Intelligence, fostering seamless interdepartmental coordination, leveraging symbiotic public-private partnerships and prioritizing comprehensive rural outreach and inclusivity initiatives.

In summation, Seva Sindhu epitomizes Karnataka's unwavering commitment to leveraging technology as a catalyst for citizen empowerment and efficient governance. By adeptly navigating extant challenges and embracing recommended strategies, Seva Sindhu can solidify its position as a cornerstone of efficient, inclusive and transparent public service delivery in Karnataka, serving as a beacon of inspiration for digital governance initiatives nationwide.

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LIST OF ABBREVIATIONS

Abbreviation	Full Form
AJSK	Atalji Janasnehi Kendra
AI	Artificial Intelligence
APA	Administrative Procedure Acts
BESCOM	Bangalore Electricity Supply Company
BMC	Bhoomi Monitoring Cell
DeGS	District e-Governance Societies
DeitY	Department of Electronics and Information Technology
EDCS	Electronic Delivery of Citizen Services
FACA	Federal Advisory Committee Act
FOIA	Freedom of Information Act
G2C	Government-to-Citizen
KSDC	Karnataka State Data Centre
LCNC	Low Code - No Code
MIS	Management Information System
MMP	Mission Mode Project
NIC	National Informatics Centre
NPM	New Public Management
OECD	Organisation for Economic Co-operation and Development
PES	Panchayat Enterprise Suite
PMU	Project Monitoring Unit
PPP	Public Private Partnership
PRI	Panchayati Raj Institutions
PROMIS	Prosecutors Management Information System
RAPDRP	Reformed Accelerated Power Development and Reform Programme
RDS	Rural Digital Services
RTC	Rights, Tenancy & Crops
RTI	Right to Information
ULB	Urban Local Body
UXI	User Experience Improvement
VPNoBB	VPN Tariff Over Broadband
VSAT	Very Small Aperture Terminal
WiMax	Worldwide Interoperability for Microwave Access

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CHAPTER 1

A STUDY ON PUBLIC SERVICE DELIVERY “SEVA SINDHU”

1.1 Introduction

In the digital age, the transformation of government services from traditional, bureaucratic models to efficient and citizen-centric systems is a paramount endeavour. Across the globe, governments are increasingly adopting digital platforms to streamline the delivery of public services, aiming to reduce administrative complexities, enhance accessibility and meet the evolving needs of their citizens. In this context, *Seva Sindhu*, the flagship initiative of the Karnataka state government, represents a significant stride towards achieving these objectives.

Seva Sindhu, which translates to "*Service Karnataka*" in the local language, embodies the state's commitment to providing public services in a seamless, end-to-end manner, all while minimizing human intervention. This innovative digital platform, launched with the goal of transforming service delivery, seeks to bridge the gap between government agencies and citizens, making services more accessible, efficient and user-friendly.

The implementation of Seva Sindhu represents a bold leap forward in leveraging technology to simplify the often labyrinthine process of accessing government services. Citizens can now avail themselves of a diverse range of services, from obtaining vital documents to accessing entitlements and benefits, with minimal physical interaction and bureaucratic hurdles. This platform not only holds the promise of enhancing the ease of availing public services but also aims to usher in a new era of accountability, transparency and responsiveness within the government machinery.

In light of its significance, it becomes imperative to undertake a comprehensive study of Seva Sindhu on public service delivery in the Karnataka state. This research endeavours to delve into the various facets of Seva Sindhu's operation, from its effect on accessibility and user satisfaction to its implications for government efficiency and technological innovation. By scrutinizing these dimensions, this study aims to shed light

on the extent to which Seva Sindhu has fulfilled its mission of delivering services seamlessly and without undue human intervention.

As we embark on this research journey, we seek to not only understand the achievements (key success stories) and strengths of Seva Sindhu but also to identify any shortcomings or challenges that may hinder its full potential. In doing so, we aspire to provide valuable insights and recommendations that can inform policy decisions, further optimize the platform and contribute to the broader discourse on digital transformation in public service delivery.

1.2 Statement of Problem

The research problem at hand is the need to study the impact and effectiveness of **Seva Sindhu**, the digital platform introduced by the Karnataka state government, on public service delivery. Specifically, this study aims to understand the potential of **Seva Sindhu** and extent to which **Seva Sindhu** has succeeded in achieving its objectives of enhancing accessibility, improving user satisfaction and overcoming challenges in order to provide seamless and efficient public services to citizens. As part of the dissertation, three services provided through **Seva Sindhu** spanning across different departments are studied in detail. Additionally, the research seeks to identify any existing shortcomings or challenges that may hinder Seva Sindhu's full potential and effectiveness in transforming the delivery of government services. Addressing these issues is essential to inform policy decisions, optimize the platform and contribute to the broader discourse on digital transformation in public service delivery.

1.3 Research Objectives

1. To study the extent to which Seva Sindhu has increased the accessibility and availability of public services to citizens.
2. To measure user satisfaction level of citizens in using the services provided through Seva Sindhu.

3. To formulate strategies and recommendations for addressing any identified shortcomings or challenges.

1.4 Significance of the Study

The significance of the study lies in its potential to contribute valuable insights into the effectiveness and impact of Seva Sindhu, the digital platform implemented by the Karnataka state government, on public service delivery. By comprehensively examining the various facets of Seva Sindhu's operation, the study aims to address several key aspects:

1.4.1 Enhanced Accessibility and Availability

Understanding the extent to which Seva Sindhu has increased the accessibility and availability of public services to citizens is crucial in assessing its role in bridging the gap between government agencies and the people. This aspect is particularly significant in ensuring equitable access to essential services for all citizens, regardless of geographical location or socioeconomic status.

1.4.2 User Satisfaction Levels of Citizens

Assessing user satisfaction with the services provided through Seva Sindhu is essential for gauging its effectiveness in meeting the needs and expectations of citizens. Positive feedback would indicate that Seva Sindhu is successfully delivering on its promise of providing seamless, user-friendly access to government services, while negative feedback would highlight areas for improvement.

1.4.3. Gap Analysis

Identifying any existing shortcomings or challenges that may hinder Seva Sindhu's full potential is crucial for informing policy decisions and optimizing the platform. By

pinpointing areas of improvement, the study can contribute to enhancing the efficiency and effectiveness of Seva Sindhu in transforming the delivery of government services.

1.4.4. Policy Recommendations

The study aims to provide actionable strategies and recommendations for addressing identified shortcomings or challenges. These recommendations can inform policy decisions aimed at further optimizing Seva Sindhu and maximizing its impact on public service delivery. Additionally, the study can contribute to the broader discourse on digital transformation in public service delivery by offering insights into best practices and lessons learned from the implementation of Seva Sindhu.

Overall, the significance of the study lies in its potential to inform policy decisions, optimize the Seva Sindhu platform and contribute to the ongoing efforts towards improving public service delivery through digital transformation.

CHAPTER 2

LITERATURE REVIEW

The adoption of e-Governance and transformational shift happening in IT industry propelled Governments to look into the aspect of implementing it in public service delivery. Those who had leveraged this technology stood to gain benefits in seeing that citizens are satisfied and load on Government machinery reduced. The accessibility, efficiency and citizen services improved. Seva Sindhu, in Karnataka falls into this category. The services under Seva Sindhu signify a significant step towards enhancing efficiency and accessibility in government service delivery. The literature review undertaken explores broader trends in the field of e-governance and public service delivery on a user-friendly platform.

Perry and Buckwalter (2010) have explored the historical development of public service and its infrastructure. They examined the predictions made by classic scholars, particularly Leonard White, who anticipated future trends in public service as early as 1942 (Perry and Buckwalter 2010). These studies provide valuable insights into the past and lay the groundwork for understanding the evolution of public administration.

Another significant focus of the literature is the vision for public service in 2020. Researchers have explored the current status and infrastructure of public service, as well as the challenges and opportunities it faces (Perry and Buckwalter 2010). Motivation in public management, collaboration, shared leadership and public service motivation are among the key areas of interest (Perry and Buckwalter 2010). These studies offer insights into the factors influencing the future of public service.

It emphasizes the need for foundational shifts in public service and the revaluation of its importance (Perry and Buckwalter 2010). Scholars highlight the role of transparency in government administration, the strengthening of public service structures and the potential to enhance capacity through effective mentoring efforts (Perry and Buckwalter 2010). They anticipate significant changes in public service infrastructure, aiming to reinvigorate public work and address emerging societal needs (Perry and Buckwalter 2010).

Scholars have examined the administrative apparatus and its role in shaping public service (Perry and Buckwalter 2010). Attention is also given to the need for responsiveness in public service, as well as the challenges associated with accountability and responsibility (Perry and Buckwalter 2010). The literature highlights the impact of societal influences on public service (Perry and Buckwalter 2010).

Overall, the literature demonstrates the evolving nature of public service and the need for adaptive responses to emerging challenges (Perry and Buckwalter 2010). It provides a foundation for understanding the current state of public administration and offers insights into the future of public service in the context of societal, political and economic changes (Perry and Buckwalter 2010).

Dash and Sangita (2010) critically analyze the conceptual and theoretical debates surrounding governance models in the infrastructure/power sector and highlight the need for further research and policy development in this area. The literature on governance paradigms emphasizes the importance of understanding the mechanisms through which political, economic and administrative authorities interact and make decisions (World Development Report 1997; Plumptre and Graham 1999). The bureaucracy, once associated with inefficiency and corruption, has also been criticized for its role in service delivery (Ghuman 2001; Klitgaard 2000).

The authors have emphasized the importance of enabling factors that contribute to the success of governance reforms, such as effective implementation strategies and institutional arrangements. The literature on governance reforms in infrastructure/power sector underscores the shift from a state-centric approach to a more market-oriented approach. The existing debates highlight the need for further research to examine the efficiency, equity and overall effectiveness of governance models in delivering infrastructure services. Understanding the enabling factors and addressing the challenges associated with governance reforms will be crucial for policymakers and researchers in shaping future policies and strategies.

The evolution of public administration models was manifested in the development of the "new public service," "new public governance," and "post-new public management"

models. These approaches stem from different philosophies and conceptual models Denhardt and Denhardt (2000); Dunleavy and Hood (1994); Osborne (1998). A crucial ingredient of organizational innovation is the propagation of shared visions, leadership and organizational propensity to innovate Hammel (2000); Kanter (1984); Kay (1993). With commitment infused across all levels of an organization, entities can cultivate strategic intent and prepare themselves for transformative change. Another cardinal aspect of organizational innovation is the establishment of an appropriate organizational structure, as evidenced by the literature Mintzberg(1979); Peters (1988); Pfeffer (1994). Organizational structures serve as the scaffolding to innovation, setting the direction and parameters for change within an institution. Moreover, organizational-wide communication is another element that significantly influences innovation within and outside an organization. Open, extensive communication channels are known to foster an environment conducive to innovation Meyer (1994); Porzse et al (2012). In summary, it's established that innovation, as a construct, heavily relies on elements such as shared visions, strategic leadership, suitable organizational structures and effective communication. These findings serve as critical guideposts in public governance and management best practices, particularly in the pilots of innovation in the public sector.

Sridhar (2007) has given focus to urban public service delivery, particularly concerning the water supply sector. The vastness of the literature on urban service delivery is noted, with emphasis on the specific studies that hold high relevance to this subject matter. One such study, conducted by the University of Birmingham in year 1999, delved into service delivery in 35 urban centres in India. The researchers found that private sector involvement was not projected to dramatically impact the delivery of public services like water supply in the mid-term. This is primarily due to entrenched interests in the current institutional frameworks. They argued that sustainable progress could only be achieved once there is a demand for institutional development, fostered by the need for improved services (University of Birmingham 1999). Expanding and enhancing public service is crucial for enhancing people's quality of life and productivity in developing nations.

Jones and Gessaman (1974) examine issues related to public service delivery in rural areas. The authors point out that service quality and availability in rural areas continues to lag behind urban areas, despite some efforts to improve it. The authors discuss key aspects of rural community services, noting they possess attributes of both public and

private goods. Since the market is an ineffective allocation mechanism for these "mixed" goods, various levels of government have intervened to ensure availability when needs are expressed. However, local governments often lack resources to provide services, leading to issues in service delivery.

Jones and Gessaman (1974) also raise concerns about how organizational changes from consolidation may impact consumer satisfaction, an area they feel needs more research. In examining local decision making, the authors point out that requirements tied to outside funding sources can restrict options and make it difficult to meet local service expectations. They call for increased flexibility in assistance programs to improve local control. The authors also discuss information needs for local officials to make decisions on service delivery, including analyzing supply/demand, projecting influencing factors and evaluating alternative organizational forms.

Jones and Gessaman (1974) conclude agricultural economists can provide comparisons of service delivery options, project economic impacts and supply objective information to local decision makers. They advocate this research agenda to improve rural service delivery and provide information to local officials.

Koven and Hadwiger (1992) raise the question of whether the number of rural governments should decline along with the population. They highlight the prevalence of numerous local governments in rural America, including towns, counties, special districts and nonprofit corporations that provide various services. The authors note that rural school districts are consolidating in response to population outmigration. The document also addresses the political feasibility of governmental consolidation. It acknowledges potential opposition from powerful local interests who benefit from the existing governmental structure. However, the authors argue that positive and negative sanctions can be employed to mitigate opposition to consolidation. They cite examples from Sweden, Norway and Denmark, where local officers were assured job continuation and income stability in exchange for accepting consolidation plans.

The authors discuss the challenges in achieving political feasibility, including opposition from central-city elites, suburbanites, and public sector employees who fear tax increases, job losses, and shifts in political power. They mention that consolidation

initiatives have historically faced difficulties in gaining approval from voters. The document briefly mentions power-sharing arrangements, such as consolidating some agencies while maintaining others and establishing metropolitan authorities. It also refers to intergovernmental agreements where one government hires or pays another government to provide services.

Hilvert and Swindell (2013) discuss the challenges faced by local government managers and the opportunities for innovative service delivery. They emphasize that collaboration with private, nonprofit, or other public entities has emerged as a key approach to achieving high-quality and cost-effective service delivery in local communities. The authors provide insights for local officials in deciding which services could benefit from collaboration and which forms of collaboration are most likely to help achieve community goals. They highlight the importance of local innovation, collaborative governance, public-private partnerships, service delivery arrangements and manager tips as key factors to consider in the collaborative service delivery process.

Hilvert and Swindell (2013) acknowledge that local government managers, regardless of community size or location, face various challenges that necessitate changes in the way they operate. Reduced revenues, increased service demands, complex problems and negative public perceptions are among the factors driving the search for new and innovative approaches to service delivery. The article explores different strategies employed by managers to improve service delivery, including employee engagement, process improvement methodologies and personal and professional development of employees.

The authors also discuss the historical context of service delivery and its evolution over time. They reference the impact of Reinventing Government initiatives and the emergence of New Public Management (NPM) and networked governance models. Hilvert and Swindell (2013) emphasize the need for local governments to find new organizational arrangements and methods that maximize effectiveness, efficiency and equity in service delivery. Hilvert and Swindell (2013) note that collaborative service delivery is not without its challenges. Reduced government support, tax limitations and technological advancements have influenced the adoption of collaborative approaches. The authors

suggest that alternative service delivery arrangements should be considered based on cost reductions, enhanced service delivery, innovation and improved community relations.

Steen et al (2017) highlight that local government's play an integral role in managing societal structures and improving system efficiencies. Extant research notes that an intermingling of collaborative efforts among researchers, practitioners and citizens can contribute to a more critical and constructive approach towards reforms. Such collaboration can potentially lead to the strategic negotiation of goals and tools, moulding them to suit local preferences, needs and resources. Implementing reforms through a gradual, step-by-step method is suggested, facilitating organizational learning and innovation. Researchers also suggest the formation of alliances with other municipalities, such as through national municipal associations. This helps to communicate with the central government effectively, especially during grand design reforms. Efforts are also being made towards the construction of transparent and legitimate mechanisms that can secure political, financial and legal accountability - a significant factor irrespective of the reform agenda. On that account, it proves fundamental to build administrative competence and involve strategic interests in the processes. Furthermore, substantiation was found for the impact of internal management and instruments on local service delivery. Past studies have focused on the degree to which New Public Management (NPM) and post-NPM reforms catalyze these results. However, owing to the multifaceted nature of reform measures, a general consensus on their overall success or failure remains elusive. In conclusion, reforms in local governments necessitate a multifaceted approach, involving broad-based collaboration, the creation of transparent mechanisms, the involvement of strategic interests, adaptive strategies and an appreciation for the complex nature of reform measures.

Sangita (2007) aims to examine the implications of decentralization on the quality of governance and service delivery in India. The focus is on the theoretical foundations and practical applications. The theoretical framework of this study is based on the concepts of democratic decentralization and its potential impact on government institutions and service provision. It is believed to promote efficiency, effectiveness, equity, people's participation, resource mobilization and accountability. The analytical framework used in this study examines the relationship between decentralization, good governance and service delivery. Devolution of powers, responsibilities and resources to local governments

is seen as a key factor in promoting good governance and better service delivery. The framework also highlights the importance of autonomy, capacity and accountability of local government institutions in achieving positive governance outcomes.

The empirical analysis focuses on the states of Karnataka and Andhra Pradesh in India. Secondary sources and personal observations of local governance are utilized to assess the quality of governance and service delivery in these regions. The analysis examines the autonomy, capacity and accountability of Panchayati Raj Institutions (PRIs) and their role in improving service delivery outcomes. The findings suggest that decentralization, when supported by effective local government capacity, can lead to positive governance outcomes. Productive efficiency is improved through people's involvement in project formulation, implementation and monitoring. The study also highlights the role of PRIs in articulating policies and implementing land reforms and relief programs effectively.

Ferguson (2019) explores the competitive advantage and importance of understanding the role of government and distinguishing it from the role of the public service. While elected officials make decisions about government activities and the role of the public service, the author argues that the public service should view its existence as separate from the elected arm of government. The author suggests that the public service, like any independent organization, requires effective management to connect its goals and stakeholders. The heart of effective organizational management lies in converting goals into activities and demonstrating how these activities can achieve targeted outcomes. The chapter then delves into the strategic choice and mix of public service activities, considering it as a portfolio of activities.

In analyzing the competitive advantage of the public service, the chapter draws upon Michael Porter's analytical framework presented in his book "Competitive Advantage." Porter's framework, which explores competition at the level of the individual firm, provides a foundation for thinking about strategy across multiple departments within the public service. The framework focuses on competitive advantage and its sustainability, enabling a systemic approach to public service endeavour.

The author acknowledges that applying the concept of strategy to public service activity is not straightforward. The existing literature on corporate strategy and public sector management offers limited guidance in this regard. However, the author argues that Porter's framework is applicable, as it provides a language for business strategy that can be adapted to the public service context. The framework allows for consideration of factors such as customer focus, public value and competition for influence in broader markets.

Lindquist (2013) investigates the shifting relationships between citizens and their governments in the context of improved service delivery, citizen engagement and the advent of digital technology (Dunleavy and Hood 2006). Despite the increasing attempts to cater to citizen expectations (Government 2.0 Task Force 2009), there remains a disconnect between citizens and their governments, even as service delivery becomes increasingly citizen-oriented (Heintzman and Marson 2005; Halligan and Wells 2008). Notwithstanding this, there has been a notable shift in focus by the OECD towards improving civic engagement in policy making and open data regimes (OECD, 2001, 2009 and 2011). The reflections on the evolving role of the citizen in the public sphere, where a 'genuine interest' in their rights and the potential for enhanced engagement is recognized. However, a major obstacle identified is the aptitude for 'useful, productive and cost-effective' engagement. The author advocates for increased exploration and utilisation of social media and digital platforms as vehicles for engaging citizens, requiring 'new capacity and repertoires' within government. Notwithstanding the promise of technology, the author cautions that citizens' ability to organise and respond more rapidly than governments via social media platforms may challenge the government's efforts to engage citizens, communities and civil society organisations more evenly and systematically. The push for citizen-centric governance drives change, as acknowledged by several internationally recognized innovators and thinkers highlighted in the paper (Dutil et al 2010; Wanna et al 2010). These ideators are instrumental in leading the way towards a citizen-oriented paradigm, where the citizen is considered not only a recipient but also an active participant in the political process.

Kampen et al (2006) have extensively explored public confidence in the public sector, perceptions of administrative performance, satisfaction with government services and the dynamics of public opinion. A key work in this area is by Pollitt and Bouckaert (2000), who offer a comparative analysis of public management reforms. Similarly, Roth

et al (1990) study investigates public opinion and consumer satisfaction measurement with government services. This research underlines the significance of understanding the perspectives of the public in enhancing service provision. Schmidt and Strickland (1998) also support this premise, with their work focusing on client satisfaction survey as a crucial measurement tool. Stipak (1979) work offers a critique, warning about the potential misuse of citizen satisfaction with urban services as a performance indicator, a viewpoint that is not always considered in this field. This indicates the need for scrutinizing the metrics used in measuring public satisfaction and trust in government services. Concurrently, Reif and Inglehart (1991) work focuses on the dynamics of European public opinion, expanding the discourse into a broader, comparative context. Key insights can also be gained from the Eurobarometer project, as investigated by Saris and Kaase (1997), focusing on the measurement instruments for opinions in Europe. The relationship between political institutions and social capital is critically examined by Rothstein and Stolle (2002), noting how these dynamics could inspire or erode generalized trust. This latter point is also a fundamental part of the work of Uslaner (2002) who explores the moral foundations of trust. Van de Walle (2004) dissertation contributes to the discourse surrounding trust in government, arguing that perceptions of administrative performance may play a key role. Lastly, the input of public opinion surveys to administrative reform, as explored by SIGMA (1998), and public confidence in government service delivery, as researched by Sims (2001), further extends the conversation around public trust and confidence in government service delivery. In conclusion, this literature review reveals the multi-dimensional nature of public trust, satisfaction and confidence in government and public services, underscoring the need for continued research in this ever-evolving field.

Wanna (2015) exploration of the fiscal challenges faced by governments around the world in his chapter, "Delivering under Pressure: Public Service, Productivity and Performance," is a worthwhile contribution to the discourse on public sector reform. The author poses the fundamental question of how governments ought to respond to mounting pressure from various arenas, particularly financial. Wanna (2015) sheds light on strategies governments have adopted to cope with straitened circumstances, which range from political to fiscal and even technical. Of note is his indication of actions including budget discipline in public sectors, entitlement adjustments, cutting back on government expenses and exploring cost-shifting towards citizens and communities. Furthermore, Wanna (2015) observes shifts in thinking about the roles and responsibilities of governments. He suggests

that we may be transitioning into a new way of conceptualizing governance, which in turn could signal an evolution in public service delivery. This piece, while insightful, is suggestive and introductory due to the limited data provided. Further analysis of Wanna's argument and how it contributes to the broader literature on public sector reform would offer a more comprehensive review.

Brown (1999) examines the breadth of volunteer activity in the United States. Brown begins the discussion with the seemingly simple question, "What is a volunteer?" demonstrating the issues of definition and measurement related to volunteerism. Brown's work details the estimates of the size of the volunteer workforce and the purposes they serve in society. Volunteering activities, according to Brown, encompass a myriad of tasks- from delivering meals to coaching Little League, volunteers contribute to weaving the social fabric. The paper also pays significant attention to factors influencing volunteering, especially among different age groups. The paper utilizes data from the U.S. Bureau of the Census and the national study by Hodgkinson and Weitzman (1996) on giving and volunteering, offering a historical perspective on the trends in the 1990s. Hodgkinson and Weitzman highlight that, while voter participation dropped in 1996, volunteers donated an average of 4.2 hours weekly, marking a significant contribution to the community. In conclusion, Brown's analysis of volunteering in the United States opens a broader conversation about the nature, impact and significance of volunteering and the individuals who provide their time and skills to enhance community connections and relationships. This research builds an important groundwork on which future studies on volunteer labour can be based. Brown's findings underscore the importance and potential for both tapping into and appreciating these overlooked contributors to society.

Halligan and Wills (2002) while reviewing examinations of halo effects and customer satisfaction pertaining to an organization, a notable piece of research investigates a Customer Satisfaction Survey carried out biannually until 2000 and then annually until 2003, focusing on the perceptions of Centrelink Experiment. It's evident from this study that a promotional campaign had the potential to generate a positive halo effect, possibly leading to high performance ratings in November 1997. The respondents of the surveys largely included customers who had made contact with Centrelink within the prior three or six months. However, later surveys embraced all customers, regardless of whether they had made contact. This expansion suggests caution be applied interpreting trends and

gauging changes from the data as the figures aren't directly comparable. The study also reveals some significant customer satisfaction dimensions. According to data, customers found the services easier (52%), faster (38%), convenient (27%) and usable at any time (21%), indicating the improved accessibility and efficiency of their services. Interestingly, the report also pointed out strong responses concerning staff feeling unsupported, which warranted modification of the written account to avoid causing offense. This element implies a potential discord in the organization's internal environment, which could bear implications for service delivery. All in all, this Customer Satisfaction Survey provides an intriguing perspective on how promotional campaigns can generate a halo effect and consequently influence perceived organizational performance. These insights serve as a crucial contribution to the scholarly discourse on corporate image, service delivery and customer satisfaction.

Whitaker (1980) has studied the implementation of Prosecutors Management Information System (PROMIS) as a tool in prosecution management has been referenced in the work of scholars like Weimer (1978), highlighting the system's features as a significant innovation. Its success, however, could arguably be attributed to facets such as the Special Litigation Unit, rather than the system as a whole. An evaluation to corroborate this assertion warrants a comprehensive implementation analysis, which remains elusive from Weimer's dissertation. Moreover, the role of marketing activities and technical assistance in the successful implementation and adoption of PROMIS cannot be underestimated and they receive considerable attention in the work studied. These strategies range from the distribution of non-technical descriptions of PROMIS to conducting quarterly meetings with adopters and potential adopters. Additionally, the provision of technical assistance—whether through site visits, telephone or written communications—validate the importance of support systems in the uptake of any innovative solution (Weimer, 1978). Parallely, the discussion extends to the concept of coproduction in public service delivery. The premise that citizens have a direct influence on the content of many public services is echoed in Whitaker's exploration of the subject. He posits that this influence is particularly significant in services designed to directly bring about change in consumers, as with education, healthcare, or crisis intervention sectors.

Girth et al (2012) examines the unique challenges encountered by rural governments during the transition toward market-based governance. The authors compare

the effects of privatization on local public services in two different countries, offering invaluable contextual insights. Warner and Hebdon (2001) offer an analysis of local government restructuring, framing privatization as one among many alternatives. Warner and Hefetz (2002) critically assess the implications of applying market solutions to public services. Weimer and Vining (2005) present a comprehensive approach to policy analysis, covering various dimensions of this discipline. Williamson (1991) in his seminal work offers an invaluable lens for the study of economic organization and the comparison of discrete structural alternatives. All these academic pieces propose an array of valuable insights into the broader landscape of public administration, policy analysis and the dynamics of privatization. Their collective implications might present a fertile ground for further research.

A systematic review of the literature by Custos and Reitz (2010) reveals key insights about due process pertaining to restraining governmental power, the roles of various constitutional provisions and their application to private contractors. According to the source, constitutional provisions such as due process and equal protection are not applicable to private contractors. APAs (Administrative Procedure Acts), which offer specific guidelines for fair hearings and the notice-and-comment rulemaking process, also don't take into account private contractors. Likewise, transparency laws including the Freedom of Information Act (FOIA), the Federal Advisory Committee Act (FACA), and the Government in the Sunshine Act, which usually regulate government bodies and officers, also do not extend their mandate to private contractors. Consequently, citizens have no legal means to scrutinize how these private contractors exercise their discretion through FOIA or similar laws. However, when it comes to the government delegating its works to private entities through outsourcing, the scenario is slightly different. Here, the government is clearly acting and hence not exempt from constitutional requirements. Yet even here, due process might not necessarily mandate hearings by affected interests and the federal APA does not impose any additional hearing requirements either. Lastly, the literature notes that there is a complex interaction between FOIA disclosure norms and the private contracting process. While contractors often submit documents with confidential financial data to the government during the bidding process, a question arises regarding whether these documents are exempt from FOIA regulations under 5 U.S.C. Section 552(b)(4), which relates to confidential business information. Thus, balancing the principles of transparency and confidentiality in government operations becomes a

pressing legal task. These findings portray the complex landscape of legal regulations framing governmental authority, private contracting and citizens' right to transparency. Nonetheless, they also uncover evident gaps, particularly concerning the effectiveness of existing laws and policies.

Rashman and Randor (2005) explored effective approaches to remodeling local government services, focusing on learning and improvement strategies. On a similar note, the function and role of local government contracting were dissected by Siegel (1999), highlighting the state of its implementation and potential challenges. The practice and principles of privatization and its impact on governance quality, approached from a range of perspectives, represent vital themes in this literary domain and advocate for privatization as a means to attain better government results. Starr (1987), however, shed light on certain limitations of privatization, signifying a balanced stance towards the necessity and contingencies of this approach. Sclar (2000) added an economic angle, questioning whether privatized services indeed yield the value for which they are commissioned. Planning and strategic negotiation have been analyzed by Sager (2001). Walton et al (2000) emphasized the role of negotiations between labour and management, an angle that was also addressed by the U.S. Department of Labor (1996) in their report reflecting on nurturing excellence in state and local governments. Thomas and Davies (2005) brought forward the discussion on the resistance and managerial identities within UK public services in the face of the rising new public management ideals. Warner (2006) ambioned a more social lens on market-based governance's capabilities and constraints, especially in rural US areas. Rogers' seminal work (1995) introduced the theory of the diffusion of innovations, likely pertaining to governance structures. Salamon (2002) and Stein (1990) navigated the domain's multi-faceted territories - Salamon offered guidance to 'new governance', while Stein dwelt on alternative public and private markets' interplay in rendering local services. The array of these scholarly works underscores the multifaceted nature of research and discourse on public administration, particularly with respect to privatization, strategic planning and the continuous quest for optimal efficiency.

According to a report by the McKinsey Center for Government on implementing a citizen-centric approach to delivering government services Emma et al (2015), highlight how measuring citizen satisfaction can transform public service delivery. One critical aspect of implementing citizen-centric service delivery is the measurement of citizen

satisfaction. Traditional methods of assessing citizen needs, such as direct questioning, often yield limited insights (Emma et al, 2015). Instead, author suggests employing indirect approaches, such as asking citizens to rate specific services across various satisfaction drivers. This methodology has been successfully employed in the United Kingdom, Australia and other countries (Emma et al, 2015).

Governments can benefit from identifying natural break points in citizen satisfaction to optimize service levels. By analyzing citizen feedback alongside internal data, agencies can pinpoint areas of dissatisfaction and allocate resources more effectively. Rather than focusing solely on individual touch points, governments should consider the end-to-end experience from the citizen's perspective. This approach enables governments to prioritize improvement initiatives based on the journeys that matter most to citizens and identify internal processes that shape those journeys (Emma et al, 2015). Finally, translating improvement opportunities into actionable initiatives is essential for long-term success (Emma et al, 2015). Governments can focus on capability building, map citizen experience journey, implement front-end solutions such as proactive notifications and improved self-serve channels to enhance the citizen experience.

In recent years, there has been a notable surge in the digitization of public services worldwide, with the aim of improving accessibility and efficiency for citizens. The state of Karnataka, exemplifies this trend through initiatives like Seva Sindhu. GramaOne, accessible via the website <https://sevasindhu.karnataka.gov.in>, serves as a platform designed to streamline the delivery of public services. The features, outlined on the official website, include functionalities tailored to meet citizens' needs, fostering seamless interaction with governmental agencies. The transaction counts associated with Seva Sindhu, providing quantitative insights into its usage and impact. Such data are crucial for evaluating the platform's effectiveness and identifying areas for service improvement.

The Revenue Department of Karnataka, through its website (<https://kandaya.karnataka.gov.in>), embraces digital transformation in service provision. This is further demonstrated by the wide array of online services offered under the Atalji Janasnehi Project. The accessibility of Nadakacheri services, suggests a concerted effort to bridge the gap between citizens and government services.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Methodology

The research methodology adopted for studying Seva Sindhu is comprehensive and well-structured, designed to address the stated research objectives effectively. The mixed-method approach, combining both quantitative and qualitative methods, allows for a holistic understanding of the platform's impact on public service delivery.

Quantitative data are sourced from government records and service usage statistics and it presents a robust framework for evaluating the reach and efficacy of Seva Sindhu. This data allows for a meticulous quantitative analysis of the platform's accessibility and availability, for gauge its performance.

Qualitative data are garnered through surveys and interactions conducted with Seva Sindhu users. These qualitative methodologies delve into user satisfaction, ease of use and overall experiences with the platform, providing nuanced perspectives beyond mere numerical data. Additionally, in-depth structured interviews with government officials and stakeholders offer qualitative perspectives on the implementation and management of Seva Sindhu. These insights aid in identifying specific areas of improvement and formulating evidence-based recommendations to address any identified shortcomings or challenges.

Overall, the research methodology is robust and well-suited to capture a comprehensive understanding of Seva Sindhu's effectiveness in transforming public service delivery in Karnataka.

3.2 Research Strategy and Research Design

The objective is to study the public service delivery system “**Seva Sindhu**” in Karnataka. In this, the Service Accessibility and Availability; Service Quality and User Satisfaction, especially in the context of its goal of providing seamless end-to-end service

without human intervention, merits a multifaceted research endeavour. Three services provided to the citizen through **Seva Sindhu** platform is studied in detail.

The data sources for undertaking this research will be from government records, service usage data, surveys and interviews. The initiative was awarded in year 2021, the time frame chosen for undertaking the study is from 2021 onwards. Thus, the research strategy/approach will be a mixed approach. The research design would be descriptive for undertaking the assessment and exploratory for suggesting future strategies or recommendations.

3.3 Rationale for the Research

The rationale or justifications for undertaking the research are as given below :-

Citizen-Centric Approach. The primary purpose of Seva Sindhu platform is to enhance citizen access to government services. Studying the extent to which Seva Sindhu aligns with a citizen-centric approach to governance, ensuring that public services are delivered to meet the needs and expectations of the people.

Citizen Satisfaction Level. Measuring citizen satisfaction is a critical aspect of this research. High user satisfaction indicates that the program is meeting its intended goals, while low satisfaction may signal areas that require improvement. This aspect can be used to enhance the quality of service delivery.

Policy Review. If Seva Sindhu is proven to be effective delivery of services without human intervention, it may result in cost savings for the government. The policymakers may choose to allocate more resources to expand and improve the program. Conversely, if there are shortcomings, resources can be redirected to address these issues. The research can provide evidence-based insights that help in the reviewing the policy framework and strategies related to its delivery and address the identified shortcomings and challenges.

Undertaking a study on Seva Sindhu serves multiple purposes, citizen-centricity approach in public service delivery, improving service quality, optimizing resource

allocation and ensuring government services align with the needs and expectations of citizens.

3.4 Research Questions

The following are the Research questions :-

Need Identification - What was the requirement for Seva Sindhu? This question focuses on the public service delivery existing prior to implementation of Seva Sindhu and the need for the same in present day's context.

Has the implementation of Seva Sindhu improved the accessibility of public services for citizens in Karnataka? This question focuses on assessing whether citizens find it easier to access government services through Seva Sindhu compared to traditional offline methods.

What is the level of user satisfaction with the services offered through Seva Sindhu and what are the key factors influencing this satisfaction among citizens in Karnataka? This question focuses on measurement of user satisfaction with the services provided through Seva Sindhu and also the factors influencing the satisfaction. Three services being provided through Seva Sindhu platform across different departments are being studied in detail to assess.

What strategies can be employed to ensure the long-term sustainability and scalability of Seva Sindhu? This question will throw light for arriving at strategies and recommendations for addressing any identified shortcomings or challenges.

3.5 Research Methodology

The Research Methodology for study on Seva Sindhu is designed to comprehensively address the stated Research Objectives. To examine the extent to which Seva Sindhu has increased accessibility and availability of public services to citizens, a multifaceted approach will be employed. Government records and service usage data will be analyzed to measure the platform's reach and impact. Surveys and interviews will be

conducted with citizens who have used Seva Sindhu services to gather insights into their experiences and assess the convenience and accessibility.

To measure user satisfaction of citizens with the services provided through Seva Sindhu, a structured survey will be administered to collect feedback from service users. This will encompass aspects such as ease of its use, efficiency and overall satisfaction with the platform's services. This data will be subjected to quantitative analysis to provide a clear picture of user sentiments.

To formulate strategies and recommendations for addressing any identified shortcomings or challenges, an exploratory research approach will be employed. In-depth interviews will be conducted with government officials and stakeholders involved in the implementation and management of Seva Sindhu. The findings from the analysis of government records, usage data and user satisfaction surveys will be triangulated with these qualitative insights to identify specific areas of improvement and formulate evidence-based recommendations.

This mixed-method research design, combining descriptive and exploratory elements, will enable a holistic understanding of the platform's impact on public service delivery, with the ultimate aim of informing policy decisions and contributing to the discourse on digital transformation in government services.

3.6 Research Design

The research design for studying Seva Sindhu encompasses both descriptive and exploratory elements.

3.6.1 Descriptive Research

This aspect of the research design involves assessing the current state of Seva Sindhu, including its reach, impact and user satisfaction. Descriptive research methods, such as analyzing government records and service usage data, are used to quantify the platform's accessibility and availability of public services to citizens. This helps in providing a clear picture of Seva Sindhu's performance in delivering government services.

3.6.2 Exploratory Research

The exploratory component of the research design focuses on understanding the underlying factors influencing user satisfaction and identifying strategies for improving Seva Sindhu. Qualitative methods, such as in-depth interviews with government officials and stakeholders, are employed to gather insights into the implementation and management of Seva Sindhu. These interviews help in uncovering specific areas of improvement and formulating recommendations for enhancing the platform's effectiveness and sustainability.

By combining descriptive and exploratory research approaches, the research design enables a comprehensive assessment of Seva Sindhu's impact on public service delivery, while also providing insights into potential areas for improvement and future directions.

3.7 Scope/Limitation

The scope of the research focuses specifically on undertaking a study on Seva Sindhu (public service delivery) in Karnataka between the years 2021 to January 2024. The research relies on government records, service usage data, surveys and interviews. It may not cover the entire population and the representativeness of the data depends on the quality and coverage of these sources.

The chosen time frame for the study may not capture long-term trends or the full realization of Seva Sindhu's potential impact. External factors, such as changes in government policy or economic conditions, may influence the success or challenges faced by Seva Sindhu but the same is not considered in this research.

Despite these limitations, the research provides valuable insights into the usefulness of Seva Sindhu on public service delivery in Karnataka and offers recommendations for its improvement. It serves as a foundation for further study and policy development in the field of digital transformation in government services.

3.8 Data Collection Methods of Techniques

The data collection methods or techniques for studying Seva Sindhu include:

3.8.1 Analysis of Government Records

This involves gathering data from official government records related to Seva Sindhu, such as usage statistics, service delivery reports and performance evaluations. Analysing these records provide quantitative insights into the reach and effectiveness of the platform in delivering public services.

3.8.2 Service Usage Data Analysis

Service usage data from Seva Sindhu's digital platform was collected and analyzed to understand patterns of usage, popular services and user demographics. This quantitative data helps in assessing the accessibility and availability of services to citizens.

3.8.3 Surveys

A survey was conducted among citizens who have used Seva Sindhu services to gather feedback on their experiences. The surveys included questions about ease of use, satisfaction with services and suggestions for improvement. This qualitative data provides insights into user perspectives and citizen satisfaction levels.

3.8.4 Structured Interviews

A structured interview was conducted with government officials, stakeholders and Seva Sindhu administrators to gather insights into the implementation, management and challenges faced by the platform. These interviews help in identifying specific areas for improvement and formulating recommendations.

By employing a combination of these data collection techniques, researchers can gather comprehensive quantitative and qualitative data to assess the effectiveness of Seva Sindhu in delivering public services and identify opportunities for improvement.

CHAPTER 4

FACETS OF PUBLIC SERVICE DELIVERY – TRANSFORMATIONAL SHIFT

4.1 Introduction

Over the past few decades, there have been significant debates and discussions around transformations occurring in the landscape of public service delivery and governance models. As societies and economies evolve rapidly due to technological advances and globalization, the nature of public institutions and their interactions with citizens have also undergone major changes. This chapter aims to synthesize the key perspectives emerging from academic research on understanding the historical development of public service, envisioning its future direction, evaluating reforms in governance and infrastructure delivery and identifying areas requiring further study.

4.2 Public Service – Structure and Infrastructure

Public service plays a crucial role in societies, providing essential services and addressing the needs of citizens. Over the years, transformations in public service focused on various dimensions such as infrastructure, governance reforms and innovation.

4.2.1 Historical Development and Future Trends in Public Service

Perry and Buckwalter (2010) explore the historical development of public service and its infrastructure. They highlight the predictions made by classic scholars, emphasizing the need for foundational shifts and re-evaluation of public service's importance. The literature underscores the role of transparency, strengthening public service structures and enhancing capacity through effective mentoring efforts. Understanding the past and anticipating future trends is crucial for comprehending the evolution of public administration. They also lay the foundation for future envisioning.

4.2.2 Evolving Administrative Structures and Accountability

Examining evolving administrative apparatus reveals its impact on public service configurations over time (Perry and Buckwalter 2010). Attention is also given to responsiveness challenges and balance between accountability and autonomy through mechanisms like improved task management (Perry and Buckwalter 2010).

4.2.3 Vision for Public Service

Researchers have extensively examined the current status and infrastructure of public service, along with the challenges and opportunities while identifying motivational factors, collaboration and leadership qualities in shaping future trajectories (Perry and Buckwalter 2010). Key areas of interest include motivation in public management, collaboration, shared leadership and public service motivation. The literature provides insights into the factors influencing the future of public service and highlights the need for adaptive responses to emerging challenges.

4.2.4 Governance Reforms in Infrastructure

Dash and Sangita (2010) critically analyze governance models in the infrastructure and power sectors. The literature emphasizes the need to evaluate the efficiency and equity implications of governance reforms. The shift from a state-centric approach to a more market-oriented approach is highlighted. Further research and policy development are needed to understand the effectiveness of governance models and address challenges associated with infrastructure service delivery.

4.2.5 Organizational Innovation in Public Governance

Muksin and Avianto (2021) discuss organizational innovation in public governance. Shared visions, strategic leadership, suitable organizational structures and effective communication are identified as critical elements for fostering innovation. The literature stresses the importance of these factors in guiding public governance and management best practices. However, the research highlights the need for more diverse perspectives and a holistic view of public services.

4.3 Urban Public Service Delivery in India

India's urban landscape is evolving at an unprecedented pace, with millions migrating to cities in search of better opportunities and improved living standards. However, this rapid urbanization has placed immense pressure on urban public service delivery systems. In this part, we delve into the intricacies of urban public service delivery in India, addressing the challenges that cities face, exploring innovative solutions and charting a roadmap for the future.

4.3.1 The Urbanization Conundrum in India

The urban landscape of India is evolving at a breathtaking pace, with cities becoming hubs of economic activity and cultural diversity. However, this urbanization wave has brought forth a complex set of challenges. Rapid population growth in urban areas, coupled with resource constraints and inadequate infrastructure, has stretched the capabilities of city administrations. The scale and complexity of urbanization demand a re-evaluation of how public services are conceptualized and delivered.

4.3.2 Challenges in Urban Public Service Delivery

Several formidable challenges hinder urban public service delivery in India. The sheer pressure of population growth strains existing resources and infrastructure. Many cities grapple with inadequate facilities for essentials like water supply, sanitation and waste management. Financial limitations often hinder municipal bodies from making critical investments in service upgrades. Bureaucratic hurdles and complex administrative processes hamper the efficient delivery of services. Additionally, ensuring that services reach marginalized and underserved communities remains a pressing concern.

4.3.3 Innovative Solutions

In response to these challenges, innovative approaches are emerging as beacons of hope. The integration of technology is revolutionizing public services, making them more efficient, transparent and accessible. Public-Private Partnerships (PPPs) have gained

traction as collaborative models that bridge resource gaps and leverage the efficiency of the private sector. Engaging citizens actively in decision-making processes is fostering inclusivity and ensuring that services align with community needs. The concept of "smart cities" is gaining momentum, where technology is harnessed to enhance governance and improve the quality of life.

4.3.4 Success Stories

Throughout India, there are remarkable success stories that showcase the potential of innovative urban governance. In Indore, a pioneering waste management model has transformed the city's cleanliness and set an example for others to follow. Hyderabad's commitment to e-governance has streamlined various services, making them more accessible to residents. Jaipur's innovative water supply scheme has addressed water scarcity and demonstrated the power of out-of-the-box solutions.

4.3.5 The Road Ahead

To ensure sustainable and efficient urban public service delivery, India must adopt a multifaceted approach. Firstly, robust investments in urban infrastructure are imperative. Adequate and well-maintained infrastructure forms the backbone of efficient service delivery. Secondly, capacity-building initiatives for municipal bodies are essential. Strengthening administrative capabilities and human resources will enable better governance. Thirdly, inclusivity must be at the core of urban planning. Public services must be accessible and equitable for all residents, irrespective of their socio-economic background. Lastly, fostering a culture of research and innovation in urban governance is crucial. Cities need to adapt swiftly to the evolving urban landscape by encouraging experimentation and learning from both successes and failures.

Urban public service delivery in India stands at a crossroads. While it faces formidable challenges, innovative solutions and successful models provide hope for the future. With concerted efforts from governments, civil society and the private sector, India's cities can transform into vibrant, inclusive and sustainable urban centres that cater to the needs and aspirations of their residents.

4.4 Bridging Governance Gap in Rural India

Rural India is a tapestry of diverse communities, each governed by a multitude of local bodies, including panchayats, municipalities and special purpose entities. While this decentralized governance structure was intended to empower rural citizens and foster local development, it has also given rise to challenges related to efficiency, resource allocation and service delivery. In this part, we explore the concept of rural government consolidation in the Indian context, shedding light on the challenges and opportunities.

4.4.1 The Proliferation of Local Governance in Rural India

Historically, India has witnessed the proliferation of local government entities in rural areas, primarily through the Panchayati Raj system. These decentralized institutions play a vital role in grassroots democracy and service delivery. However, the sheer number of these entities, coupled with variations in their capacity and resources, has posed challenges to effective governance.

4.4.2 The Case for Governmental Consolidation

One of the primary arguments in favour of rural governmental consolidation in India is the need for improved resource utilization and service delivery. Consolidating similar functions or merging smaller local bodies can lead to economies of scale, reduced administrative overhead and enhanced coordination.

4.4.3 Challenges to Political Feasibility

While the economic rationale for consolidation is strong, it often faces political challenges unique to the Indian context. Local interests can resist consolidation due to concerns about power dynamics, job security and political influence. Engaging stakeholders and building consensus is a complex task.

4.4.4 Lessons from Indian States

To gain insights into the potential for governmental consolidation in rural India, we can examine examples from Indian states that have embarked on consolidation initiatives. Some states have merged or restructured local bodies to enhance efficiency and service delivery. Understanding the motivations, processes and outcomes of these initiatives provides valuable lessons for broader implementation.

4.4.5 Alternative Approaches to Consolidation

In addition to full consolidation, India can explore alternative approaches tailored to its unique governance landscape. These include empowering local bodies through capacity building, encouraging intergovernmental cooperation and promoting innovative models of service delivery that transcend administrative boundaries.

4.4.6 A Contextual Analysis

This part presents a contextual analysis of rural government consolidation efforts in select Indian states. Drawing from case studies and empirical research, we assess the outcomes of consolidation initiatives. The analysis considers factors such as fiscal sustainability, service quality, citizen participation and local empowerment. These factors are crucial for evaluating the success and impact of consolidation in diverse rural settings.

Rural government consolidation in India represents a complex yet essential endeavour to bridge the governance gap and enhance service delivery in rural areas. While the economic benefits are evident, navigating the political landscape and garnering support from stakeholders are formidable challenges. Learning from successful state-level initiatives and exploring alternative approaches can guide the way forward. Rural government consolidation, when approached with sensitivity to local dynamics and needs, has the potential to transform rural governance, empower communities and unlock the true potential of rural India.

4.5 Local Governance Reforms : Strategies, Collaborations and Challenges

Local governance plays a pivotal role in the effective functioning of communities and societies. It encompasses a range of essential services and functions that directly impact the lives of residents. In this part, we delve into the dynamics of local governance reforms, exploring the strategies employed, collaborations forged and the complex challenges that shape the landscape of local governance.

4.5.1 The Collaborative Imperative

Local governments across the globe have recognized the transformative power of collaboration. Hilvert and Swindell (2013) emphasize that partnerships with private, non-profit and other public entities have emerged as key approaches to achieving high-quality and cost-effective service delivery in local communities. Collaboration fosters innovation, resource optimization and enhanced service quality.

4.5.2 The Challenges Encountered

Local government managers, regardless of the size or location of their communities, confront a multitude of challenges. Reduced revenues, increased service demands and negative public perceptions necessitate changes in their operational strategies. These challenges demand not only fiscal prudence but also innovative approaches to service delivery.

4.5.3 Strategies for Improvement

A range of strategies have been employed by local government managers to enhance service delivery:

Employee Engagement - Building a motivated and skilled workforce is foundational to effective governance. Employee engagement strategies have been implemented to boost morale and productivity.

Process Improvement Methodologies - The adoption of new tools and methodologies has streamlined processes, reducing inefficiencies and costs.

Professional Development - Investing in the personal and professional development of employees ensures that local governments have the talent and expertise required to meet evolving challenges.

4.5.4 The Historical Context

To appreciate the current landscape of local governance, it is essential to understand its historical evolution. The impact of Reinventing Government initiatives and the emergence of New Public Management (NPM) and networked governance models have shaped the way local governments operate today. The need for new organizational arrangements and methods that maximize effectiveness, efficiency and equity in service delivery is underscored by these historical developments.

4.5.5 Navigating Collaborative Service Delivery

Collaborative service delivery is not without its challenges. Factors such as reduced government support, tax limitations and technological advancements influence the adoption of collaborative approaches. Local governments must carefully consider alternative service delivery arrangements based on criteria such as cost reductions, enhanced service delivery, innovation and improved community relations.

4.5.6 A Global Perspective

Local governance reforms transcend geographical boundaries. Extensive research underscores the importance of cross-sectoral collaboration among researchers, practitioners and citizens. Such alliances can strategically negotiate reform goals and tools to align with local preferences, needs and resources. Additionally, the formation of international networks and alliances among municipalities can facilitate effective communication with central governments during reform initiatives.

4.5.7 Towards Transparent Mechanisms

Transparency and legitimacy are fundamental in the reform process. Constructing mechanisms that ensure political, financial and legal accountability is critical. Administrative competence and the involvement of strategic interests are paramount to navigate complex reforms successfully.

4.5.8 The Multifaceted Nature of Reform

Local governance reforms are multifaceted endeavours. They demand a nuanced approach that involves broad-based collaboration, transparent mechanisms, strategic engagement, adaptive strategies and a deep understanding of the complex interplay of political, economic and social factors.

Local governance reforms are a constant necessity in the ever-evolving landscape of communities. As local governments face challenges, they must adapt, innovate and collaborate to deliver services efficiently and effectively. The future of local governance lies in strategic partnerships, transparent mechanisms and a commitment to meeting the diverse needs of communities while upholding the principles of accountability and inclusivity.

4.6 Digital Transformation in Public Service Delivery

As we embark on a journey through the dynamic landscape of contemporary public service delivery with focus on digital transformation has revolutionized government services. The evolving role of technology, its impact on service accessibility and the challenges governments face in harnessing its full potential needs critical understanding.

4.6.1 Digital Transformation Paradigm

The advent of cutting-edge technologies has reshaped the way governments interact with citizens. By exploring the concept of e-government, the focus shifts to its role in paving the way for service delivery that is not only more efficient and responsive

but also centered around the needs of citizens. Governments around the world continue to invest in digital technologies to improve service delivery. This includes the expansion of online services, mobile apps and digital platforms for citizens to access government services, make payments and interact with public agencies. E-government initiatives are evolving to provide citizens and businesses with integrated, one-stop platforms for accessing multiple government services.

4.6.2 Service Accessibility and Inclusivity

The exploration encompasses the democratizing impact of digitalization, with an examination of the enhanced accessibility of digital services for citizens, encompassing individuals with disabilities and those residing in geographically remote areas. The inclusion of best practices featuring innovative digital service platforms from various regions across the globe serves to illustrate the role of technology in narrowing the divide between government entities and the citizenry. Governments are engaging citizens more actively in the design and evaluation of public services. Crowd sourcing, public consultations and participatory budgeting are some methods used to involve citizens in decision-making. To provide holistic solutions, governments are breaking down silos between agencies. Inter agency collaboration is critical in areas such as public health, emergency management and social services.

4.6.3 Challenges of Digital Transformation

Within the context of digital transformation's substantial advantages, due recognition is granted to the attendant challenges it presents. Issues of paramount importance, such as cybersecurity threats, apprehensions about data privacy and the existence of a digital disparity, demand meticulous examination. The ensuing discourse comprehensively explores the strategies and initiatives that governments are actively pursuing to contend with these challenges, thus ensuring the secure and equitable provision of digital services.

4.6.4 New Age Technologies

These technologies are used to streamline and automate various government processes which help in improving efficiency and responsiveness. Some governments are exploring the use of block chain for secure and transparent record-keeping, especially in areas like identity verification, land registries and supply chain management. Governments are harnessing data analytics to gain insights into citizen needs and preferences, optimize resource allocation and improve decision-making in areas such as healthcare, transportation and public safety. Public services are becoming more personalized, with governments tailoring their offerings to individual citizen needs. This includes personalized healthcare plans, education pathways and social services. Governments are increasingly sharing public data openly with citizens and businesses. Open data initiatives promote transparency, foster innovation and enable citizens to hold governments accountable.

Digital transformation in public service delivery revolutionizes government operations by embracing digital tools, data-driven insights and user-centric design principles. This transformative approach enhances government efficiency, accessibility and responsiveness while improving citizen satisfaction and accountability. Governments committed to digital transformation are better positioned to meet the evolving needs of their citizens, foster innovation and drive positive change in society.

4.7 Summary

The historical evolution of public service delivery and governance models has been examined, highlighting the need for fundamental shifts to adapt to technological advances and globalization. The importance of understanding past developments is emphasized to envision future trajectories.

Amid rapid urbanization in India, challenges in public service delivery are explored alongside innovative solutions and success stories. The narrative underscores the necessity for robust investments, capacity-building, inclusivity and fostering a culture of research and innovation to ensure sustainable urban development. Moving to rural India, the

proliferation of local governance entities poses challenges in efficiency and service delivery. The concept of governmental consolidation is examined as a potential solution, along with challenges and alternative approaches. Success factors and lessons from state-level initiatives are highlighted to provide insights into effective strategies.

Delving into local governance reforms, emphasis is placed on the importance of collaboration, transparency and strategic engagement. The historical context and global perspectives underscore the multifaceted nature of reform efforts, highlighting the need for nuanced approaches. The impact of digital transformation on public service delivery is explored, emphasizing enhanced accessibility, inclusivity and challenges such as cybersecurity and data privacy. New age technologies, including block chain and data analytics, are discussed for their potential to improve efficiency and citizen satisfaction, reshaping government-citizen interactions in the process.

Overall, the synthesis provides insights into the evolving landscape of public service delivery, governance reforms and the transformative role of digital technologies in reshaping government-citizen interactions.

CHAPTER 5

PUBLIC SERVICE DELIVERY PLATFORM - SEVA SINDHU

5.1 Background

Seva Sindhu is the citizen service portal of the Government of Karnataka, designed to provide a convenient one-stop destination for government-related services and information. This initiative falls under the e-District Mission Mode Project (MMP) by the Department of Electronics and Information Technology (DeitY), Ministry of Communications & IT, Government of India.

The primary goal of Seva Sindhu is to bring government services to the doorstep of citizens, integrating it with various service delivery channels such as *GramaOne*, *Janasevaka*, *KarnatakaOne* and *BangaloreOne*. By doing so, it aims to streamline all departmental services onto a single platform, making government services accessible, cashless, faceless and paperless.

This approach has several advantages, including reducing turnaround time, minimizing the need for multiple visits to avail services and cutting down on opportunity costs for citizens. Additionally, Seva Sindhu simplifies departmental processes by eliminating cumbersome, time-consuming steps, ultimately enhancing the overall citizen service delivery mechanism.

Citizens can access Seva Sindhu online from anywhere using the internet or visit identified service delivery centres at various levels, including District, Taluk, Sub-division and Village. This user-friendly platform not only saves citizens time and money but also offers the convenience of registering for services online or requesting services through nearby service delivery centres. Each service request generates a unique acknowledgment/token number, serving as a reference for future follow-up actions. Overall, Seva Sindhu represents a significant step towards providing accessible, cost-effective, accountable and transparent government services to citizens.

5.2 Sakala Program

A similar public service delivery called Sakala program was instituted in Karnataka through “*The Karnataka Sakala Services Act*” and was passed in 2011 to provide guarantee of services to citizens in the Indian state of Karnataka with a stipulated time limiting to citizen related services. The act came to be known as the Sakala act since November 2012. Karnataka is the tenth state to incorporate an act under Right to Public Services legislation. The Sakala program is backed by a comprehensive information technology network, developed by the National Informatics Centre (NIC) to provide solutions and services and to monitor the services.

5.3 Salient Differences between Seva Sindhu and Sakala Program

Seva Sindhu and *Sakala program* are both initiatives of Govt of Karnataka aimed at improving government service delivery to citizens, but they have some differences in their scope and objectives:

	Seva Sindhu	Sakala
Scope	Seva Sindhu is a citizen service portal specific to the state of Karnataka. It integrates various government services from different departments within the state onto a single platform. It primarily focuses on Karnataka's citizens and the services offered by the state government.	The Sakala program, on the other hand, is a broader initiative implemented in the state of Karnataka and aims to provide time-bound delivery of various government services to citizens, including services offered by both the state and local government authorities. It covers a wide range of services, not limited to online services and is designed to ensure timely service delivery.

	Seva Sindhu	Sakala
Objectives	The primary objective of Seva Sindhu is to make government services more accessible to citizens by providing a single online platform for service delivery. It also aims to streamline government processes, reduce paperwork and improve the overall efficiency of service delivery within Karnataka.	The Sakala program is specifically focused on ensuring time-bound delivery of services to citizens. It emphasizes transparency and accountability in service delivery, with strict timelines for providing services. It covers a broad spectrum of services, including both online and offline services and is designed to minimize delays and corruption in the delivery of government services.
Integration with Other Programs	While Seva Sindhu integrates various departmental services onto a single platform in Karnataka, its primary goal is to provide an online portal for citizens to access these services conveniently.	The Sakala program is more comprehensive in its approach, as it encompasses both online and offline services and involves setting specific service delivery timelines. It has a broader scope and is focused on improving the overall quality and efficiency of government service delivery in Karnataka.

In summary, both Seva Sindhu and the Sakala program aim to improve government service delivery to citizens in Karnataka, but Seva Sindhu is primarily an online portal for accessing services, while the Sakala program has a more extensive focus on ensuring timely and efficient service delivery across a wide range of government services, both online and offline.

Integration of Government Services under Common Platform

5.4 GramaOne

GramaOne is a flagship government program designed to provide citizen services from all departments directly to rural residents in their own villages. It aims to be a one-

stop assistance centre for various citizen-centric activities at the village level, including Government-to-Citizen (G2C) services, banking services and responding to Right to Information (RTI) queries. This program was introduced in the Karnataka state budget for the fiscal year 2020-21. GramaOne centres have been established in all 31 Districts of the state. GramaOne centres are being operated on Franchise model through operations partner.

GramaOne provides a wide range of services, including Seva Sindhu, Sakala, RTI, CM Relief Fund and micro-banking services like deposits, withdrawals, balance inquiries and Aadhar updates. Trained operators at these centres assist citizens in submitting applications and collecting requested documents. Each Government service rendered through GramaOne complies with specific Sakala timelines to ensure timely delivery. GramaOne centres operate from 8 AM to 8 PM, seven days a week including Sundays. Applicants must be physically present at the GramaOne Centre when applying for any service. A nominal service charge, along with the departmental fee, is applicable to citizens when availing services through GramaOne. Applicants would receive SMS updates on their registered mobile numbers at each step of the application process.

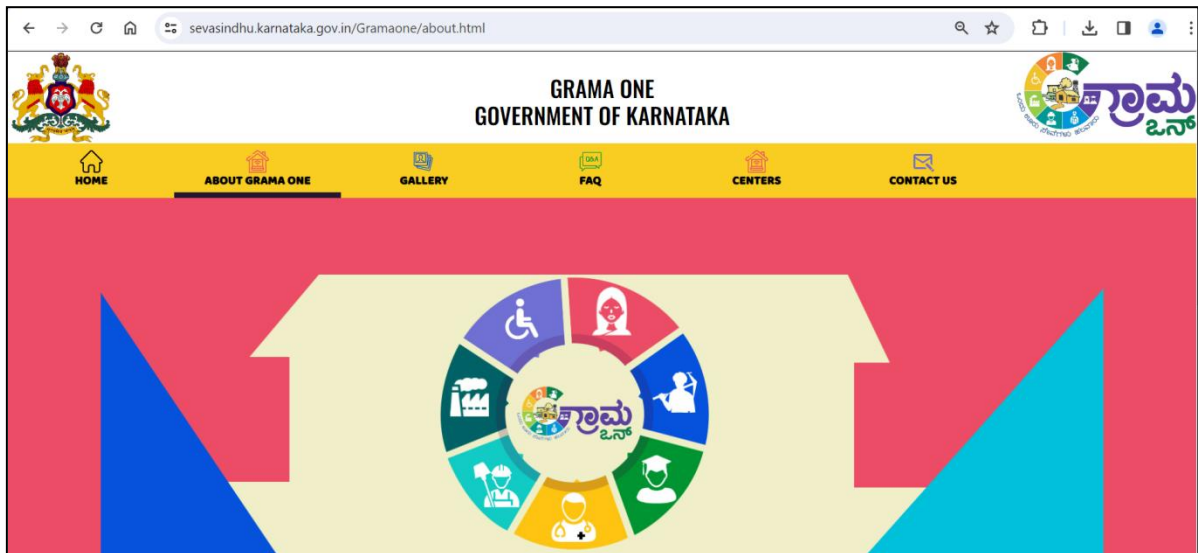


Figure 5.1 : Screenshot of website of GramaOne (<https://sevasindhu.karnataka.gov.in>)

5.4.1 Key Benefits of GramaOne Centres

- i. No Need for Travel - Rural citizens no longer have to visit district, taluk or hobli offices to access government services.
- ii. Time and Cost Savings - People can save time and money by using the services offered at GramaOne centres.
- iii. Eliminating Middlemen - The program reduces the influence of intermediaries who often complicate service access.
- iv. Extended Operational Hours - GramaOne centres are open from 8 AM to 8 PM, making services accessible at convenient times.
- v. Local Employment Opportunities - The program creates job opportunities at the village level.
- vi. Financial Inclusion - Each GramaOne centre acts as a micro-banking institution, fostering financial inclusion.
- vii. Promoting Self-Reliance - Citizens can access services independently without relying on others.
- viii. Socio-Economic Development - Timely and quality service delivery contributes to socio-economic development.

5.4.2 Advantages of Using GramaOne

- i. No need for time-consuming and costly trips to government offices.
- ii. Eliminates the need to wait in long queues.
- iii. Reduces dependence on intermediaries.
- iv. Extended operating hours for convenience.
- v. Trained operators assist in service access.

5.5 BangaloreOne

The BangaloreOne project represents an integrated approach to citizen services, with the establishment of BangaloreOne service centres across various locations in Bangalore city. The BangaloreOne portal serves as a platform to access and avail of the diverse services provided by BangaloreOne, enhancing accessibility and convenience for citizens across the state.

The BangaloreOne centres aim to provide a range of services from multiple government organizations and private companies in a convenient and citizen-friendly manner, all under one roof. These centres, specifically located in Bangalore, are referred to as "BangaloreOne centres." Further, the services offered by BangaloreOne are accessible through the KarnatakaOne Portal (www.karnatakaone.gov.in).

5.6 KarnatakaOne

The KarnatakaOne Project, initiated by the Government of Karnataka, aims to replicate the successful model of BangaloreOne across other cities in the state. The objective is to provide citizens with a convenient and user-friendly platform where they can access services from multiple government organizations and private companies all in one place. The KarnatakaOne centres, operational in 24 cities (Bellary, Belgaum, Davanagere, Gulbarga, Hubli-Dharwad, Mangalore, Mysore, Shimoga, Tumkur, Bagalkot, Karwar, Udupi, Vijayapura, Bidar, Dandeli, Haveri, Hassan, Mandya, Koppal, Chitradurga, Kolar, Raichur, Yadgir and Gadag), serve as hubs where citizens can conveniently access a diverse array of services.

Additionally, services offered through the KarnatakaOne Portal (www.karnatakaone.gov.in) facilitate online payments and further streamline the process of accessing government and private services. In cities outside Bangalore, these centres are referred to as "KarnatakaOne centres," continuing the model established by BangaloreOne to ensure consistency and recognition across the state.

5.6.1 Vision and Mission of KarnatakaOne

"The Vision of the KarnatakaOne project is *to provide a single interface for anytime anywhere citizen centric services of the Government and private Businesses in an integrated, convenient, fair, effective, secure, sustainable and citizen friendly manner using multiple delivery channels through the use of IT tools*".

"The Mission of the KarnatakaOne project is to be *One Stop Shop for Citizen Services*".

5.6.2 Objectives of KarnatakaOne

- i. To provide services of multiple Government Organizations and Private Companies under one roof in a citizen friendly manner.
- ii. To enhance accountability, transparency and responsiveness to citizen's needs.
- iii. To provide cost-effective methods of service provision to the Departments.
- iv. To provide efficient and Online MIS to the Departments.
- v. To enable the Government Departments and Agencies to focus on their core functions

5.6.3 Salient Features of KarnatakaOne

- i. **One Stop Service.** Services of multiple Government Departments and Private Companies available under one roof.
- ii. Services are delivered from 8.00 AM to 7.00 PM on all days in a year excluding Independence Day, Republic Day, Labour Day, Mahatma Gandhi Jayanthi and Kannada Rajyothsava and Holidays declared by State and Central Election Commissions.

- iii. Services available on any service, any centre basis.
- iv. Citizens have Choice of Pay modes: Cash/Cheque/DD/ Credit/Debit Card.
- v. **Quick Service.** Services are delivered within set time limits to ensure very less waiting time for citizens.
- vi. **Citizen Friendly Ambience.** Citizen Service Centres are Air conditioned with facilities like Drinking water, television, etc.
- vii. **No service charges.** For most of the services, additional service charges are not charged to citizens.
- viii. **Services through internet.** Few services are delivered through Karnataka One Portal (Internet).

5.6.4 Future Expansion

The Government of Karnataka is proposing establishment of 135 new KarnatakaOne Centres across 64 ULBs in the state. These centres will operate on a franchisee model. Comprehensive guidelines, including details on operational procedures, commercial arrangements, selection criteria, fee structures, operational requirements and the roles of the District e-Governance Societies (DeGS) and Taluka Task Forces, have been published on the Electronic Delivery of Citizen Services (EDCS) website.

These guidelines aim to provide clarity on the setup and functioning of the proposed KarnatakaOne Centres, ensuring a standardized approach and effective service delivery to citizens. They cover both IT and non-IT infrastructure requirements, emphasizing the importance of robust infrastructure to support the delivery of electronic services efficiently.

5.7 Jana Sevaka

The Jana Sevaka initiative was introduced to simplify the lives of citizens by offering doorstep delivery of government services. This innovative assisted delivery model allows citizens to access various services in the comfort of their homes. Jana Sevakas are available from 8 AM to 8 PM to accommodate citizens' requests at their convenience. Citizens can reserve time slots through call centres staffed by well-trained executives who assist in accessing these services. Booking slots can also be done via the Mobile One app or the website (www.janasevaka.karnataka.gov.in). The Jana Sevaka pilot project commenced in the Dasarahalli assembly constituency of Bengaluru North on March 2, 2019. It was later expanded to three more assembly constituencies—Rajajinagar, Mahadevapura and Bommanahalli—by the Hon'ble Chief Minister of Karnataka on February 4, 2020. The initiative was further extended to the Yeshwanthpur assembly constituency on January 18, 2021. Currently, Jana Sevaka offers 80 different services and it has received over 200,000 applications to date.

The Jana Sevaka initiative promises several valuable advantages for citizens. Firstly, it offers a significant time-saving benefit, eliminating the need for citizens to endure long queues when accessing government services. This time-saving feature is complemented by cost savings, as citizens no longer have to incur travel expenses or visit government offices and citizen service centres in person to avail of these services. The initiative also aims to break the cycle of dependency on middlemen, providing a direct avenue for citizens to access the services they need. Furthermore, Jana Sevaka visits can be conveniently scheduled, accommodating the diverse schedules and needs of citizens. Lastly, the initiative prioritizes the convenience of senior citizens and individuals with physical challenges, making it more accessible and user-friendly for these vulnerable groups.

5.8 Modes of Service Delivery

The Government services GramaOne, BangaloreOne, KarnatakaOne and Janasevaka are provided to Citizens with assisted mode. The assistances centres are provided at villages, Tier1 and Tier 2 cities.

Seva Sindhu on the other hand integrates various Government under one platform to be availed in self mode/online mode. Citizens can avail the services online at ease.

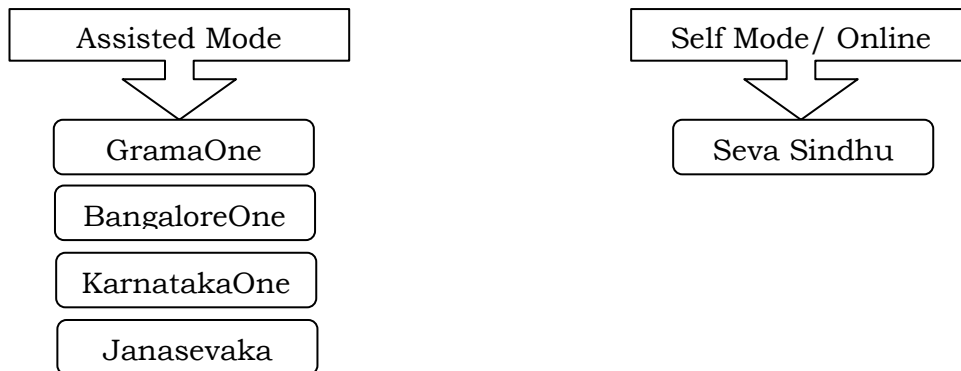


Figure 5.2 : Modes of Public Service Delivery

5.9 Seva Sindhu – One Platform; Many Services

Seva Sindhu, initiated in March 2018 by the Directorate of Electronic Delivery of Citizen Services (EDCS), the e-governance department of the Government of Karnataka, is a single window integrated platform designed to facilitate the delivery of government services in a modern and efficient manner. Its core features can be summarized as follows:

Paperless Process - Seva Sindhu is a paperless platform that streamlines the delivery of government services by integrating with various data sets. It eliminates the need for physical documents to be submitted, as application forms are automatically populated. This automation extends to the approval process, making it quicker and more efficient.

Presence-less Service Delivery - Seva Sindhu offers services online and in assisted modes, which means citizens can access government services without the need for physical presence. This not only saves time but also reduces travel costs for citizens seeking these services.

Cashless Transactions - The platform supports all digital payment modes, ensuring that citizens can make payments for government services without relying on cash transactions.

Key Features

- Aadhaar based e-KYC – OTP/Biometric
- e-Sign
- Integration with Digi-Locker
- Integration with SAKALA
- Integration with 15 IT systems
- Chatbot for 24/7 support for citizen queries
- QR code on output certificate
- Real time SMS and Email notification
- 100% Digital Payments

Figure 5.3 : Key Features of Seva Sindhu

(Source – <https://sevasindhu.karnataka.gov.in/sevasindhu/english>)

5.10 Service Delivery Comparison

<u>Before Seva Sindhu</u>	<u>After Seva Sindhu</u>
<ul style="list-style-type: none"> • Of the total 850 citizen services, only 350 were available online, while 500 were manual services. • The online services were fragmented and not well-integrated. • Real-time monitoring was challenging and there were no Management Information System (MIS) reports. • Delays and a lack of transparency were common issues. • Many applications were rejected, leading to poor service quality. 	<ul style="list-style-type: none"> • All 850+ services are now available online, distributed across 80+ departments or agencies. • Seva Sindhu integrates with various data sets such as AADHAR, Kutumba, FRUITS, SATS, AJSK, etc., reducing the need for paperwork. • The Environment, Social and Governance (ESG) index has improved due to these efficiency gains. • Services are provided in a contactless and presence-less manner, improving accessibility and convenience for citizens. • Real-time monitoring is now feasible, and there are MIS dashboards for departments and services, enhancing transparency. • Citizens can easily check the status of their applications, and applications are processed in a timely manner. • The platform is aligned or linked to SAKALA, further enhancing service quality and efficiency.

5.11 Seva Sindhu Transactions Trend : 2021-2023

Table 5.1 : Seva Sindhu Transaction Counts¹

	<u>Seva Sindhu 2021-22</u>	<u>Seva Sindhu 2022-23</u>
April	191487	476264
May	340146	512888
June	1461926	1034108
July	1061583	1168129
August	329019	734237
September	972475	1334940
October	1205831	844357
November	610343	973764
December	501017	1004907
January	344608	989186
February	403218	1226439
March	645213	1257838
Total	8066866	11557057

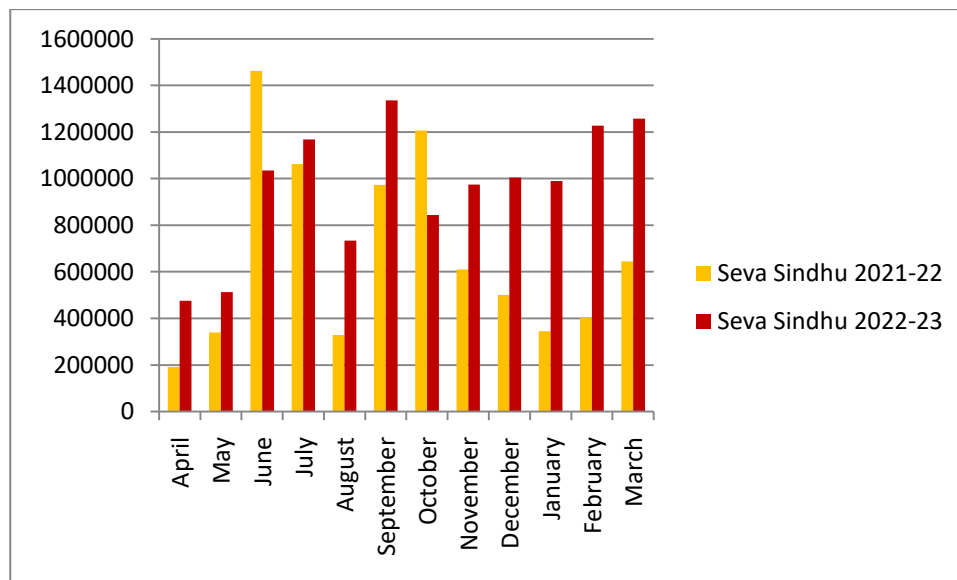


Figure 5.4 : Graph of Seva Sindhu Transaction Counts

(Source – <https://sevasindhu.karnataka.gov.in/sevasindhu/english>)

¹ Source – <https://sevasindhu.karnataka.gov.in/sevasindhu/english>

The table and chart provides a comparison of the Seva Sindhu program's performance for the fiscal years 2021-22 and 2022-23, broken down by months. In the year 2021-22, the program served 80,66,866 individuals in total, while in the subsequent year 2022-23, this number increased significantly to 1,15,57,057. The data reveals fluctuations in the program's outreach throughout the months. Notably, June of 2021-22 saw the highest number of individuals served at 14,61,926, signifying an impressive surge in service delivery compared to the successive year. The program's effectiveness seems to have varied across the months, with some experiencing significant growth, while others remained relatively stable or decreased. Overall, these figures highlight the program's importance and its evolving role in delivering services and support to the people it serves.

5.12 Journey of Seva Sindhu

Table 5.2 : Journey of Seva Sindhu²

Year →	2018	2019	2020	2021	2022	2023
Services	35	84	451	760	800	850+
Departments	6				80	80+
Transaction	0	79,934	44.5 Lakhs	1.28 Cr	2.67 Cr	3.34+ Cr

The journey of Seva Sindhu has been remarkable. Since its inception, Seva Sindhu has evolved to become a vital portal that offers a wide range of services, from welfare schemes and subsidies to providing Government Services. Seva Sindhu's journey exemplifies the power of technology and innovation in improving governance, enhancing transparency and ultimately, in improving the lives of the people it serves. It is a testament to the commitment of the government of Karnataka to meet the evolving needs of its citizens and adapt to the challenges of the modern world.

² Source – <https://sevasindhu.karnataka.gov.in/sevasindhu/english>

5.13 ServicePlus - Transforming Citizen Engagement through eService Delivery

ServicePlus is an integrated eService delivery framework that serves as an all-in-one citizen engagement platform. It is currently utilized by more than 30 State Governments and 13 Central Line Departments. Its primary goal is to make all government services accessible to the common man in their local area, ensuring efficiency, transparency and affordability.

ServicePlus was developed as part of the Panchayat Enterprise Suite (PES) under the ePanchayat Mission Mode Project (MMP). It's a metadata based e-Service delivery framework built on a LowCode-NoCode (LCNC) architecture using a generic, configurable, unified, metadata-based open-source multi-tenancy framework. This means that each tenant (department or local government) can configure their services according to their specific needs, ensuring scalability, reliability and flexibility. It empowers citizens by helping them understand their eligibility for various government services. This framework allows for the quick and easy delivery of electronic services to citizens, minimizing the need for extensive technical knowledge. The platform operates on a "Dictate, Design & Deploy" model, offering interactive, intelligent and interoperable features. It also includes automated data migration, integrated dynamic report generation and systematic process flow management.

For government users, ServicePlus offers an easy-to-use, wizard-driven interface for configuring and launching services. It establishes a transparent, efficient and easily manageable service delivery mechanism, with associated tools for monitoring performance at various levels. For citizens, ServicePlus provides a single portal to access various services across the country, allowing online registration and preferences for proactive alerts. It also offers an online repository for uploading and managing documents, online tracking regardless of the submission mode and integrated online grievance submission and redressal.

ServicePlus is both robust and developer-friendly, making it a valuable tool for transforming the e-governance landscape in India, ultimately benefiting citizens. In Karnataka, it has already demonstrated quick and positive results, showcasing its potential for improving government services and meeting the needs of growing communities.

5.14 Summary

The Government of Karnataka has taken significant strides in enhancing citizen access to government services through the establishment of various service centres such as GramaOne, BangaloreOne and KarnatakaOne. These centres, conveniently located across the state, cater to different levels of administrative divisions.

At the grassroots level, GramaOne centres, present in all 31 districts, serve as vital hubs for accessing government services and banking amenities. Meanwhile, BangaloreOne and KarnatakaOne centres offer consolidated services from both government departments and private entities, providing citizens with a one-stop solution for their needs. These centres boast extended operating hours, diverse payment methods and prompt service delivery, all geared towards providing a seamless experience for citizens. Moreover, they are designed to be citizen-centric, offering facilities tailored to meet the diverse needs of the populace while maintaining nominal charges.

Looking ahead, the government plans to expand the reach of KarnatakaOne by establishing additional centres across Urban Local Bodies, leveraging a public-private partnership model or franchisee model. Comprehensive guidelines ensure standardized operations and emphasize the importance of robust infrastructure to support efficient service delivery.

Seva Sindhu platform has witnessed remarkable growth in service transactions, signifying its pivotal role in enhancing citizen engagement and satisfaction. Additionally, the introduction of ServicePlus, an integrated eService delivery framework, further demonstrates the government's dedication to enhancing transparency and efficiency in service delivery.

Overall, these initiatives have not only streamlined the delivery of public services but have also significantly reduced bureaucratic hurdles, making it more convenient for citizens to access essential government resources.

CHAPTER 6

STUDY OF SERVICES ON SEVA SINDHU PLATFORM

The previous Chapter gave an insight into the **Seva Sindhu** as a platform. In this Chapter three popular services across different departments have been selected for study, namely Services of Revenue Department, Bus Pass Services of Transport Department and Electricity Services of Energy Department. The detailed study on these three services has been made.

Though, **Seva Sindhu** platform has over 800 services as on date. However, the website indicates only 693 services from 89 various Directorates/ Departments. The website requires updating to reflect the introduction of new services. The details of services of these 89 Directorates/ Departments on Seva Sindhu platform is given at Appendix 'A'.

SERVICES OF REVENUE DEPARTMENT

6.1 Introduction/ Background

The services of the Government of Karnataka like Caste Certificate, Income Certificate and other Social Security Schemes were being delivered to the Citizens at the Taluk Level. The Citizens were supposed to give a written application with all supporting documents at the Taluk Office. Thereafter, Taluk Office would manually process these applications and field officials would undertake verification. Finally, manual certificates would be issued by the Tahsildar of the Taluk. This process was very cumbersome, time consuming and citizens had to undertake frequent visits to Taluk office to enquire about the status of their application.

In year 2006, e-Governance Department decided to provide the services through Rural Digital Services (RDS). Services through RDS were the first computerised citizen service delivery in the country. This provided the citizen an IT interface to avail the Government services at the hobli level. The aim of RDS was to bring the administration

closer to the common man and provide required services affordably, with speed and efficient interface between Government and People.

Towards this, Government of Karnataka launched Nemmadi Project in year 2006 through 800 tele-centres at Hobli locations through a Public-Private Partnership model. The tele-centres would deliver services like issuing copy of Rights, Tenancy & Crops (RTC) to farmers, delivery of caste certificates, issue of Income Certificates, applying for Social Security schemes and other 29 similar services. Under this Nemmadi Project, the application along with supporting documents received at the tele-centre would be digitally entered into the system, processed at Taluka back office and finally the certificates would be printed and issued at the tele-centres.

Though this was a transformational step in serving the people, it could achieve only partial success due to non coordination among the private partners and local Revenue officials; functional problems like inexperienced or lack of operators, inadequate power back up, software issues and logistic problems. To obviate the issues, the Government decided to hand over the project to Revenue Department in year 2012 for providing the required services.

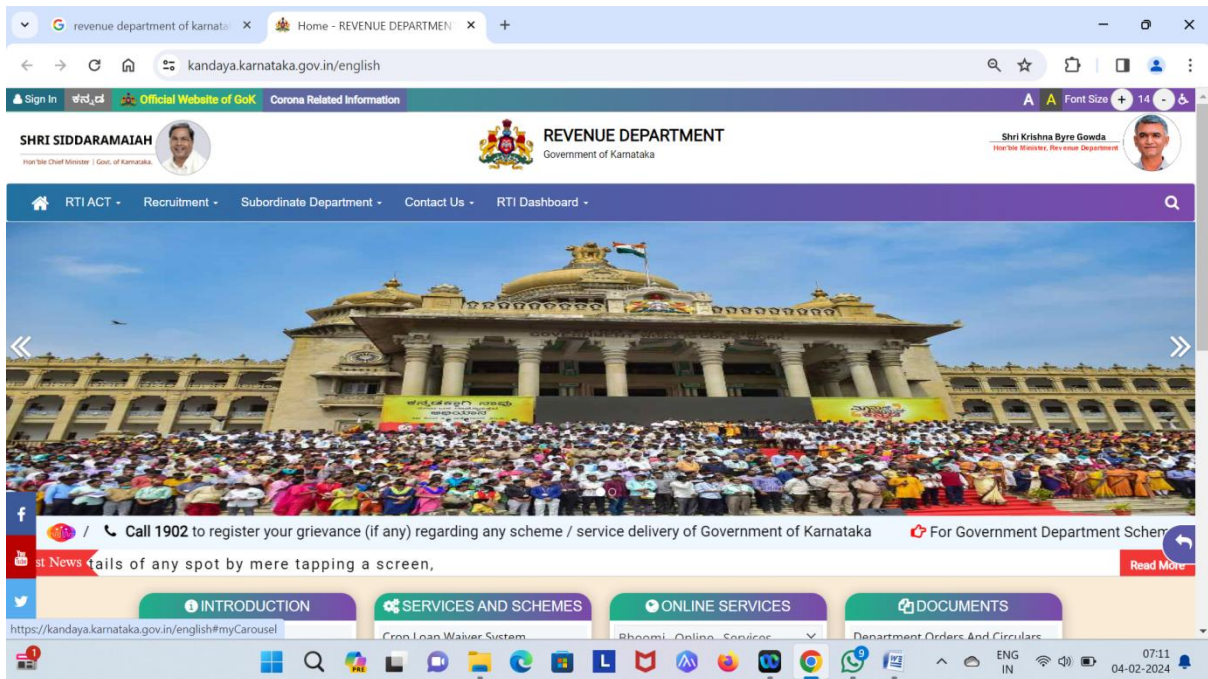
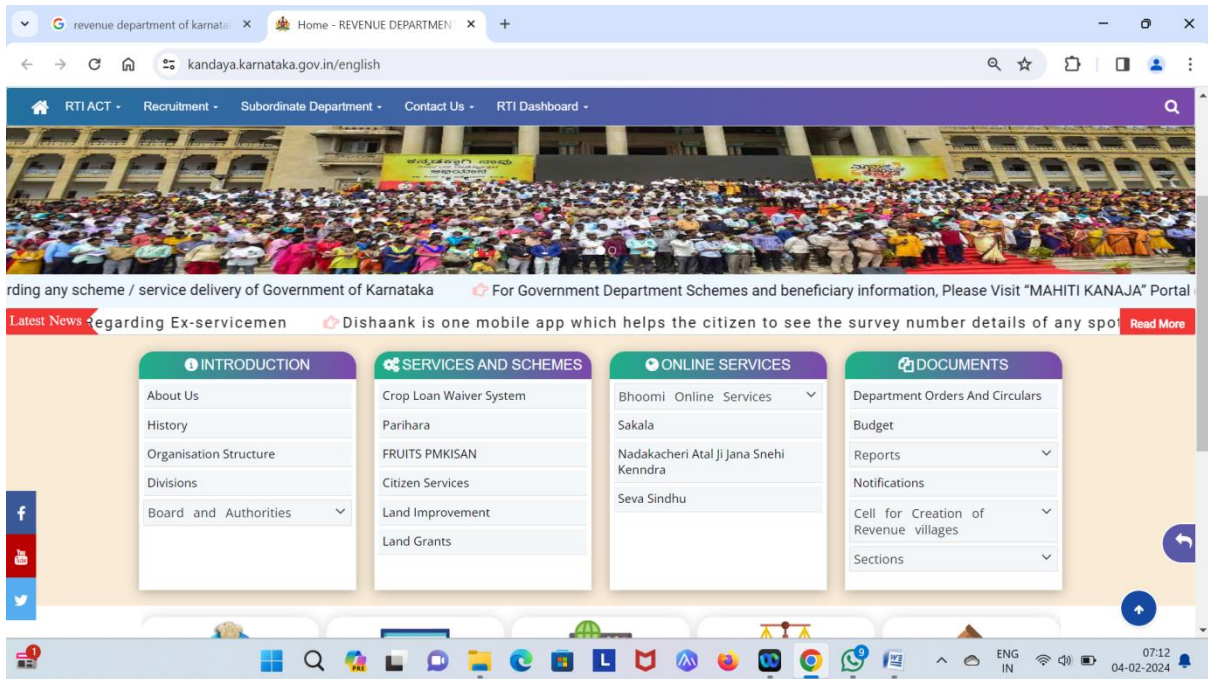


Figure 6.1: Screenshot of website of Revenue Department, Government of Karnataka

(<https://kandaya.karnataka.gov.in>)

6.2 Services Offered

The Revenue Department provides online services through their portal. The online services being offered by Revenue Department are Bhoomi Online Services, Revenue Maps, Parihara and Online RTC (Rights, Tenancy & Crops). Links are also provided for accessing Sakala, Nadakacheri and Seva Sindhu.



*Figure 6.2 : Screenshot of website of Services Offered by Revenue Department
(<https://kandaya.karnataka.gov.in>)*

6.3 Nadakacheri (Atalji Janasnehi Kendra)

In year 2012, the Government of Karnataka decided to take over the Nemmadi Project completely and handed it over to Revenue Department. The idea of the Government was that the Revenue Department should provide revenue services to the citizens of Karnataka in a more accessible, transparent, reliable and affordable manner. To achieve this, exclusive service centres were established at the HOBLI level. These service centres were meant for providing electronic delivery of citizen services in rural areas. Atalji Janasnehi Project was officially launched in Dec 2012 and these centres were named as “Atalji Janasnehi Kendra” or “Nadakacheri”. This project was rolled out in around 769 hobli centres across the State.

At the district level, Deputy Commissioners of the districts are the overall in-charge of the project. At the state level, Atalji Janasnehi Directorate was established in the Revenue Department under the charge of Commissioner Survey Settlement and Land Records. This Directorate was tasked to monitor, facilitate and offer all technical guidance for effective implementation across the state. The Atalji Janasnehi Project aims to provide various services to citizens which are accessible through Atalji Janasnehi Kendras (Nadakacheries).

6.4 Application Procedure

Under the Atalji Janasnehi scheme, there is no requirement for written application by the citizens. The details can be orally communicated to the operator at the Nadakacheri centre. The supporting documents are also not required to be submitted. The applicant has to provide only the Photo ID and Address proof for future verification.

The approval of certificates under the exclusive domain of Tahsildars has been delegated to Deputy Tahsildars. In the earlier system, applications were to be submitted at the Taluk office, processed, verified and signed by the Tahsildars. This would take enormous time due to other work load at Taluk office. By delegating this authority to Deputy Tahsildar, Atalji Janasnehi Kendras are functioning efficiently as time taken for delivery of services has reduced. The charges for each application are nominal and are as per the notification of Revenue Department.

6.5 Services Offered at Nadakacheries

Atalji Janasnehi Kendras or Nadakacheries provide various services to the citizens like issuing Caste and Income certificates, Land and Agriculture related certificates and Social Security schemes. Few of the services listed subsequently are also available through the online portal. The electronic delivery of services enables the citizen to know the status of their application.

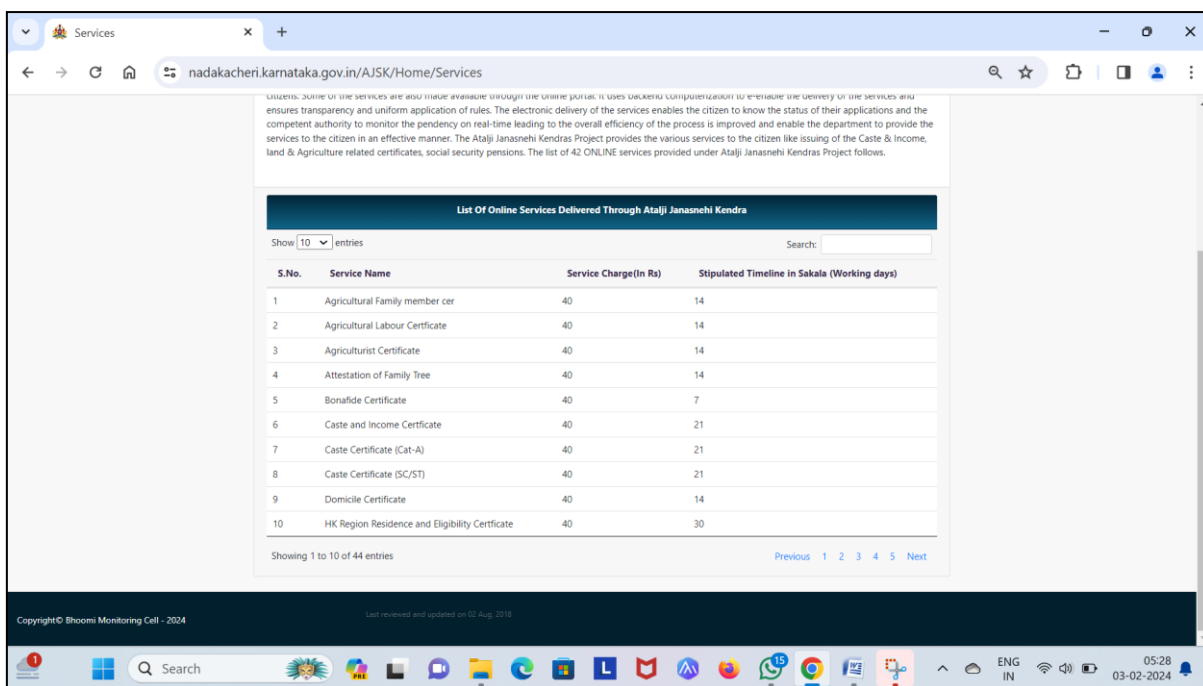


Figure 6.3 : Screenshot of website indicating list of Online Services through Atalji Janasnehi Project (<https://nadakacheri.karnataka.gov.in/AJSK/Home/Services>)

The Atalji Janasnehi Directorate on behalf Revenue Department, Government of Karnataka offers facility availing Nadakacheri services through their official website. All available service delivery is subjected to Acts and Rules of IT Act. The list of 44 Online Services provided under Atalji Janasnehi Project is as follows :-

Table 6.1 : Online Services under Atalji Janasnehi Project³

S.No.	Service Name	Service Charge (In Rs)	Stipulated Timeline in Sakala (Working days)
1	Agricultural Family member Certificate	40	14
2	Agricultural Labour Certificate	40	14
3	Agriculturist Certificate	40	14
4	Attestation of Family Tree	40	14
5	Bonafide Certificate	40	7
6	Caste and Income Certificate	40	21
7	Caste Certificate (Cat-A)	40	21

³ <https://nadakacheri.karnataka.gov.in/AJSK/Home/Services>

S.No.	Service Name	Service Charge (In Rs)	Stipulated Timeline in Sakala (Working days)
8	Caste Certificate (SC/ST)	40	21
9	Domicile Certificate	40	14
10	HK Region Residence and Eligibility Certificate	40	30
11	Income Certificate for Campus Employment	40	21
12	Income Certificate for Employment Certificate	40	21
13	Land holding Certificate	40	7
14	Land less Certificate	40	7
15	Living Certificate	40	7
16	Income Certificate	40	21
17	No Govt. Job Certificate	40	7
18	No Re-Marriage Certificate	40	7
19	Non creamy layer Certificate	40	7
20	Non Tenancy Certificate	40	7
21	OBC Certificate (Central)	40	21
22	Population Certificate	40	7
23	Residence Certificate	40	14
24	Small / Marginal farmer Certificate	40	14
25	Solvency Certificate	40	21
26	Surviving Family Members Certificate	40	14
27	Unemployment Certificate	40	7
28	Widow Certificate	40	14
29	Minority Certificate	40	7
30	Income and Asset Certificate(EWS)	40	21
31	Crop Certificate	40	12
32	General Certificate (Arya Vysya)	40	21
33	Caste Certificate (SC/ST-Migrant)	40	-
34	Physically Handicapped Pension	0	45
35	Widow Pension	0	45

S.No.	Service Name	Service Charge (In Rs)	Stipulated Timeline in Sakala (Working days)
36	Sandhya Suraksha Yojane	0	45
37	National Family Benefit Scheme	0	-
38	Indira Gandhi National Old Age Pension	0	45
39	Mythiri	0	45
40	Manaswini	0	45
41	Anthya Samskara Yojane	0	-
42	Acid Victim Pension	0	45
43	Farmer Widow Pension	0	45
44	Endosalphan Victim Pension	0	-

6.6 Staffing Pattern

At the Directorate level, the staffing and organisation is as given in figure below :-

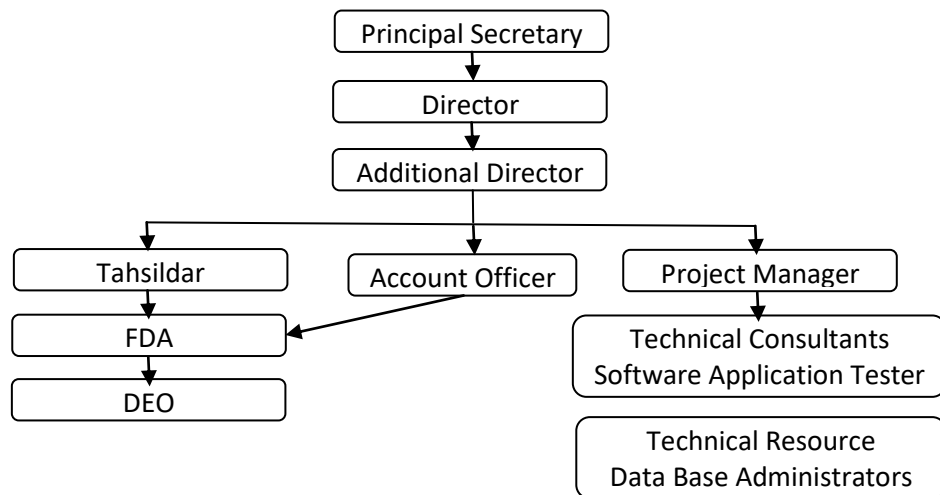


Fig 6.4 : Organisation of Atalji Janasnehi Directorate

At District Level, the Deputy Commissioner of the District is overall in-charge of the project and has the delegated powers. This is in contrast to earlier system of centralized management by e-Governance Department through the private agency, where the District administration was only a layer with no role to play. The Deputy Commissioner is assisted in technical matters by a Consultant, who is a qualified an engineer. This ensures speedy grievances redressal at district level and all technical functional problems of Nadakacheries are addressed first and only serious ones are escalated to the state level.

6.7 Atalji Janasnehi Kendras (AJSK)

Each AJSK is staffed with a Deputy Tahsildar, Case Worker, Operator and an Attender, in addition to Village Accountant and Revenue Inspector. All have been provided with basic software training. The operator for data entry is on an outsourced model under the control of Deputy Commissioner.

6.7.1 Infrastructure at AJSKs

Hardware - Each AJSK has been provided with three high end computers, printer, webcam, bio-metric device and a 8-port switch. These hardware devices are adequate and are maintained at district level though outsourcing. A helpline has been established for AJSKs at state level to offer any assistance with regards to hardware related issues.

Solar - One of the major drawbacks of Nemmadi project was non functioning of centres due to power cuts and power fluctuations. This has been corrected by providing solar powered UPS and battery to AJSKs. This provides uninterrupted power back up to each centre for ensuring continued services to the citizens.

Nadakacheri Software - The Nadakacheri software developed by NIC, is a user friendly and is a web based application. This application has been hosted in the Karnataka State Data Centre and operates through a centralised architecture. In this, there is no concept of separate front office, back office, local server or data

replication. The maintenance is only at Karnataka State Data Centre. This implies that any modification can be executed in a couple of hours. This is much better as compared to, Nemmadi software, which was client-server architecture. Nemmadi software had tremendous problems in data replication and frequent data loss occurred during replication. The Nadakacheri software has no such drawbacks and is under Mission Mode Project, designed and developed by Bhoomi Monitoring Cell (BMC), Revenue Department, Government of Karnataka.

Connectivity - BSNL is providing the connectivity through VPNoBB at all Nadakacheri centres. This ensures a dedicated line with 512 Kbps speed. The secondary connectivity is through WiMax/VSAT.

The addresses of all Nadakacheries are available on the website for quick reference of citizens.

The screenshot shows a web browser displaying the 'Nadakeri Address' page. The page has a navigation menu at the top with links like Home, About, Online Application, Circulars & Downloads, Contact Details, Photo Gallery, RFI, Feedback, Related Websites, and Service Center Details. Below the navigation is a search bar and a table of addresses. The table has the following columns: District, Taluk, Nadakeri, Address, Contact No., and D.T. Number. The table lists 10 entries, with a search bar and pagination controls at the bottom.

District	Taluk	Nadakeri	Address	Contact No.	D.T. Number
Bagalkot	Badami	Badami	Tahasildar Office, Mini Vidhansouda, Badami, Tq:Badami Dist: Bagalkot	8357220102	9743503489
Bagalkot	Badami	Kerur	Deputy Tahasildar Office, Nadakeri, Kerur Tq: Badami Dist: Bagalkot	8357230010	9449817560
Bagalkot	Badami	Kulageri	Deputy Tahasildar Office, Nadakeri, Kulageri Cross Tq: Badami Dist: Bagalkot	8357236102	9972714064
Bagalkot	Bagalkot	Bagalkot	Tahasildar Office, Mini Vidhansouda, Near Navanagar City Bust Stand Bagalkot, Tq:Dist: Bagalkot	8354235373	9916302025
Bagalkot	Bagalkot	Kaladagi	Deputy Tahasildar Office, Nadakeri, Kaladagi Tq: Dist: Bagalkot	8354240122	9036258304
Bagalkot	Bagalkot	Sitamani	Deputy Tahasildar Office, Nadakeri, Sitamani Tq: Dist: Bagalkot	8354250225	9611032139
Bagalkot	Bilagi	Angawadi	Tahasildar Office, Mini Vidhansouda, Bilagi, Tq:Dist: Bagalkot	8425279931	9591676974
Bagalkot	Bilagi	Bilagi	Deputy Tahasildar Office, Nadakeri, Anagawadi Tq:Bilagi Dist: Bagalkot	8425276045	9591676974
Bagalkot	Guledagudd	Guledagudd	Deputy Tahasildar Office, Nadakeri, Guledgudda Tq:Guledgudda Dist: Bagalkot	8357250140	9449433211
Bagalkot	Hungund	Amingad	Deputy Tahasildar Office, Nadakeri, Aminagad Tq:Hungund Dist: Bagalkot	8351280020	9449772732

Figure 6.5 : Screenshot of website indicating Addresses of Nadakeri (<https://nadakeri.karnataka.gov.in/AJSK/Home/NKAddresses>)

6.7.2 Nadakacheri Statistics

The data provided on the Nadakacheri website vividly demonstrates the significant and meaningful engagement of citizens with its services. This evidence underscores the platform's effectiveness and efficiency in meeting the diverse needs of individuals, reaffirming its pivotal role as a valuable community resource.

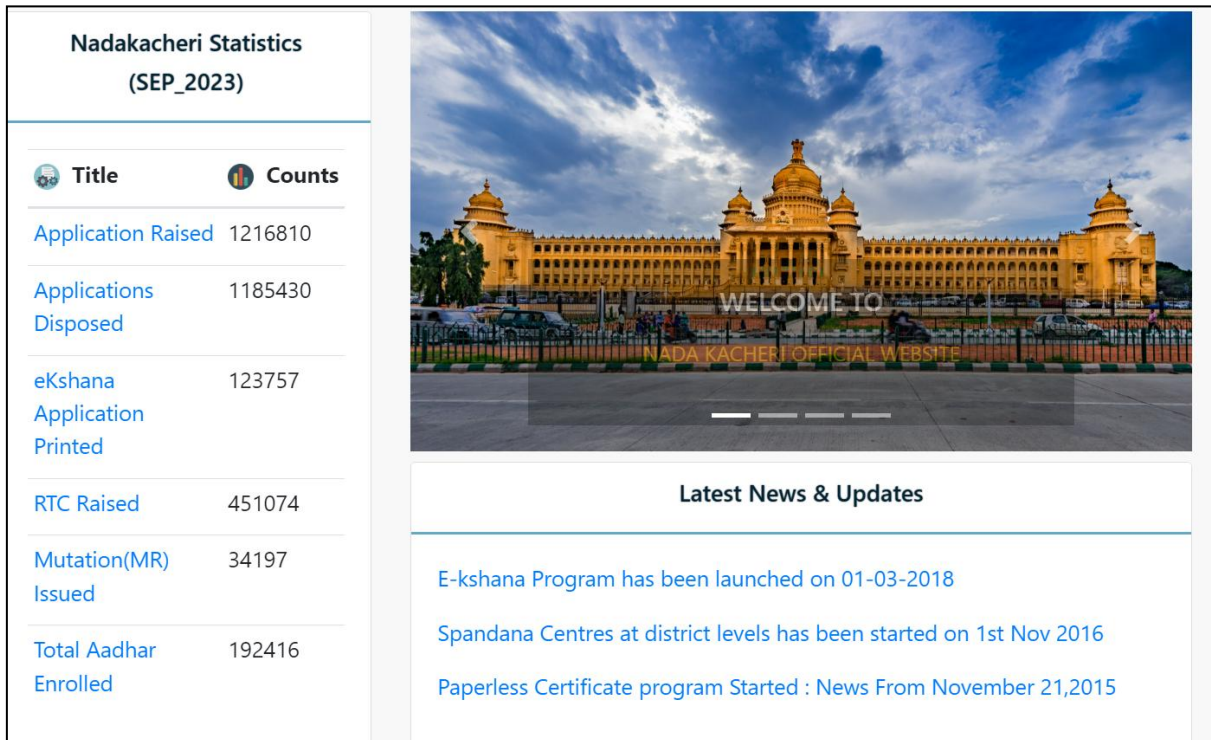


Figure 6.6 : Screenshot of website of Nadakacheri Statistics
(<https://nadakacheri.karnataka.gov.in/AJSK/Home/>)

6.8 Summary

The Revenue Department, Government of Karnataka has transitioned from manual to digital service delivery. Rural Digital Services (RDS) in 2006 led to challenges, prompting the Nemmadi Project in 2012, later taken over by the Revenue Department. Since 2012, the Atalji Janasnehi Kendra (Nadakacheri) has been providing electronic citizen services, streamlining the process of applying for certificates such as caste, income and various others. It provides 44 online services, emphasizing accessibility, transparency and affordability. The Revenue Department's portal offers links to Bhoomi Online Services and Seva Sindhu, enhancing government service efficiency and accessibility.

BUS PASS SERVICES OF TRANSPORT DEPARTMENT

6.9 Introduction/ Background

The Department of Transportation, under the Ministry of Transport operates four transport corporations, namely Karnataka State Road Transport Corporation (KSRTC), Bangalore Metropolitan Transport Corporation (BMTC), North West Karnataka Road Transport Corporation (NWKRTC) and North East Karnataka Road Transport Corporation (NEKRTC). In addition, D. Devaraja Urs Trunk Terminal Ltd operates through an agency.

6.10 Transportation Department

The State Road Transport Corporations, established under the Road Transport Corporations Act of 1950, have emerged as the leading transportation entities in the country. One of their primary objectives is to provide high-quality transportation services to the public within the state. These corporations focus on establishing and maintaining bus stations, bus fleets and other necessary infrastructure to ensure efficient connectivity and upkeep.

As part of their social responsibility, the corporations issue concessionary or free bus passes to students, as well as free or discounted passes to individuals such as the visually impaired, disabled persons, freedom fighters, dependents of martyrs, veterans of Goa's liberation struggle and victims of Endosulfan poisoning. Additionally, senior citizens benefit from a 25% discount on travel fares.

Administratively, the state transport corporations are organized into four distinct entities to streamline their operations.

6.10.1 Karnataka State Road Transport Corporation (KSRTC)

The Karnataka State Road Transport Corporation (KSRTC) stands as the primary transport authority in the state, overseeing a vast area that includes Bangalore Rural and Urban, Ramanagara, Mandya, Mysore, Chamarajanagar, Kodagu, Mangalore, Hassan,

Udupi, Chikkamagaluru, Shivamogga, Chitradurga, Davanagere, Tumkur, Chikkaballapur and Kolar districts. In total, KSRTC's jurisdiction spans across 17 districts.

6.10.2 Bangalore Metropolitan Transport Corporation (BMTC)

The Bangalore Metropolitan Transport Corporation, located approximately 25 km away from the city of Bangalore and the Bruhat Bengaluru Mahanagara Palike (BBMP), is tasked with providing transportation services to areas falling within its jurisdiction.

6.10.3 North West Karnataka Road Transport Corporation (NWKRTC)

The North West Karnataka Road Transport Corporation oversees Dharwad, Belgaum, Gadag, Haveri, Bagalkot and Uttara Kannada districts, which include the Hubli Centre, within its jurisdiction.

6.10.4 North East Karnataka Road Transport Corporation (NEKRTC)

The North East Karnataka Road Transport Corporation is responsible for the districts of Bidar, Vijayapura, Bellary, Raichur, Koppal and Yadagiri, which encompass the Kalaburagi Centre within its jurisdiction.

6.10.5 D. Devaraja Urs Trunk Terminal Ltd

An independent parking and freight system established on the outskirts of urban areas aims to offer accommodation and services for truck operators, thereby alleviating traffic congestion within cities. This initiative also aims to mitigate accidents, minimize road damage and reduce air pollution caused by heavy truck traffic.

6.11 Monthly Passes

KSRTC provides monthly passes at discounted rates to passengers who commute daily between two destinations, such as employees, students and traders. These passes are available at all bus stations and are valid for travel when accompanied by a KSRTC-issued identity card. Additionally, KSRTC offers photo-identity cards valid for one year at a fee

of Rs. 50 per card. Monthly passes for Express services allow travel on both Express and Ordinary services, while those for Ordinary services are valid only on Ordinary services. KSRTC offers monthly passes at discounted rates for travel on City services as well. These passes remain valid for travel when accompanied by a KSRTC-issued identity card.

6.11.1 Concession to Senior Citizens

Individuals aged 60 years or older, classified as Senior Citizens, are eligible for a 25% discount on ticket fares. This discount applies to City, Suburban, Ordinary, Express, Semi Luxury and Rajahamsa buses operated by KSRTC, including interstate routes. To access this concession, Senior Citizens must present proof of their age. Alternatively, they can display identification documents stored on the Digilocker app, such as Aadhar card or Driving License, provided the ID indicates residency in Karnataka.

6.11.2 Passes for Persons with Disabilities

KSRTC provides concessional passes to Physically Challenged Persons who are residents of Karnataka State. The pass rate for Physically Challenged Persons is Rs. 660/- per annum as determined by the Government of Karnataka. These passes are available to individuals with a disability of 40% and above, encompassing various conditions such as visual impairment, hearing impairment, Amblyopia, mental disorders, dementia, locomotor disabilities and leprosy-infected patients. Pass holders can travel on City, Suburban, Ordinary and Express routes operated by KSRTC, BMTc, NwKRTC and NEKRTC buses within a distance of 100 kms from their place of residence.

6.12 Shift from Manual to Digital Mode

Citizens are presented with the flexibility of obtaining their monthly passes through two convenient avenues; the online platform or in-person at designated bus stations. Embracing the digital approach not only streamlines the process but also eliminates potential hassles, catering to the diverse needs and preferences of individuals. Further, this digital mode system ensures a seamless integration of government schemes, facilitating the effortless application of concessions tailored for elderly and female citizens. This concerted effort towards accessibility and inclusivity underscores the commitment to

providing a user-friendly experience while maximizing the benefits derived from governmental support initiatives.

6.13 Student Bus Pass

To obtain bus passes, students must follow the prescribed procedure through the Seva Sindhu portal:

- i. Students are required to apply for passes exclusively through the online Seva Sindhu portal. The URL is: <https://sevasindhustervices.karnataka.gov.in>.
- ii. Starting from 12.06.2023, students can submit their bus pass applications on the Seva Sindhu portal free of charge.
- iii. If students opt to apply for passes through KarnatakaOne, GramaOne, or BangaloreOne centres, they will incur a service charge of Rs. 30/- at these centres, as directed by the Government.
- iv. Upon approval of the student pass application, an SMS will be sent to the registered mobile number, indicating the name/address of the designated counter for pass collection.
- v. Students must visit the designated counters at KSRTC bus stands, KarnatakaOne and GramaOne centres to collect the bus pass by paying the prescribed fee. Payment methods accepted include Cash/Debit card/Credit card/UPI.
- vi. The Government of Karnataka offers free travel to all female residents of the state, including girl students and transgender individuals, under the Shakti Scheme. Girl students from neighbouring states attending schools/colleges in Karnataka, as well as Karnataka residents attending schools/colleges in neighbouring states, must apply for and obtain student concessional bus passes to travel on KSRTC buses. The procedure outlined above applies to these students.

vii. The addresses of 129 pass issue counters of KSRTC are available on the KSRTC website for students' reference. The KSRTC website address is: <https://ksrtc.karnataka.gov.in/student pass>.

6.14 Summary

The Department of Transport in Karnataka oversees four transport corporations, namely KSRTC, BMTC, NWKRTC and NEKRTC, as well as D. Devaraja Urs Trunk Terminal Ltd. These entities aim to provide high-quality transportation services and issue concessional passes to various groups, including students, senior citizens and persons with disabilities. KSRTC offers monthly passes for commuters, including those for Express and Ordinary services, as well as discounted passes for City services. Senior citizens are eligible for a 25% discount on fares on various bus services by presenting age proof or digital IDs.

Concessionary passes are also provided to physically challenged individuals, allowing travel within a 100 km radius of their residence across different bus services. Students can apply for bus passes through the **Seva Sindhu** portal, with the option to apply in person at designated centres for a nominal service charge. Female residents of Karnataka, including girl students and transgender individuals, can avail of free travel under the Shakti Scheme. The KSRTC website provides information on pass issue counters and rates for student passes.

ELECTRICITY SERVICES OF ENERGY DEPARTMENT

6.15 Introduction/ Background

Karnataka State (formerly Mysore State) boasted an impressive achievement in establishing the inaugural major hydroelectric generating station for commercial operations at Shivasamudram as early as 1902. This pioneering endeavour occurred during a time when the technology was still nascent even in more developed nations. Notably, the

longest transmission line, operating at the highest voltage globally, was constructed to meet the power demands of mining operations at Kolar Gold Fields.

Over time, the generating capacity of the Shivasamudram Power House steadily increased to 42 MW through incremental stages. To address the growing need for power, the Shimsha Generating Station, with an installed capacity of 17.2 MW, commenced operations in 1940. As demand continued to rise for industrial and rural electrification purposes, expansions in generating capacity became imperative. Consequently, the Mahatma Gandhi Hydroelectric Station saw the commissioning of its 1st Stage (48 MW) in 1948 and its 2nd Stage (72 MW) in 1965.

The State of Karnataka, benefiting from abundant electric power at economical rates and supported by other infrastructure facilities, provided a conducive environment for accelerated industrial activity. Thus, it became imperative to exploit the entire hydroelectric potential of the Sharavathi Valley. The first unit of the Sharavathi Hydroelectric Project, with a capacity of 89.1 MW, commenced operations in 1964 and reached completion in 1977.

The mid-sixties witnessed a remarkable surge in power demand due to the establishment of numerous public sector and private industries in the State. Recognizing the dependency on monsoon for power generation and its inherent unpredictability, the state government initiated the establishment of a coal-based power plant at Raichur. Presently, the Raichur power plant boasts an installed capacity of 1260 MW. Additionally, to bolster the state's energy resources, the Kalinadi Project was undertaken, featuring the Nagahari Power House (810 MW) and the Supa Dam Power House (100 MW), with an overall energy potential of 4,112 MkwH.

Until 1957, the transmission and distribution system in the state remained under the jurisdiction of the Government of Karnataka. Subsequently, the formation of the Mysore State Electricity Board (MSEB) led to the amalgamation of private distribution companies into Karnataka Electricity Board (KEB). However, by 1986, KEB, despite its initial profitability, began to experience financial losses, primarily attributed to increased agricultural consumption and government socio-economic policies.

6.16 Karnataka Electricity Board to Karnataka Power Transmission Corporation Limited

In alignment with the reforms initiated by the Government of India to enhance the power sector's performance, the Government of Karnataka proposed fundamental reforms through the Karnataka Electricity Reforms Act. This legislation mandated significant restructuring of the Karnataka Electricity Board and its Corporation, leading to the establishment of Karnataka Power Transmission Corporation Limited on August 1, 1999.

Karnataka Power Transmission Corporation Ltd (KPTCL) was established to oversee the transmission business, aiming to ensure efficient and reliable electricity supply across Karnataka. The corporation focuses on managing large-scale energy projects and operates under the Ministry of Energy's authority. In the realm of industry, KPTCL has set higher standards for deliverables, consistently striving to reduce the cost per megawatt, a benchmark achievement nationally. KPTCL's core strengths lie in its well-established infrastructure, modern management practices and unwavering commitment to excellence, enabling it to meet the escalating energy demands of Karnataka.

At the heart of KPTCL's initiatives lies its robust resource management capabilities, spanning planning, financing and project engineering. The corporation boasts a strong track record of completing and commissioning projects within set timelines, earning high ratings in this regard. KPTCL aspires to reach new heights in the field of Power Engineering. Its strategy involves building a world-class organization, emphasizing efficiency, cost control and environmental harmony.

6.16.1 Key Initiatives of KPTCL

- i. Exploring, identifying and developing opportunities in power generation.
- ii. Implementing innovative approaches to establish and operate power plants.
- iii. Investing in technical expertise, systems, processes and capabilities.

- iv. Empowering individuals, teams and support networks to achieve set objectives.

6.16.2 Electricity Supply Companies

As part of this reform agenda, the distribution sector was further divided into five companies. These companies were officially established on June 1, 2002.

- i. Bangalore Electricity Supply Company Limited (BESCOM),
- ii. Hubli Electricity Supply Company Limited (HESCOM),
- iii. Mangalore Electricity Supply Company Limited (MESCOM),
- iv. Gulbarga Electricity Supply Company Limited (GESCOM), and
- v. Chamundeshwari Electricity Supply Company (CESCOM).

6.17 Bangalore Electricity Supply Company Limited (BESCOM)

The Bangalore Electricity Supply Company Limited (BESCOM) is tasked with distributing power across eight districts in Karnataka, namely Bangalore Urban, Bangalore Rural, Chikkaballapura, Kolar, Davanagere, Tumkur, Chitradurga and Ramanagara. BESCOM's coverage extends over an area spanning 41,092 square kilometers, serving a population exceeding 207 lakhs.

The company operates through four zones: the Bangalore Metropolitan Area Zone (North), Bangalore Metropolitan Area Zone (South), Bangalore Rural Area Zone and Chitradurga Zone. It comprises nine circles, 32 divisions, 147 sub-divisions and 534 section offices to efficiently manage its distribution operations.

6.17.1 Vision and Mission

- i. The Vision of BESCOM is to become Number One in Customer Satisfaction in South Asia in Power Distribution
- ii. The Mission of Bangalore Electricity Supply Company Limited is to ensure absolute consumer satisfaction and continuous profit in business.

6.17.2 Objectives

- i. To ensure total employee satisfaction.
- ii. To develop infrastructure, commensurate with growth, thus ensuring reliable and quality power supply.
- iii. To use best technology in communication and best practices in power sector.

6.18 BESCOM Services available with BangaloreOne Centres/ Portal

BangaloreOne offers BESCOM services to Bangalore residents, including the viewing and payment of electricity bills. BESCOM has implemented the Reformed Accelerated Power Development and Reform Programme (RAPDRP) Model for Bangalore District, resulting in the generation of new bills featuring Account Numbers instead of RR Numbers and Subdivisions. BangaloreOne has integrated this service to further assist the citizens of Bangalore. Services of BESCOM and other four companies are available on Seva Sindhu platform.

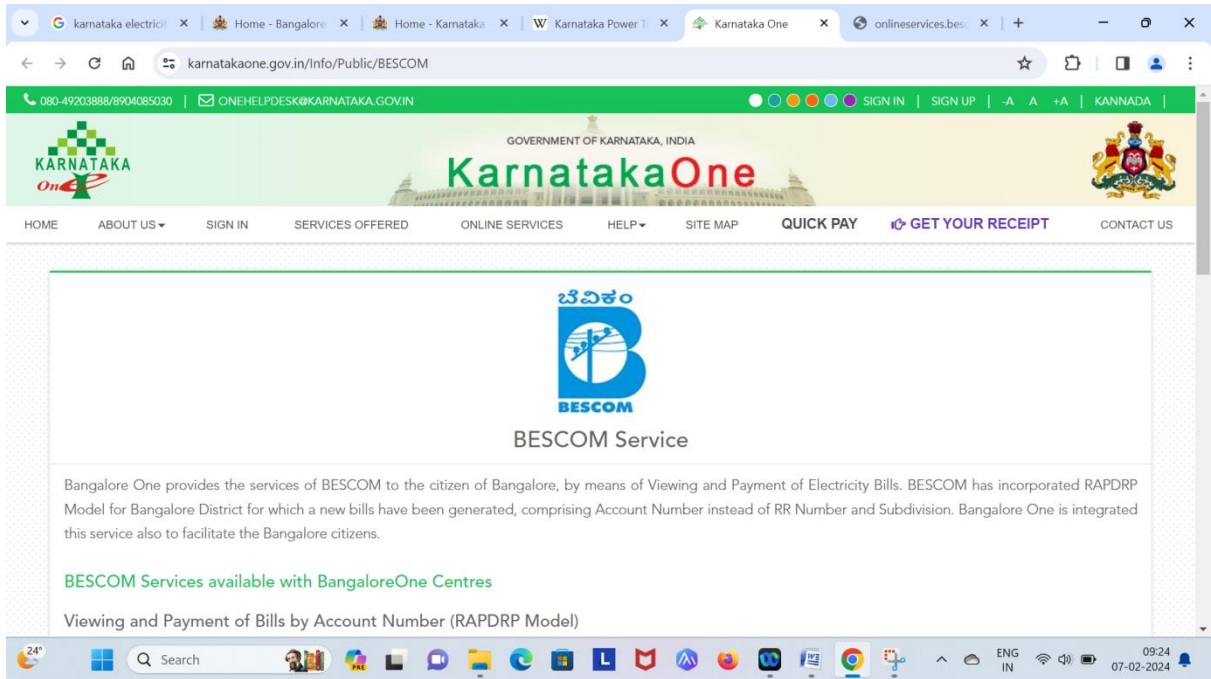


Figure 6.7 : Screenshot of KarnatakaOne/BangaloreOne website providing BESCO Services (<https://karnatakaone.gov.in/info/Public/BESCOM>)

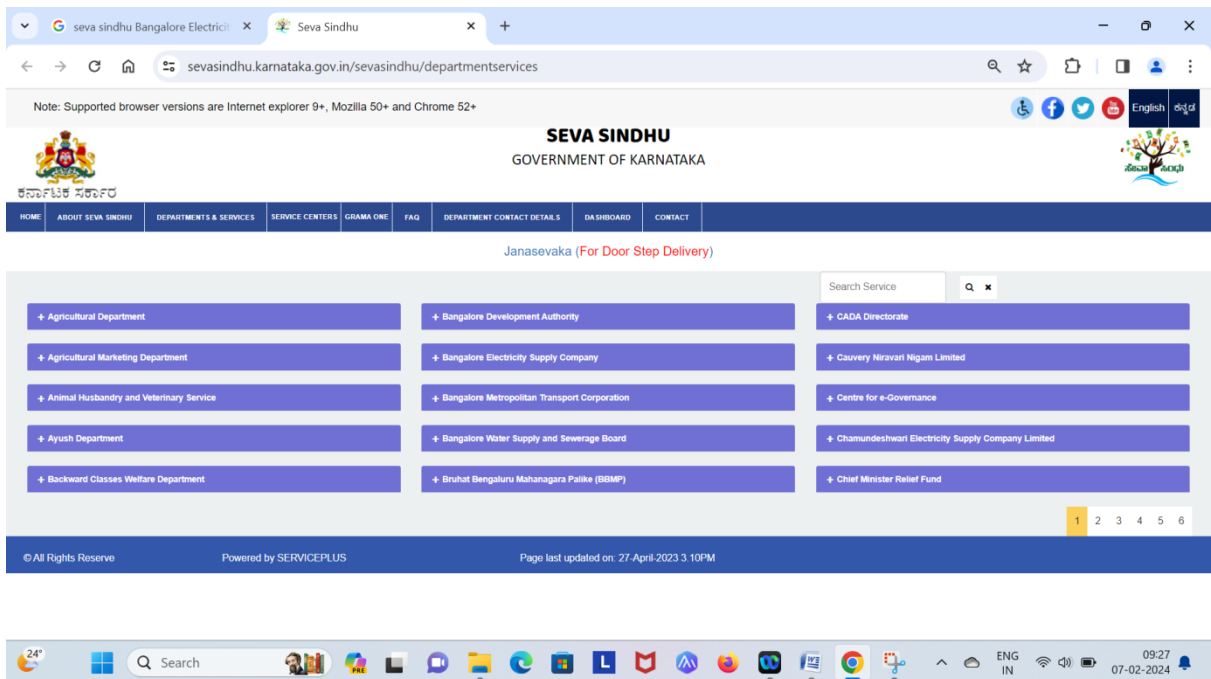


Figure 6.8 : Screenshot of Seva Sindhu Platform providing links to Bangalore Electricity Supply Company (BESCOM) Services (<https://sevasindhu.karnatakaone.gov.in>)

6.19 Gruha Jyoti Scheme

The Gruha Jyoti Scheme, implemented by the Karnataka Government, is designed to offer financial assistance to residents of the state. Through this initiative, eligible individuals receive the benefit of free electricity usage for up to 200 units per month. The scheme entails providing 200 units of complimentary power to Karnataka's populace. Although officially launched by the Karnataka government in August 2023, the Gruha Jyoti Scheme was effective from July 1, 2023. As part of the program, the state commits to supplying 200 units of free electricity to households across Karnataka. The Gruha Jyoti scheme can be applied only through Seva Sindhu Portal.

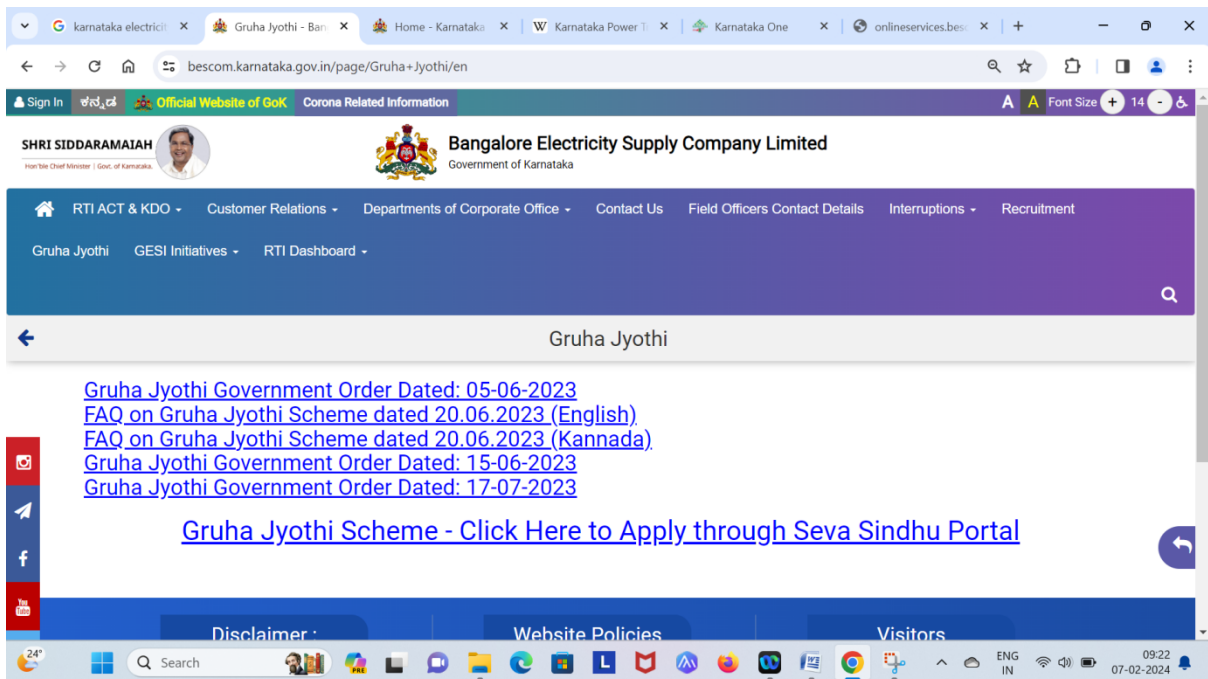


Figure 6.9 : Screenshot of Bangalore Electricity Supply Company (BESCOM) Portal offering Gruha Jyoti Services (<https://bescom.karnatakaone.gov.in>)

6.20 Summary

Bangalore Electricity Supply Company Limited (BESCOM) is responsible for distributing power across eight districts in Karnataka, covering an area of 41,092 square kilometers and serving a population exceeding 207 lakhs. Operating through four zones and various divisions, BESCOM aims to ensure customer satisfaction, develop infrastructure for reliable power supply, adopt advanced technology and best practices in

the power sector. BESCO's services, including bill viewing and payment, are available through BangaloreOne centres and the Seva Sindhu platform. The company has implemented the RAPDRP Model for billing, enhancing convenience for consumers.

The Karnataka Government's Gruha Jyothi Scheme provides financial assistance to state residents by offering 200 units of free electricity per month. Launched in August 2023 but effective from July 1, 2023, the scheme aims to support households across Karnataka and can be accessed through the Seva Sindhu Portal.

6.21 Service Wise Counts

On interaction with the Directorate of Electronic Delivery of Citizen Services (EDCS), data regarding the service usage for the top 100 services from year 2021 to 2023 was gathered. Additionally, service usage for the year 2024, until January 2024, was also obtained. Analysis reveals that the majority of services are related to the Revenue Department, followed by the Transport Department. Notably, services offered by the Electricity Department have seen an increase since year 2022, particularly those providing free electricity units to individuals below the poverty line. It is anticipated that services provided by the Electricity Department will continue to gain prominence in the future. The details of these top 100 services of years 2021 to 2024 is given at Appendix 'B'.

Table 6.2 : Summary of Statistics - Top 100 Public Services Provided Through Seva Sindhu Platform⁴

Ser	Year	Service Wise Count	Delivered	Rejected	Pending	% Delivered	% Rejected
1	2021	7694034	6227678	1027570	438786	80.94	13.36
2	2022	8607988	7186663	766969	654356	83.49	8.91
3	2023	5975491	4187774	510829	1276888	70.08	8.55
4	2024 (Partial)	241770	69489	4315	167966	28.74	1.78

⁴ Based on the data provided in Appendix 'B'

6.22 Inference

In studying the three public services namely Services of Revenue Department, Bus pass services of Transport Department and Electricity services of Energy Department, certain inference could be drawn. Enhancing government service delivery involves utilizing feedback mechanisms as crucial tools for gathering insights from citizens regarding their experiences with digital services. Establishing robust feedback channels, such as online forms and dedicated helplines, enables the Government of Karnataka to identify areas for improvement and make necessary adjustments to enhance service quality and efficiency. During the transition from manual to digital service delivery, mid-course corrections become imperative, requiring the addressing of operational challenges, refining of processes and ensuring alignment between stakeholders to optimize service delivery mechanisms.

Public-private partnerships offer the potential to leverage the expertise and resources of both sectors to achieve common objectives. However, their success depends on creating win-win situations through clear communication, defined roles and effective collaboration. Engaging stakeholders, including government officials, private partners and citizens, is vital for the success of service delivery initiatives, with each playing a critical role in contributing to the overall success of endeavours, be it through policy direction, operational implementation or feedback addressal system.

Foundational elements for effective digital service delivery include reliable network connectivity, uninterrupted power supply and robust digital infrastructure. Ensuring adequate bandwidth, backup power systems and user-friendly digital platforms are imperative for enhancing accessibility and inclusivity. Providing multiple access options, such as mobile apps, websites and physical service centres, offers citizens flexibility in choosing the most convenient method based on their preferences and circumstances, thereby enhancing accessibility and inclusivity.

Regarding bus passes, timely service delivery is paramount for meeting citizens' needs and expectations. Streamlining processes, leveraging technology and implementing efficient workflows aid in reducing turnaround times and ensuring that passes are issued ahead of time, thereby fostering citizen satisfaction and trust in government services.

Additionally, embracing digital platforms for obtaining bus passes simplifies the application process, allowing citizens to apply conveniently from their homes, thus saving time and effort.

In the realm of electricity services, last-mile connectivity remains a critical aspect, ensuring that government services reach remote and underserved areas. Establishing additional service centres, mobile outreach programs, or leveraging community networks aids in extending electricity services to these areas, thereby ensuring equitable access for all citizens. Moreover, initiatives like the Gruha Jyoti Scheme, introduced by the Government of Karnataka to provide financial aid to residents by granting them complimentary electricity units per month was feasible to be rolled out seamlessly because of Seva Sindhu platform. The commitment and efforts by Government of Karnataka in improving public service delivery across various sectors will go a long way to meet the aspirations of the citizens of Karnataka.

6.23 Chapter Summary

The study of public services provided by the Revenue Department, Transport Department and Energy Department of Government of Karnataka reveals significant advancements in accessibility, transparency and efficiency. Through the transition to digital services, the government has successfully streamlined processes, reduced paperwork and improved citizen experience across various sectors. The key takeaways from the study are highlighted.

Feedback mechanisms play a pivotal role in identifying areas for improvement, underlining the importance of ongoing engagement with stakeholders to refine service delivery strategies. Public-private partnerships offer potential benefits, but their success hinges on clear communication, defined roles and effective collaboration.

Foundational elements such as reliable network connectivity, uninterrupted power supply and robust digital infrastructure are critical for effective service delivery. Providing multiple access options ensures inclusivity and accessibility for all citizens, further enhancing the overall service experience. Timely service delivery remains paramount and

various initiatives taken demonstrate the government's commitment to meeting citizens' needs. Leveraging the Seva Sindhu digital platform facilitates efficient outreach and meeting the aspiration of Citizens.

The study underscores the importance of continued efforts to enhance government service delivery, with a focus on accessibility, transparency and efficiency. By embracing digitalization and engaging stakeholders collaboratively, Karnataka state is poised to further elevate the quality of public services and ensure citizen-centric governance.

CHAPTER 7
ANALYSIS OF PUBLIC SERVICES AVAILABLE ON SEVA SINDHU
PLATFORM

7.1 Introduction

This chapter presents a comprehensive analysis of public services available on the Seva Sindhu platform, which is aimed at enhancing public service delivery in the State of Karnataka. Through interviews, interactions, visits, surveys and analysis, various aspects of the platform's functionality, user experience, challenges and potential solutions are explored. Additionally, the chapter discusses the application of Design Thinking principles to improve end-to-end public service delivery, highlighting the importance of its elements. By adopting a systematic and structured approach informed by Design Thinking, the e-Governance Department of Government of Karnataka can aim to create more effective, efficient and user-friendly public services for meeting the needs of citizens and stakeholders.

7.2 Interview

In this section, we embark on illuminating dialogues with two distinguished civil servants who have played pivotal roles in advancing public service delivery initiatives within Karnataka state. First, we engage with Smt. Dipti Aditya Kanade, IAS, whose exceptional leadership as Director of the Directorate of Electronic Delivery of Citizen Services (EDCS) in Karnataka garnered her recognition as a Champions-of-Change. Following this insightful conversation, we delve into a discussion with Dr. Dileesh Sasi, IAS, the current Director of EDCS, who continues the legacy of innovation and efficiency in service delivery. As we navigate through their experiences and visions for the future, we gain invaluable insights into the confluence of technology, governance and public service.

7.2.1 Interview with Smt Dipti Aditya Kanade, IAS, Director, Department of Space

Smt Dipti Aditya Kanade, IAS was handling the Seva Sindhu in the State of Karnataka as Director in Directorate of Electronic Delivery of Citizen Services (EDCS) from 01 Jul 2021 to 05 May 2022. Smt Dipti Aditya Kanade was the **Champions-of-Change** and was in-charge in implementing **Seva Sindhu** and received **PM's Award for Excellence in Public Administration in 2021** in category '**Seamless End-to-End Delivery of Services without Human Intervention**'.



Figure 7.1 : Interview with Smt Dipti Aditya Kanade, IAS

Smt Dipti Aditya Kanade, IAS is a 2008 batch IAS officer of Karnataka Cadre. Presently, she is tenating the appointment of Director, Department of Space, ISRO, Bangalore. The interview with the award winning Champions-of-Change was conducted on **24 Jan 24**.

Q1. Give a brief introduction about the journey of Public Services in Karnataka?

Twenty years ago, the landscape of government service delivery was vastly different. Government offices lacked basic amenities like reception areas, leaving citizens confused about whom to approach for assistance and obtaining forms. Often, citizens found themselves caught in a frustrating cycle of chasing down officials, only to encounter further obstacles and delays.

Karnataka, however, has been a pioneer in embracing e-Governance since the early days of IT implementation. The introduction of e-District under the National e-Governance plan was a significant milestone. Launched in the early 2000s, e-District revolutionized service delivery by offering a comprehensive web-enabled portal for citizens to access various government services seamlessly.

The MobileOne app further exemplifies Karnataka's commitment to efficient service delivery and citizen convenience. Designed with the citizen's needs in mind, the app provides a user-friendly platform for accessing government services.

Seva Sindhu represents the culmination of these efforts, offering over 800 services to citizens with a seamless end-to-end delivery approach. Departments and ministries are now integrating their services into Seva Sindhu, streamlining processes and ensuring a unified point of contact for citizens. This consolidation of services under Seva Sindhu signifies a significant step towards enhancing efficiency and accessibility in government service delivery.

Q2. What is the difference from Sakala Program and Seva Sindhu?

The Sakala is an Act and guarantees specific services by stipulating processes and timeframes for their delivery. Seva Sindhu, on the other hand, serves as the implementation platform for these services. Developed under the e-District Mission Mode Project, Seva Sindhu offers centralized access to all government services, extending beyond regular office hours. For citizens residing in rural areas, Seva Sindhu establishes service centres within villages to facilitate the application process with assistance readily available.

Q3. You have worked in the area of *End-to-End Public Service Delivery* in Karnataka state. What as per you are the key strengths of such initiative and service delivery?

The primary strength of Seva Sindhu lies in its capacity to deliver public services reliably, affordably and transparently. Serving as a centralized portal, it offers citizens a single point of access for a wide array of government services. This not only benefits citizens by simplifying their interactions with the government but also enhances the efficiency and efficacy of government offices. By freeing them to concentrate on their core functions, Seva Sindhu enables government agencies to operate more effectively.

Q4. Are infrastructures for rolling out *End-to-End Public Service Delivery* available at present?. Additionally, what infrastructures are required?

The infrastructure supporting Seva Sindhu is robust, enabling the platform to host 800 plus services and accommodate increasing traffic as awareness grows. Initially, challenges arose, with users encountering "Error Pages" due to backend issues with NIC - ServicePlus, the platform's data storage agency. Despite multiple attempts to address these issues with NIC, the problems persisted, leading to negative media coverage highlighting the portal's shortcomings. Following consultation with the then Chief Secretary of Karnataka State, the decision was made to transfer all data to the state data centre, ensuring smoother functionality and eliminating interruptions. Now, all data of Seva Sindhu is held with **Karnataka State Data Centre**.

This migration not only resolved technical issues but also put an end to negative press coverage. Notably, during peak periods such as seasonal activities like bus pass applications and property tax payments, Seva Sindhu handles heavy traffic seamlessly without service interruptions. This resilience underscores the platform's reliability in meeting the needs of citizens during high-demand periods.

Q5. In your opinion, what could be done to make *End-to-End Public Service Delivery* more user-friendly and efficient?

Improving the user experience of the Seva Sindhu platform and its associated front ends, such as GramaOne, BangaloreOne and KarnatakaOne, can be achieved through various measures. These include enhancing the usability of the platform, increasing the number of kiosks for easier access and actively considering and implementing constructive feedback from citizens. By prioritizing these aspects, we aim to make the user journey smoother and more efficient, thereby enhancing overall satisfaction and usability.

Q6. Has *Seva Sindhu* been integrated with existing services like *GramaOne*, *Janasevaka*, *KarnatakaOne* and *BangaloreOne*?

Certainly, Seva Sindhu has been seamlessly integrated with *GramaOne*, *BangaloreOne* and *KarnatakaOne*. This integration ensures a unified platform, allowing citizens to access government services conveniently across these various channels.

Q7. What improvements or changes would you suggest to *enhance satisfaction with Seva Sindhu* services?

I am confident that Seva Sindhu will maintain consistency and further improve its services over time. To ensure better access to services, particularly in remote areas, it's crucial to focus on enhancing last-mile connectivity. Exploring mobile-based services is one avenue worth exploring.

Additionally, the integration of Kutumba, an entitlement management system, into the integrated social information system has streamlined data management. This not only accelerates application processing but also enhances citizen convenience by pre-filling certain data fields with information from the database.

Moving forward, effective communication strategies are essential to raise awareness among citizens about the available services and how to access them. This will ultimately empower citizens to make better use of Seva Sindhu and its offerings.

Q8. How do you think Seva Sindhu can ensure its *long-term sustainability as a platform for public service delivery*?

Seva Sindhu, as a platform, has proven to be highly robust, evidenced by the significant increase in traffic and citizen engagement with its services. As awareness spreads, more and more citizens are availing themselves of these services, demonstrating Seva Sindhu's enduring relevance and effectiveness over the past five years.

One of Seva Sindhu's notable strengths is its adaptability to accommodate the latest schemes introduced by the Government of Karnataka. With a population of approximately 7 crore, including around 2.5 crore women, the state's recent initiatives like Gruha Jyothi (providing free electricity up to 200 units per month) and Gruha Lakshmi (offering financial support to needy families) are significant. Seva Sindhu's existence has been instrumental in making the rollout of these schemes feasible, ensuring their accessibility to a vast number of beneficiaries.

Q9. What are your anticipated challenges or issues with respect to *End-to-End Public Service Delivery*, please describe them briefly.

Anticipated challenges revolve around navigating change management effectively, emphasizing the importance of swift action. Despite Karnataka State's abundant IT resources, any software upgrades must ensure compatibility with the existing backbone infrastructure. Presently, **Seva Sindhu** relies on ServicePlus for this backbone support, but encountering technical issues with ServicePlus and delayed responses to our needs have prompted efforts to address these concerns. Ensuring uninterrupted network connectivity, especially in rural areas, is essential to resolve many citizen-related issues effectively.

Further, given the interdepartmental/ministerial dependencies inherent in many services offered through the Seva Sindhu portal, improved synergy and coordination among Departments/Ministries are imperative for seamless service delivery. Ultimately, citizens prioritize efficient service delivery, regardless of the internal departmental complexities involved.

Q10. What strategies can be employed to *scale up* Seva Sindhu's reach and impact across Karnataka with a view of improving *End-to-End Public Service Delivery*?

Ensuring Seva Sindhu's platform to be more robust requires a fortified backbone and resilient database storage. In today's digital landscape, cybersecurity takes precedence, with the safeguarding of citizen data being paramount. Future success hinges on implementing stringent data protection measures and anti-breach features to shield against cyber threats and safeguard citizen information.

Furthermore, raising awareness about Seva Sindhu among urban and rural residents is crucial. Bridging the information gap and ensuring citizens are informed about the platform's benefits and accessibility is essential for widespread adoption and utilization.

Improving network connectivity, particularly in rural areas, is imperative for facilitating seamless access to Seva Sindhu's services. Enhancing infrastructure to ensure reliable and uninterrupted connectivity will significantly enhance the user experience and effectiveness of the platform.

Q11. Do you believe that Seva Sindhu should collaborate with other agencies on *Public-Private Partnership* to enhance its services and reach? If yes, please provide your thoughts on potential collaborations.

GramaOne operates under a franchise model, functioning as a **Public-Private Partnership (PPP)**. This PPP model is on revenue generation basis. Franchisees provide services for a fee, thus contributing to the partnership's revenue stream. Similarly, **BangaloreOne** centres currently operate under a PPP model. Plans are underway to operate **KarnatakaOne** centres either under a PPP or franchise model, aligning with the successful framework already established by GramaOne and BangaloreOne.

7.2.2 Interview with Dr. Dileesh Sasi, IAS, Director, e-Governance, Directorate of Electronic Delivery of Citizen Services

Dr. Dileesh Sasi, IAS is at present handling the Seva Sindhu in the State of Karnataka as Director in Directorate of Electronic Delivery of Citizen Services (EDCS) from 16 May 2022 to till date.



Figure 7.2 : Interview with Dr. Dileesh Sasi, IAS

Dr. Dileesh Sasi, IAS is a 2017 batch IAS officer of Karnataka Cadre. The interview with the Director e-Governance in Directorate of Electronic Delivery of Citizen Services was conducted on **25 Jan 24** in Bangalore.

Q1. You have worked in the area of *End-to-End Public Service Delivery* in Karnataka state. What as per you are the key strengths of such initiative and service delivery?

Seva Sindhu stands as a versatile platform for service delivery, swiftly expanding its reach into the heartlands of Karnataka within a short timeframe. Seamlessly integrated with the Karnataka State Data Centre, Seva Sindhu efficiently handles data validation and retrieval processes essential for citizen services. Thanks to Seva Sindhu, the implementation of state government schemes such as Gruha Jyoti and Gruha Lakshmi has been made notably more accessible.

Q2. Are infrastructures for rolling out *End-to-End Public Service Delivery* available at present?. Additionally, what infrastructures are required?

The digital infrastructure supporting the implementation of Seva Sindhu is currently in place. Service Plus of NIC is providing backend support, although it faces some limitations in keeping up with the evolving demands of Seva Sindhu. Looking ahead, there arises a necessity to consider hosting Seva Sindhu directly at the State Centre to overcome these limitations. The extent of required upgrades to the existing Seva Sindhu infrastructure will be determined by the passage of time and advancements in technology.

Q3. In your opinion, what could be done to make *End-to-End Public Service Delivery* more user-friendly and efficient?

In order to enhance the user-friendliness and efficiency of Seva Sindhu, there is a pressing need for faster service delivery. With an increasing number of citizens accessing Seva Sindhu daily, the demand for quicker responses is evident. To address this, initiatives such as pre-filling data from existing databases have been introduced. Furthermore, the implementation of system-generated approvals is being gradually integrated. This approach aims to facilitate real-time service delivery and establish direct connectivity with citizens. Looking forward, leveraging Artificial Intelligence (AI) presents an opportunity to further bolster the system's robustness, enabling dynamic adaptation to meet evolving citizen needs effectively.

Q4. Has *Seva Sindhu* been integrated with existing services like *GramaOne*, *Janasevaka*, *KarnatakaOne* and *BangaloreOne*?

Seva Sindhu serves as a comprehensive platform integrating various service centres such as GramaOne, BangaloreOne and KarnatakaOne. Additionally, it encompasses user-assisted services provided through Janasevaka. These centres operate under different models, with some being government-owned while others, like GramaOne, function on a franchise model.

Moving forward, the upcoming BangaloreOne and KarnatakaOne centres will adopt a Public-Private Partnership model, reflecting a collaborative effort between the

government and private entities to enhance service delivery. This diversified approach ensures accessibility and efficiency in catering to the diverse needs of citizens across different regions.

Q5. What improvements or changes would you suggest to enhance satisfaction with Seva Sindhu services?

In order to elevate citizen satisfaction levels, our primary focus lies on two key areas: grievance resolution and real-time service provision. Efforts are actively underway to address these aspects and ensure continual improvement. By prioritizing the swift resolution of grievances and delivering services in real-time, we aim to enhance the overall experience for users.

Q6. How do you think Seva Sindhu can ensure its long-term sustainability as a platform for public service delivery?

Seva Sindhu has all the necessary components for long-term sustainability. Despite hosting over 800 services on its platform, only a handful is currently being utilized by a significant number of citizens. Our ongoing efforts are dedicated to garnering attention towards all available services, thereby ensuring the effective utilization of Seva Sindhu. This concerted approach is pivotal in securing the platform's sustainability over the long run.

Q7. What are your anticipated challenges or issues with respect to End-to-End Public Service Delivery, please describe them briefly.

Ensuring the security of Seva Sindhu remains our top priority, particularly in light of the escalating instances of cybercrime and breaches. Rigorous efforts are underway to safeguard the integrity and security of citizen data, recognizing its critical importance. Regular internal audits are conducted to pinpoint any potential vulnerabilities within the platform and proactive corrective actions are swiftly implemented. Nevertheless, it's important to acknowledge that this remains an area of vulnerability that requires ongoing attention and vigilance.

Q8. What strategies can be employed to *scale up* Seva Sindhu's reach and impact across Karnataka?

In order to enhance connectivity, particularly in rural regions, we plan to engage with network providers to expand their infrastructure. Additionally, as a backup measure, we are implementing optical fibre-based connectivity to service centres.

To expedite service delivery, we are working towards the implementation of system-generated approvals for requested services, eliminating the need for manual approval processes.

In our pursuit of optimizing user experience, we are incorporating features such as prefilling certain form fields by extracting data from the database. This ensures smoother and more efficient interactions for users.

Q9. Do you believe that Seva Sindhu should collaborate with other agencies on *Public-Private Partnership* to enhance its services and reach? If yes, please provide your thoughts on potential collaborations.

The Public-Private Partnership model has already been successfully implemented, with GramaOne centres operating under a franchise model. Moving forward, the BangaloreOne and KarnatakaOne centres will adopt a Public-Private Partnership model, wherein revenue sharing will be structured at 80/10/10. This collaborative approach facilitates efficient service delivery while fostering mutual benefit for all stakeholders involved.

7.3 Interaction at GramaOne Centre

Visit to one of the GramaOne centres was undertaken on 24 January 2024. These centres operate under a franchise model, akin to a public-private partnership. Individuals who undertake the franchise responsibility are tasked with establishing a centre, equipping it with personal computers and accessories, ensuring internet connectivity and hiring staff to provide/deliver services. There is no upfront or periodic subscription fee payable to Seva Sindhu. The government has established clear pricing guidelines for the services

offered by these GramaOne centres, which they levy on citizens. Operational hours for GramaOne centres are from 8 AM to 8 PM.



Figure 7.3 : GramaOne Centre at Village Bagalur, Bangalore Rural District



Figure 7.4 : GramaOne Centre at Village Mangalwad, Tumkur District

During the discussion with the franchise owner, it was revealed that they incur a monthly expense of approximately Rs 1000 for internet rental, in addition to the manpower hours invested. On average, the franchise owner earns between Rs 1500 to Rs 2000 per day.

The citizens of the village express contentment as essential services are conveniently provided within the village, yielding several benefits:

- i. Villagers are spared the need to travel to their respective Talukas, which are often located at a distance, requiring bus or other transport.

- ii. By avoiding trips to their Talukas, individuals avoid sacrificing a day's earnings, a particularly significant concern for labourers, porters and others.
- iii. For daily wage earners, access to services before or after work hours proves convenient.
- iv. The accessibility of inquiries and clarifications within the village streamlines processes for common villagers, reducing hassle.

For the franchise owner, what matters most is self-employment and income generation. This arrangement proves beneficial for the government, franchise owner and citizens alike, creating a win-win situation. When inquiring about challenges encountered, the franchise owner highlighted the need to raise awareness among citizens regarding the services provided by Seva Sindhu for effective utilization.

7.4 Interaction at BangaloreOne Centre

A visit and interaction at BangaloreOne Centre at Jalahalli, Bangalore was undertaken on 29 Jan 24. BangaloreOne centres provide the e-services for various Departments and Ministries of Government of Karnataka. BangaloreOne centres are operated on Public-Private Partnership model. The charges levied for the service is as approved by Government of Karnataka and the revenue distribution model is 80:10:10 viz, 80 % to the service provider (private agency), 10 % to concerned Department and 10% to Seva Sindhu (e-Governance Department). Both citizens and service providers find the model of service delivery to be comfortable. As internet connectivity is improving and awareness level among citizens of Bengaluru is increasing, the footfall at BangaloreOne centres is declining gradually.

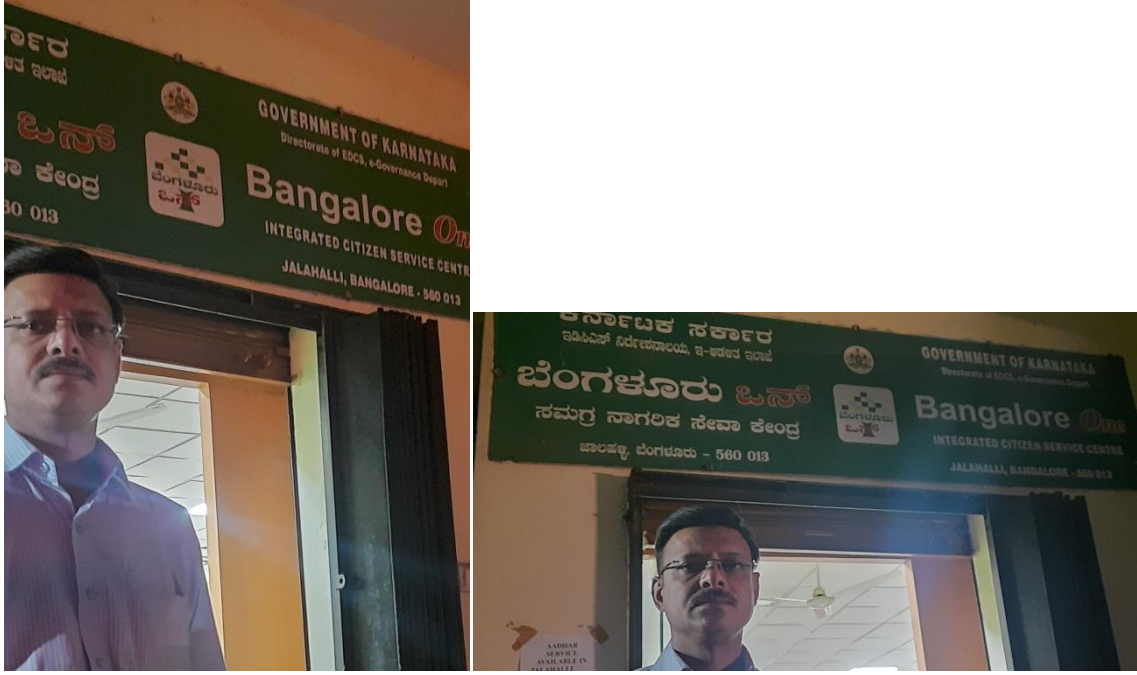


Figure 7.5 : BangaloreOne Centre at Jalahalli, Bangalore

7.5 KarnatakaOne Centre

Visit to KarnatakaOne Centre was not undertaken. However, KarnatakaOne centres are similar to BangaloreOne centres and will be at other towns and cities across Karnataka. KarnatakaOne centres will also be operated on a Public-Private Partnership model.



Figure 7.6 : KarnatakaOne Centre at Karwar

7.6 Survey

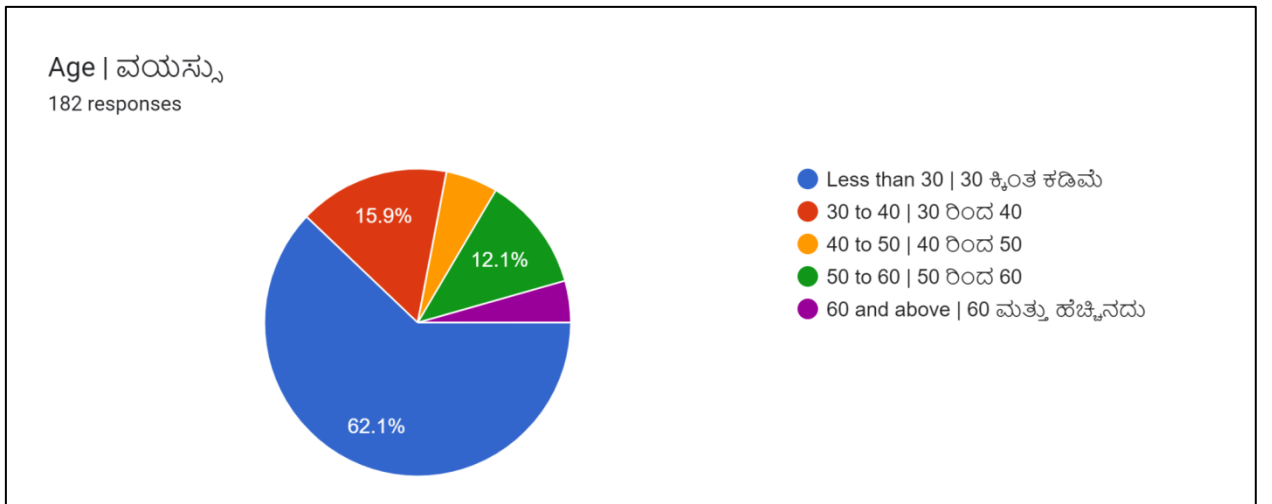
The questionnaire for user survey on the subject “Seva Sindhu” platform was prepared in bilingual (English and Kannada). This was primarily done for ease of getting responses from the rural citizens of Karnataka. The survey questionnaire is given at Appendix ‘C’. The questionnaire was prepared through google form and was widely circulated within the State of Karnataka through email, social media and personal interaction during the interaction and visits. Adequate time of around one and half month was given to obtain realistic responses from varied stakeholders using Seva Sindhu. 182 responses have been obtained during the survey conducted. The summary of responses is enclosed as Appendix ‘D’.

7.7 Analysis of Survey

The analysis on responses obtained on the survey titled **A Study on Public Service Delivery “Seva Sindhu”** is as given in subsequent paragraphs.

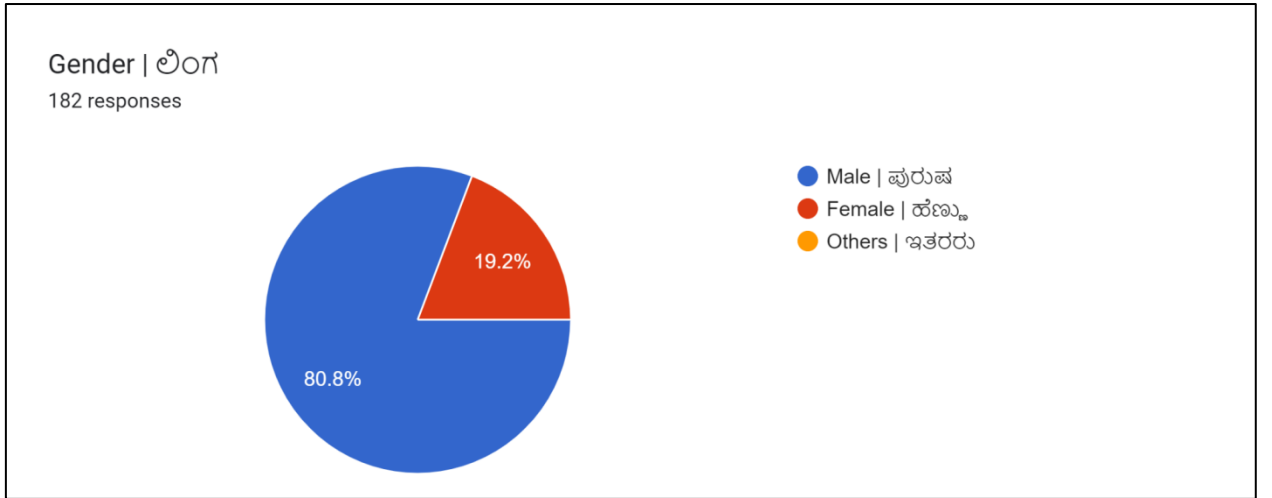
Section 1: Demographics

Question : Age



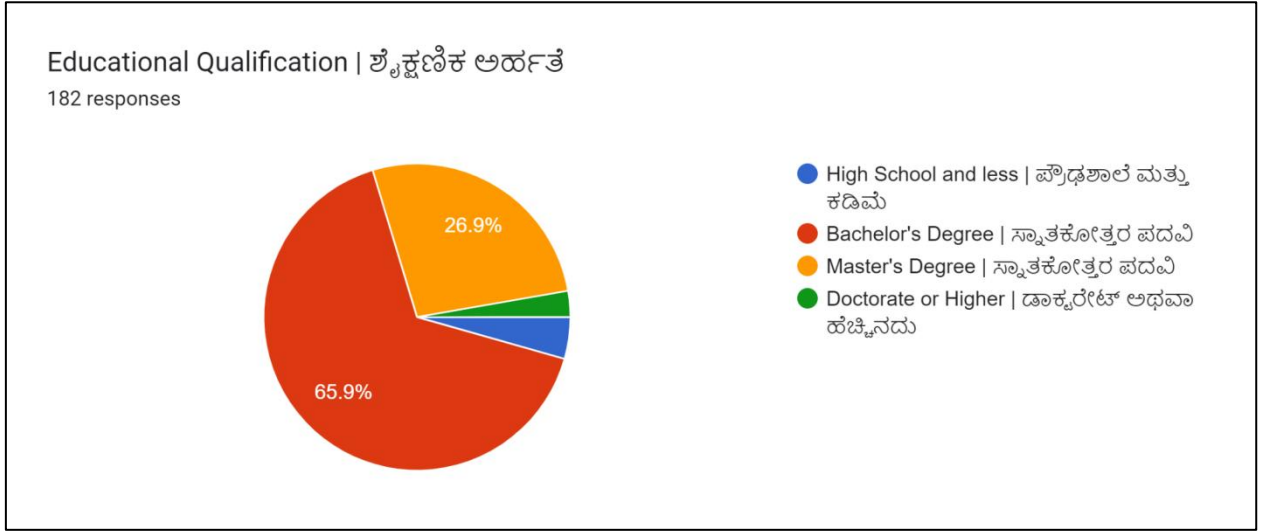
Out of 182 responses, a notable 62.1% of participants were under the age of 30, with an additional 15.9% falling between the ages of 30 and 40. These findings indicate a significant preference for the Seva Sindhu platform among individuals up to 40 years old. As awareness and utilization of information technology continue to grow, it becomes increasingly vital to harness the aspirations of the younger demographic to enhance the accessibility and effectiveness of public service delivery through the Seva Sindhu platform.

Question : Gender



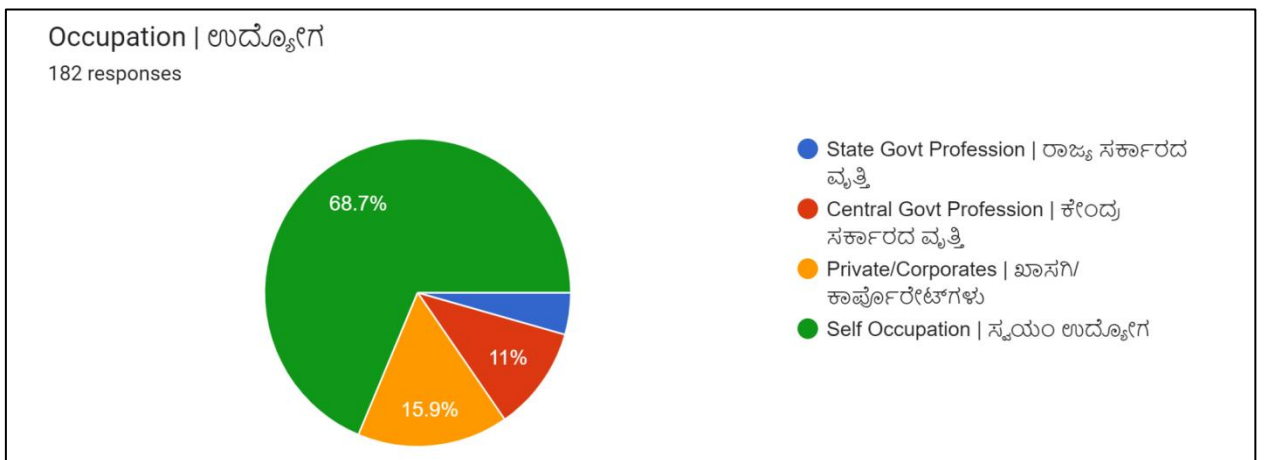
Analysis of the gender distribution among respondents reveals that a significant majority, 80.8% are male, while only 19.2% are female. This trend may be influenced by several factors, including differential access to technology, varying levels of participation in surveys and disparities in utilization of the Seva Sindhu platform between genders. Further examination of these factors could offer valuable insights into potential strategies for enhancing gender inclusivity and equity in accessing public services through platforms like Seva Sindhu.

Question : Educational Qualification



As per the educational qualification of the respondents, 65.9% are holding Bachelor's degrees and 26.9% are holding Master's degrees, it indicates that the majority of respondents, almost 93%, are educated. This suggests a well-educated user base for the Seva Sindhu platform. This demographic may be more likely to be familiar with and adept at utilizing digital platforms for accessing public services. Individuals with higher levels of education might have different expectations or requirements from the Seva Sindhu platform as compared to those with lower levels of education. Therefore, the design and implementation of services should be accessible and effective for all segments of the population.

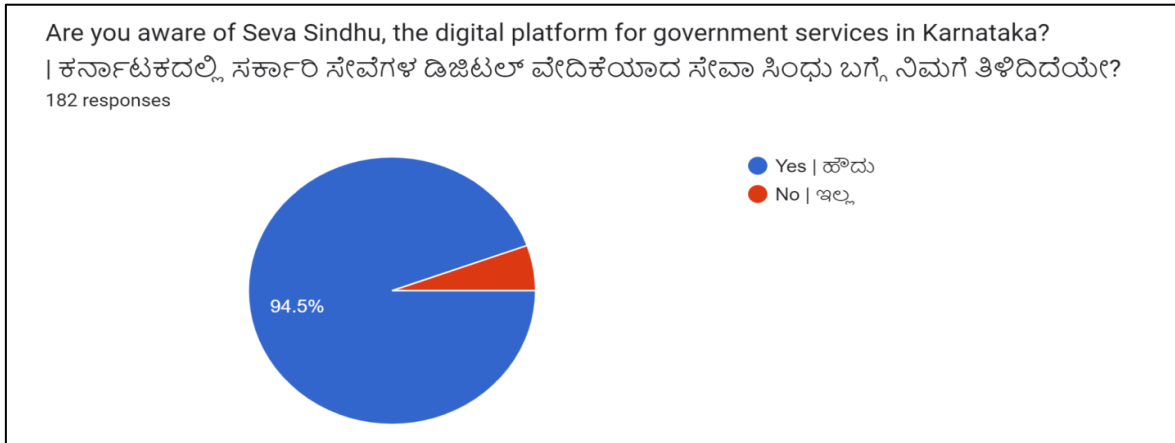
Question : Occupation



Analysis of the respondents' occupations reveals a diverse distribution: 68.7% are self-employed, especially those in agriculture and business sectors, while 15.9% are employed in the private or corporate sector. 11% work in state government offices, with the remaining respondents are employed in central government offices. This varied occupational representation highlights the broad user base of the Seva Sindhu platform across different employment sectors. Understanding this diversity can guide efforts to design services to meet the needs of each occupational group, ultimately enhancing the platform's effectiveness in delivering public services.

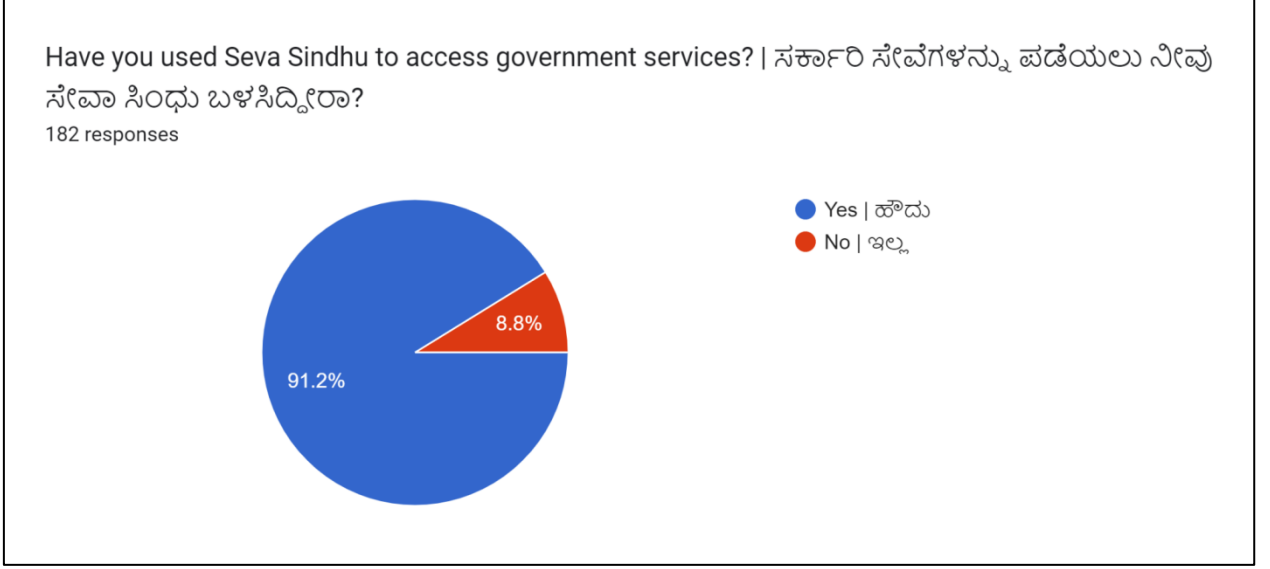
Section 2 : Accessibility and Availability of Services

Question : Are you aware of Seva Sindhu, the digital platform for government services in Karnataka?



Analysis of respondents' awareness regarding Seva Sindhu, the digital platform for Government services in Karnataka, reveals that an overwhelming 94.5% out of 182 responses indicate familiarity with the platform. This high level of awareness suggests successful dissemination of information about Seva Sindhu among the target audience, reflecting its strong visibility and outreach efforts. Furthermore, such widespread awareness may indicate a positive perception of the platform's capabilities and effectiveness in delivering government services efficiently. There is also a need to spread the awareness of the Seva Sindhu platform to citizens who are residing in rural and far flung areas. This will lay a solid groundwork for further utilization and enhancement to better serve the public.

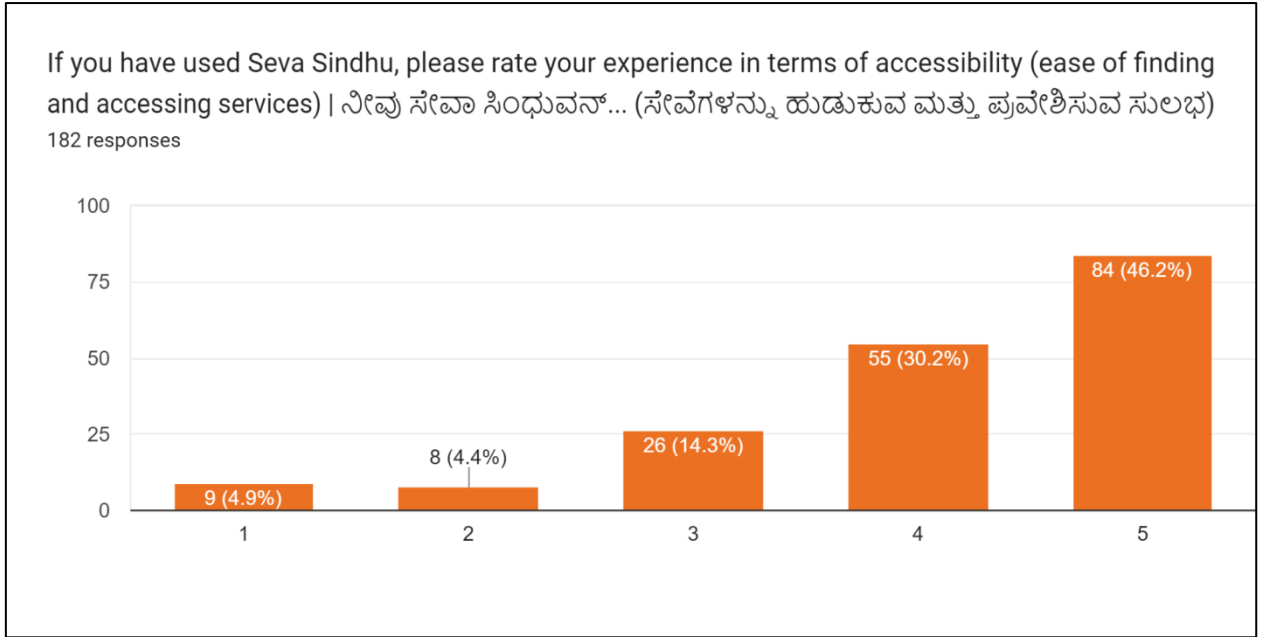
Question : Have you used Seva Sindhu to access government services?



Analysis of respondents' utilization of Seva Sindhu for accessing government services indicates that a significant majority, accounting for 91.2% out of 182 responses, have confirmed using the platform. This high adoption rate indicates a strong level of confidence and satisfaction with Seva Sindhu's functionality and reliability in delivering government services. The widespread use of Seva Sindhu underscores its significance as a convenient and trusted channel for accessing governmental services in Karnataka. These findings underscore the platform's successful implementation and its positive impact on facilitating seamless interactions between citizens and government entities. They also highlight the pivotal role of digital platforms in modernizing and streamlining public service delivery mechanisms. Raising awareness will empower citizens to utilize Seva Sindhu.

Question : If you have used Seva Sindhu, please rate your experience in terms of accessibility (ease of finding and accessing services).

1. Very Difficult 2. Difficult 3. Neutral 4. Easy 5. Very Easy



Analysis of the respondents' ratings of their experience with Seva Sindhu in terms of accessibility reveals several insights. Firstly, the majority of respondents, 76.4% in total, rated their experience as either "Easy" or "Very Easy," indicating a high level of satisfaction with the platform's accessibility. This suggests that a significant portion of users find Seva Sindhu intuitive and user-friendly, making it effortless for them to find and access government services.

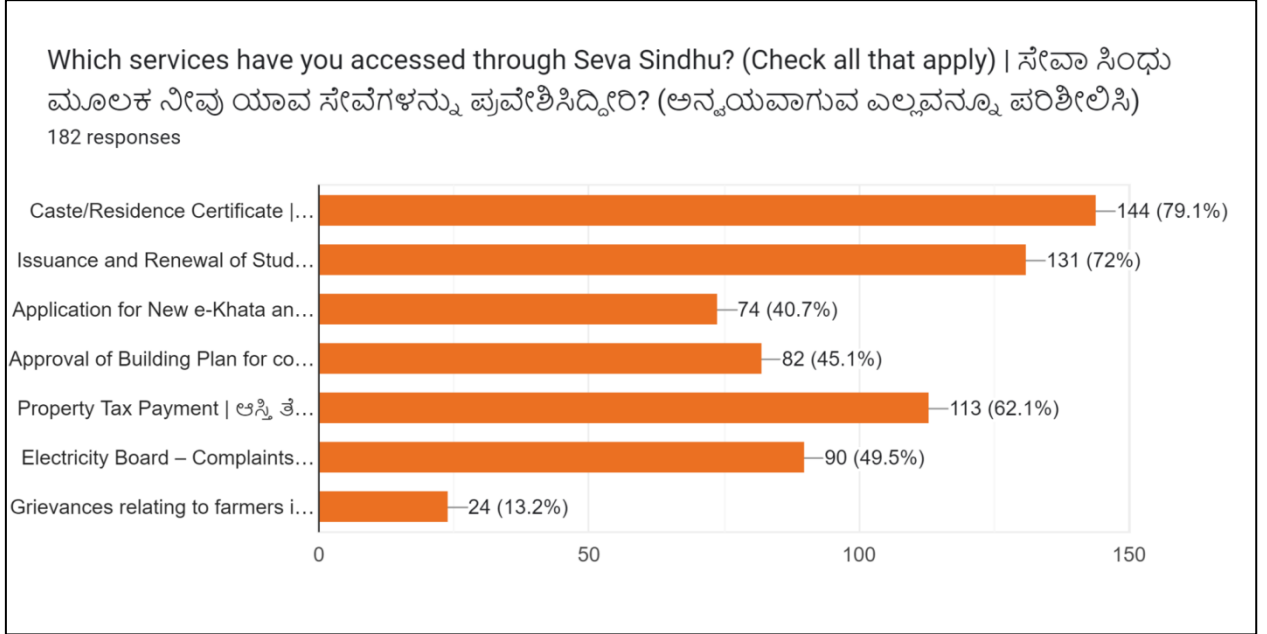
A notable 14.3% of respondents rated their experience as "Neutral," indicating that they neither found it particularly difficult nor particularly easy to navigate Seva Sindhu. This suggests that there may be room for improvement in certain aspects of the platform's accessibility to cater to the preferences and needs of this segment of users.

9.3% of respondents have rated their experience as either "Difficult" or "Very Difficult." While this represents a minority of users, it still indicates that there are some challenges or barriers to accessibility that needs to be addressed to ensure a seamless experience for all users.

Question : Which services have you accessed through Seva Sindhu? (Check all that apply)

- Caste/Residence Certificate
- Issuance and Renewal of Student Bus Pass

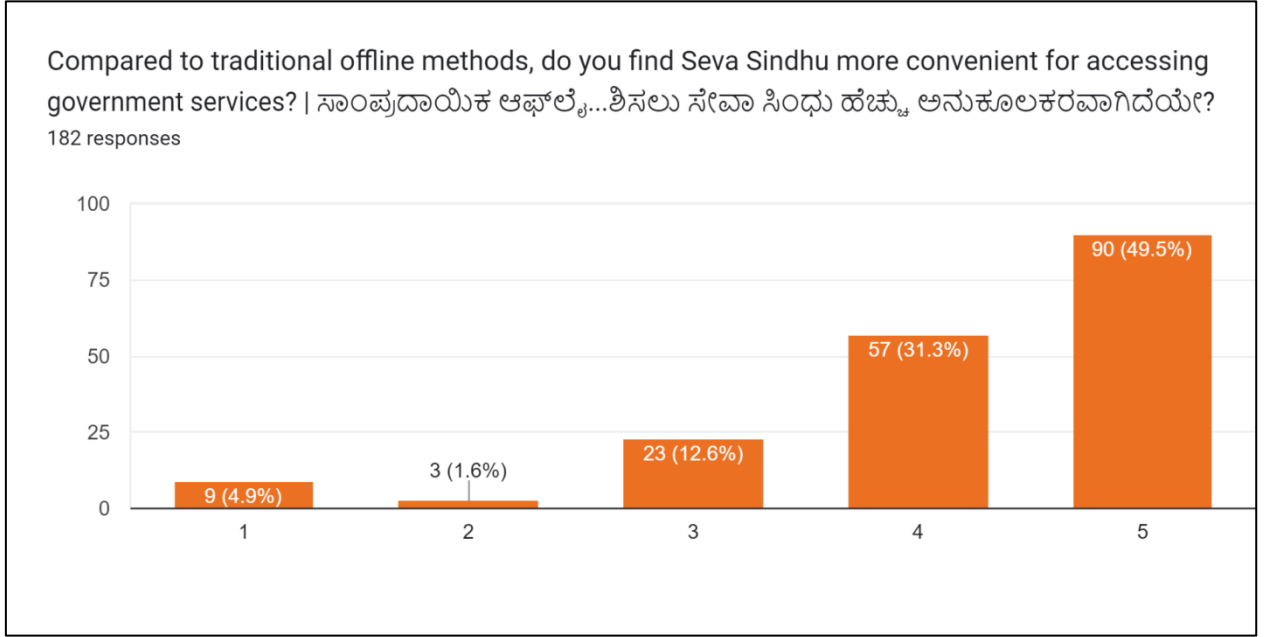
- **Application for New e-Khata and e-Khata Transfer**
- **Approval of Building Plan for construction of house**
- **Property Tax Payment**
- **Electricity Board – Complaints and Grievances Redressal**
- **Grievances relating to farmers issue**



Analysis of the respondents' utilization of various services through Seva Sindhu reveals that, the most accessed service is the issuance of Caste/Residence Certificates (Revenue Department), with 79.1% of respondents utilizing this feature. Following closely is the issuance and renewal of Student Bus Passes (Transport Department), accessed by 72% of respondents. Around 49.5% of respondents have utilized Seva Sindhu for complaints and grievances redressal with the Electricity Board (Electricity Department). 40.7% of respondents have utilized the application services for New e-Khata and e-Khata Transfer (Also from Revenue Department). The approval of Building Plans for house construction has been accessed by 45.1% of respondents. Property Tax Payment services have been availed by 62.1% of respondents. However, only a smaller percentage, 13.2% have utilized the platform for grievances relating to farmers' issues. This data provides valuable insights into the types of services most commonly accessed through Seva Sindhu, indicating areas of high demand and utility among users.

Question : Compared to traditional offline methods, do you find Seva Sindhu more convenient for accessing government services?

- **Much less convenient**
- **Less convenient**
- **No significant difference**
- **Somewhat more convenient**
- **Much more convenient**



Analysis of respondents' views on the convenience of Seva Sindhu in comparison to traditional offline methods reveals few notable trends. The majority of respondents, accounting for 80.8% of the total, consider Seva Sindhu to be more convenient. A smaller segment, totalling 12.6% of respondents, see no significant difference in convenience between Seva Sindhu and traditional offline methods. This suggests that while the majority prefers Seva Sindhu, a minority doesn't find a clear advantage over traditional methods. A very small proportion, constituting 6.5% of respondents, find Seva Sindhu less convenient. Though there is predominantly positive sentiment regarding the convenience of Seva Sindhu for accessing government services compared to traditional offline methods, a more user-friendly design is required for meeting the preferences of the 20% of users. Seva Sindhu should leverage the momentum it has garnered. This will amplify its impact.

Question : Name any three services where focus and additional impetus is required?

The responses provided by participants highlight a diverse array of government services where improvements and additional focus are deemed necessary. These responses underscore the significance of addressing various challenges in service delivery to meet the expectations and requirements of citizens effectively. Certain services are mentioned repeatedly, suggesting critical areas where enhancements are urgently needed. Additionally, the complexity and technicality of certain services emphasize the importance of streamlining processes and simplifying procedures to enhance user experiences and satisfaction. Furthermore, the inclusion of services related to property, taxes, revenue and transportation underscores the importance of digitalization, infrastructure development and resource allocation in these sectors. Overall, these insights provide valuable guidance for prioritizing improvements and investments to enhance service delivery and promote efficient governance.

The *Five Services* which needs consideration to be included/ better streamlining in Seva Sindhu Platform are :-

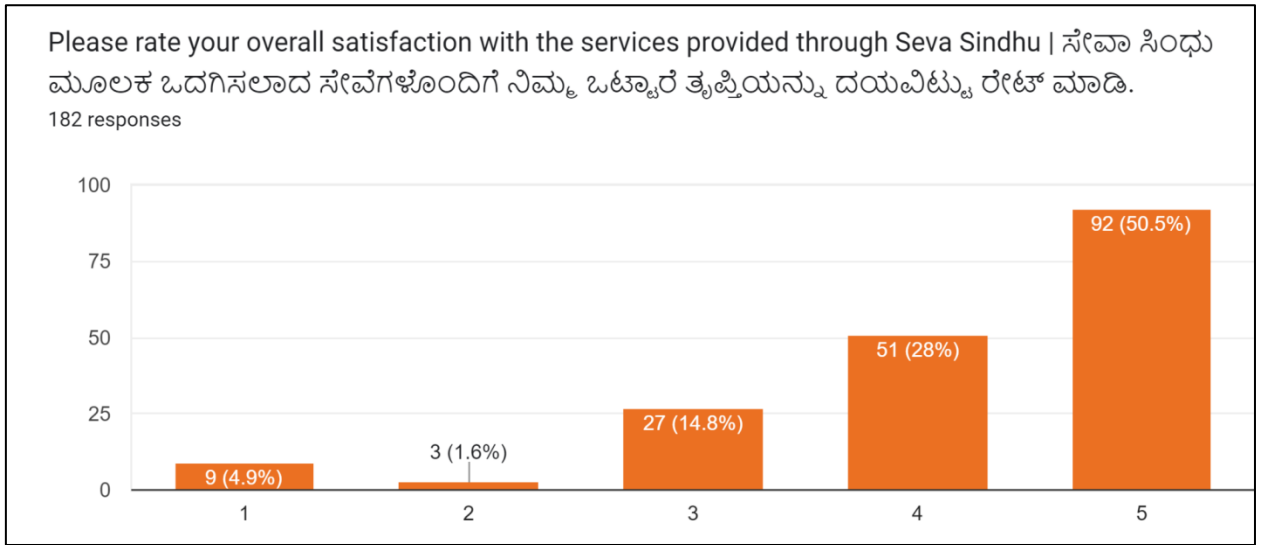
- i. **Property Tax Payment** - Streamlining the process for paying property taxes online can significantly enhance convenience for property owners and improve revenue collection for the government.
- ii. **Record of Rights, Tenancy and Crop Inspection (RTC)** - Including RTC-related services, such as obtaining land records and property ownership information, can facilitate easy access to crucial documents for landowners and stakeholders.
- iii. **No Objection Certificate (NOC)** - Offering NOC-related services, such as obtaining clearances for various purposes, can streamline bureaucratic processes and reduce delays for citizens and businesses.
- iv. **Job Alerts** - Integrating job alerts and employment-related services can provide valuable assistance to job seekers and promote employment opportunities through the Seva Sindhu platform.

- v. **Vehicle Registration and Licensing (RTO)** - Incorporating services related to vehicle registration, licensing and other transportation-related transactions can simplify procedures for vehicle owners and promote compliance with regulatory requirements.

Section 3: User Satisfaction

Question : Please rate your overall satisfaction with the services provided through Seva Sindhu.

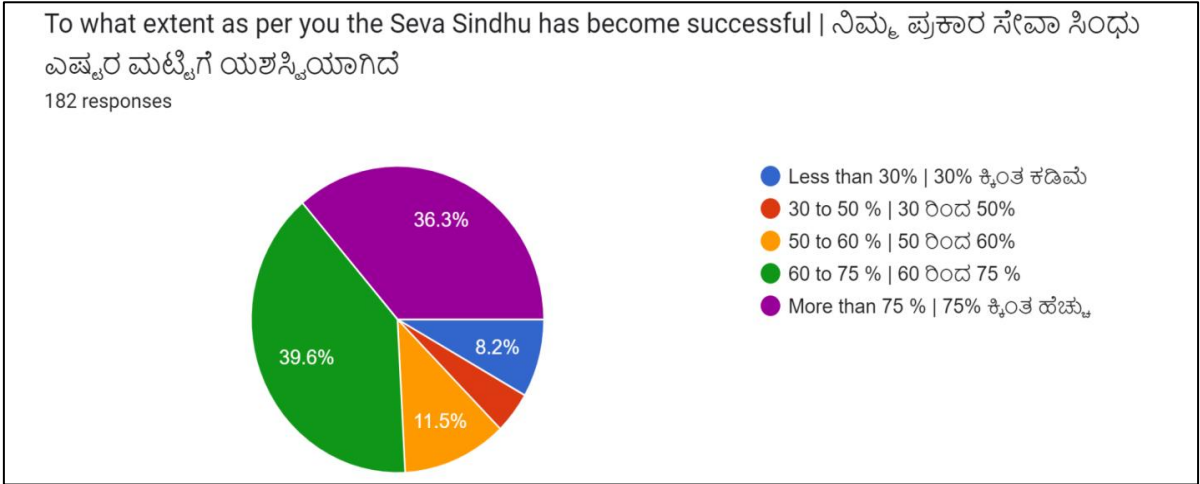
1. Very Dissatisfied, 2. Dissatisfied, 3. Neutral, 4. Satisfied, 5. Very Satisfied



An analysis of respondents' satisfaction with the services offered through Seva Sindhu reveals few noteworthy observations. The majority of respondents, comprising 78.5% of the total, express satisfaction. A minority subset of respondents, comprising 14.8%, adopts a neutral position regarding their satisfaction with Seva Sindhu's services. This suggests that while the majorities are content, there is a subset of users with a more neutral perspective. Dissatisfaction with the services provided is minimal, with only 6.5% of respondents expressing dissatisfaction.

Overall, the data indicates predominantly positive sentiment regarding the citizen satisfaction level with Seva Sindhu's services. It is essential to consider feedback from neutral and dissatisfied respondents to identify areas for improvement and ensure continuous enhancement of Seva Sindhu's services to cater to the diverse needs of all users.

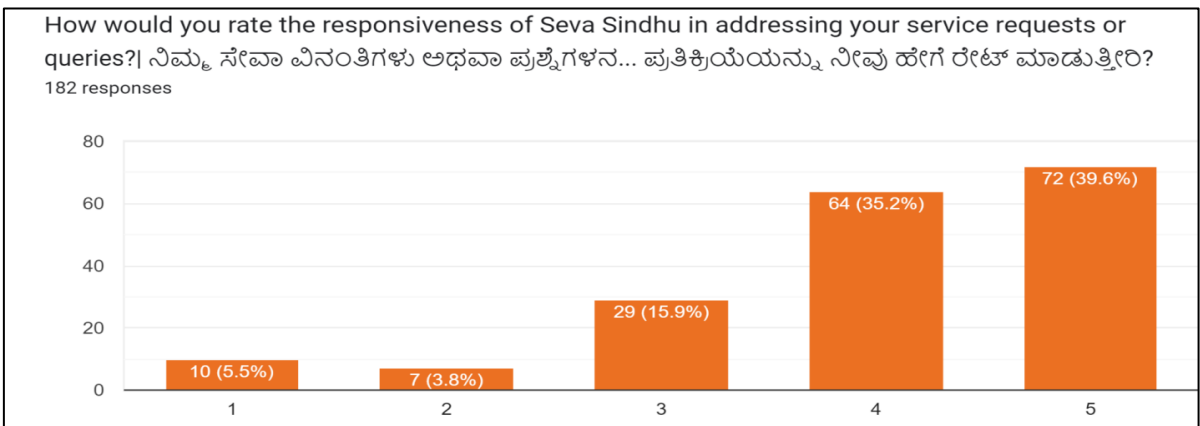
Question : To what extent as per you the Seva Sindhu has become successful.



Analysis of respondents' perspectives on the success rate of Seva Sindhu reveals significant findings. The majority of respondents, comprising 75.9% in total, believe Seva Sindhu's success rate is substantial. A smaller yet significant portion, 11.5%, perceives the success rate to be moderate, ranging between "50 to 60%." A minority, constituting 12.6% of respondents, perceive the success rate of Seva Sindhu to be below 50%. Though the data indicates a predominantly positive perception of Seva Sindhu's success, there is also acknowledgment among a minority of respondents that there may be areas for improvement to further enhance the platform's effectiveness.

Question : How would you rate the responsiveness of Seva Sindhu in addressing your service requests or queries?

Very Responsive, Responsive, Neutral, Not Very Responsive or Not Responsive at All

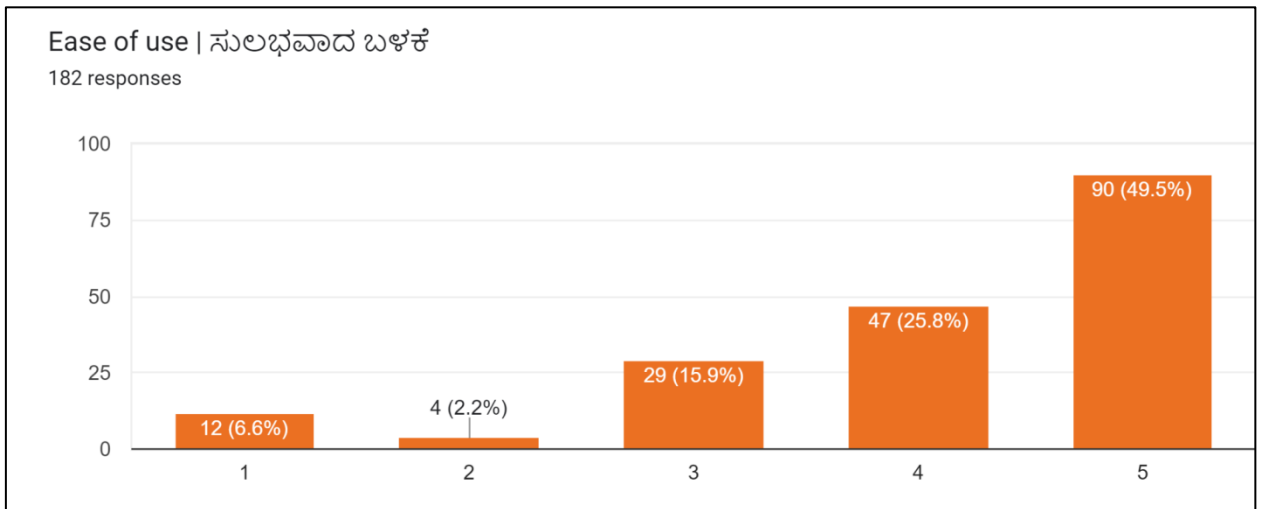


Analysis of respondents' ratings regarding the responsiveness of Seva Sindhu in addressing service requests or queries reveals key insights. A significant majority, totalling 74.8% of respondents, perceive Seva Sindhu as responsive. This indicates that a

majority of users have positive experiences with Seva Sindhu's responsiveness, suggesting effective handling of their requests and queries. 15.9% of respondents express a neutral stance toward Seva Sindhu's responsiveness. This indicates potential variability in experiences or areas for improvement. Dissatisfaction with Seva Sindhu's responsiveness is relatively low, with only 9.3% of respondents expressing negative views. Although representing a minority, these responses highlight the importance of ongoing efforts to enhance responsiveness and address any shortcomings to meet user expectations consistently. Implementing user feedback consistently is essential for ensuring a strong Seva Sindhu platform.

Question : Please rate your satisfaction with the following aspects of using Seva Sindhu services on a scale of 1 to 5 (1 being very dissatisfied and 5 being very satisfied)

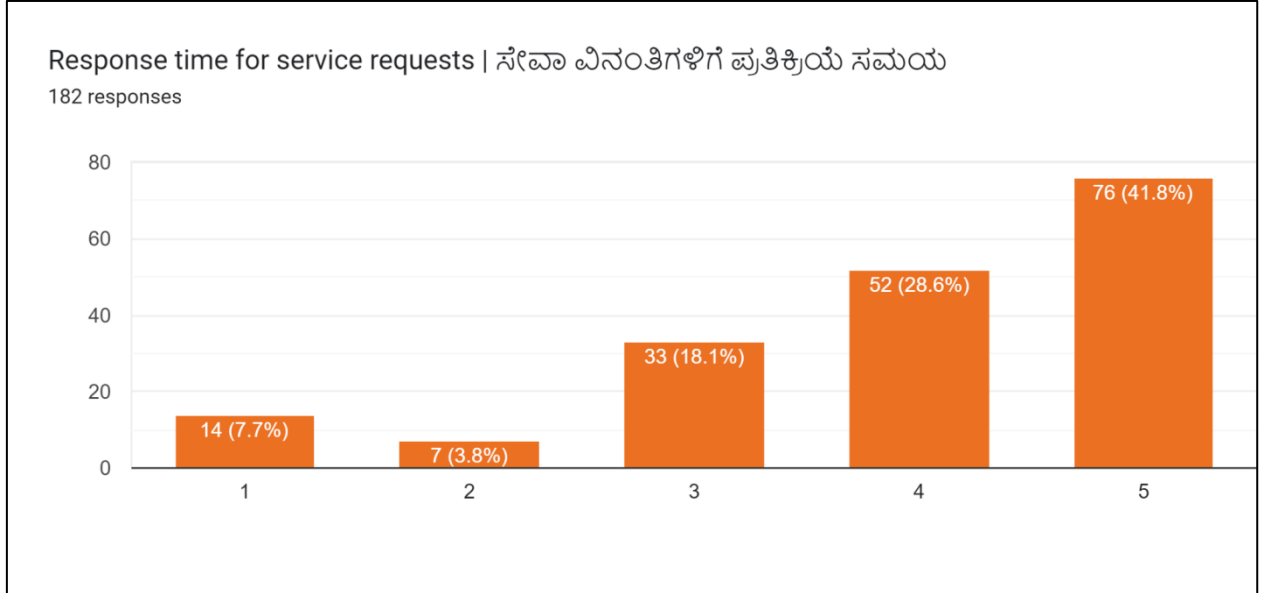
Ease of use



Analysis of respondents' satisfaction ratings regarding the ease of use of Seva Sindhu services on a scale of 1 to 5 reveals key findings. The majority of respondents, totaling 75.3%, express positive satisfaction levels. This indicates that a significant proportion of users find Seva Sindhu easy to use and navigate, resulting in high levels of satisfaction. 15.9% of respondents express a neutral stance toward the ease of use of Seva Sindhu services. This suggests that there are areas for improvement or variability in experiences. Dissatisfaction with the ease of use of Seva Sindhu services is relatively low, with only 9.8% of respondents expressing negative views. Although representing a

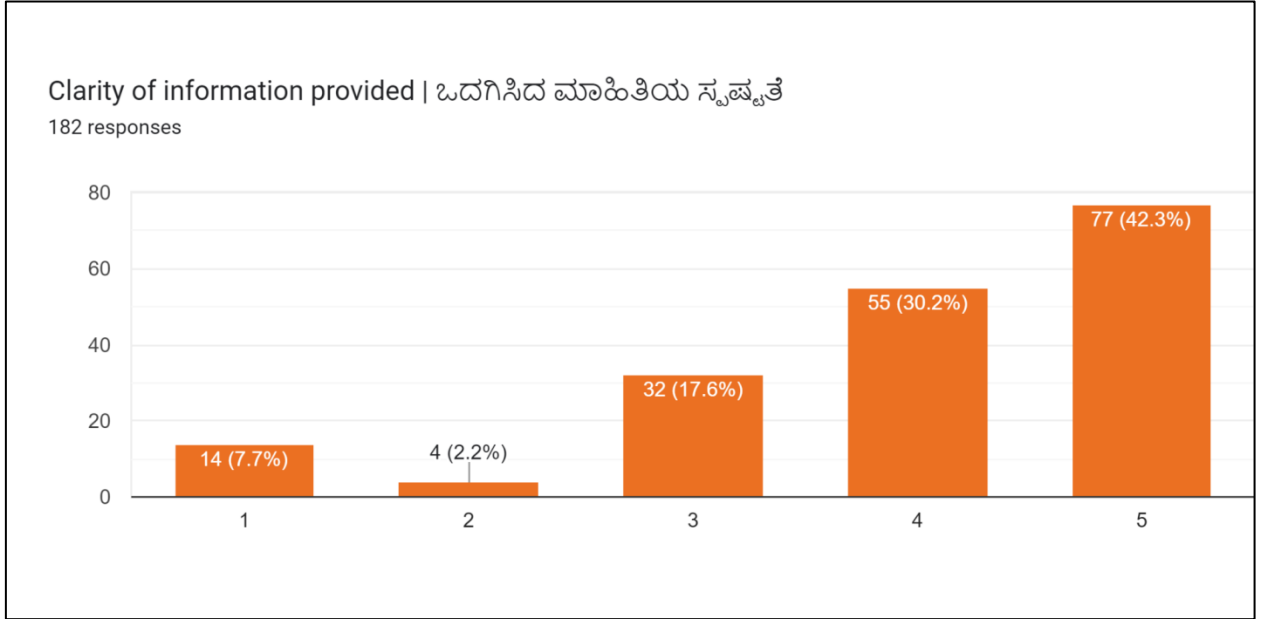
minority, these responses underscore the importance of addressing any usability issues or challenges to ensure consistently satisfactory user experiences.

Response time for service requests



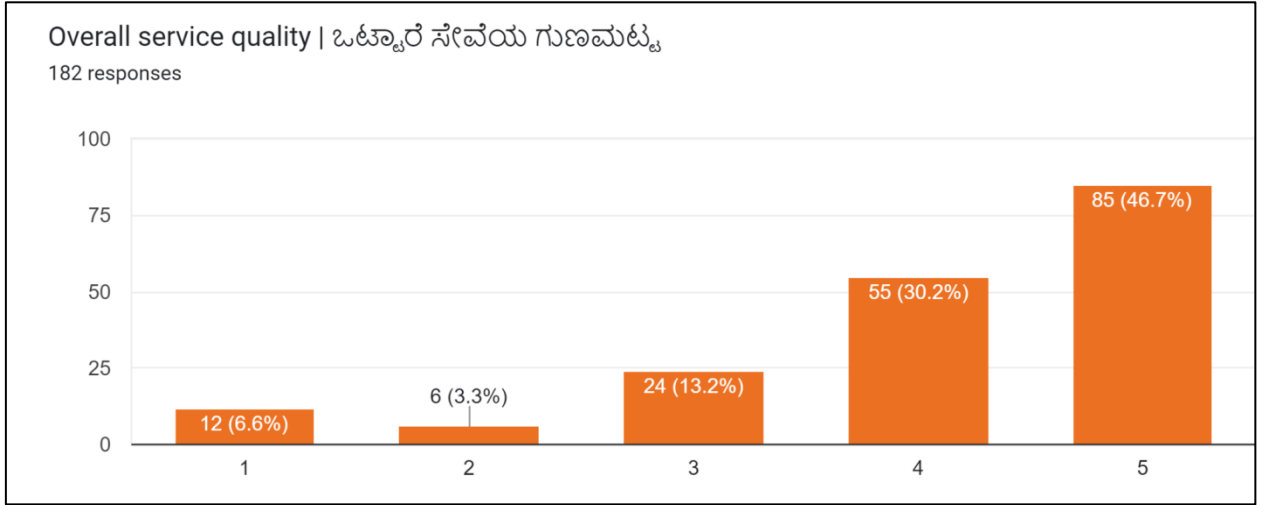
Analysis of respondents' satisfaction ratings regarding the response time for service requests yields key insights. The majority of respondents, accounting for 70.4% in total, express positive satisfaction levels. This suggests that a significant proportion of users are pleased with the promptness of response to their service requests via Seva Sindhu, indicating efficient and timely handling. 18.1% of respondents hold a neutral perspective toward the response time for service requests. This suggests that while the majority perceive the response time positively, there is a segment of users with a more neutral stance, possibly reflecting diverse experiences or expectations. Dissatisfaction with the response time for service requests is relatively low, with only 11.5% of respondents expressing negative views. While representing a minority, these responses underscore the need to address any delays or inefficiencies in handling service requests to ensure consistently satisfactory user experiences. There are opportunities like real time service delivery, speed of delivery and system approval to further enhance efficiency and address concerns raised by a minority of respondents.

Clarity of information provided



Analysis of respondents' satisfaction ratings concerning the clarity of information provided by Seva Sindhu services, reveals several significant observations. The majority of respondents, totalling 72.5%, express positive satisfaction levels. This suggests that a substantial proportion of users find the information provided by Seva Sindhu to be clear and comprehensible, resulting in high satisfaction levels. 17.6% of respondents adopt a neutral stance toward the clarity of information provided. This indicates that while the majority perceives the clarity positively, there is a subset of users with a more neutral perspective, possibly indicating areas for improvement or variability in experiences. Dissatisfaction with the clarity of information provided is relatively low, with only 10% of respondents expressing negative views. Although constituting a minority, these responses underscore the importance of ensuring that the information provided by Seva Sindhu is clear and easily understandable for all users. There are ample opportunities for further improvement to enhance clarity and address concerns raised by a minority of respondents.

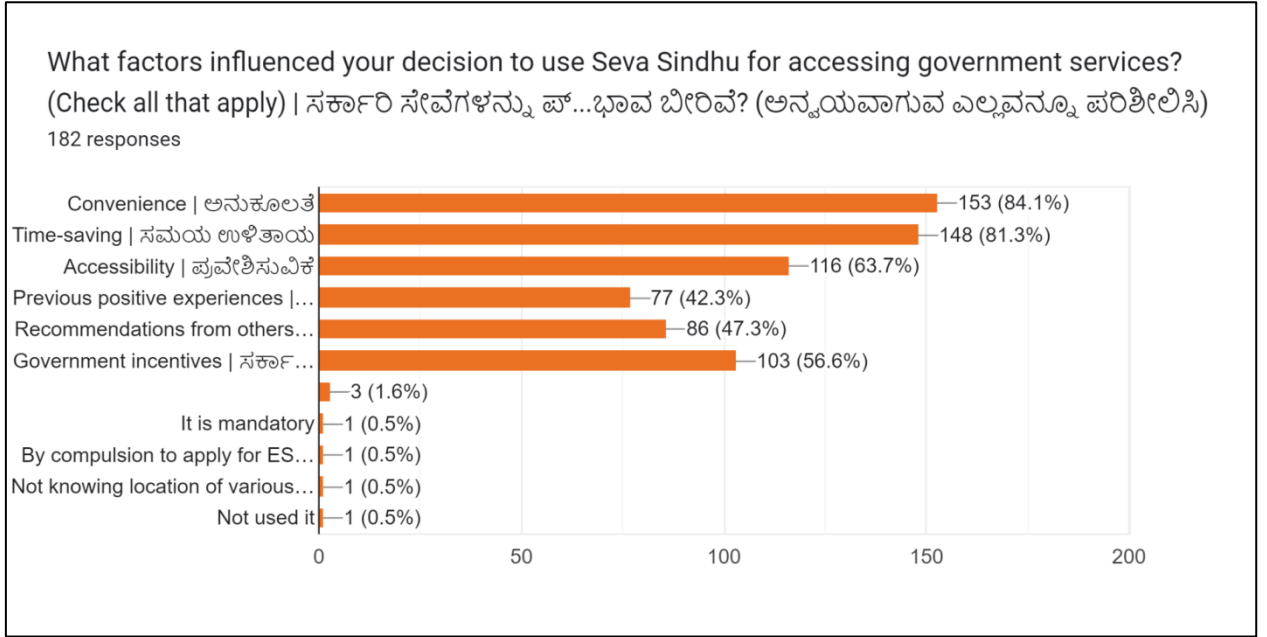
Overall Service Quality



Analysis of respondents' satisfaction ratings regarding the overall service quality of Seva Sindhu services, reveals key findings. The majority of respondents, accounting for 76.9% in total, express positive satisfaction levels. This indicates a substantial proportion of users are highly content with the overall service quality offered by Seva Sindhu, suggesting effective service delivery. 13.2% of respondents maintain a neutral stance toward the overall service quality. While the majority perceives service quality positively, this segment reflects users with a more neutral perspective, possibly indicating variability in experiences or expectations. Dissatisfaction with the overall service quality is relatively low, with only 9.9% of respondents expressing negative views. While constituting a minority, these responses highlight the importance of ongoing efforts to improve service quality and address user concerns. There are opportunities for further enhancement and addressing concerns raised by a minority of respondents.

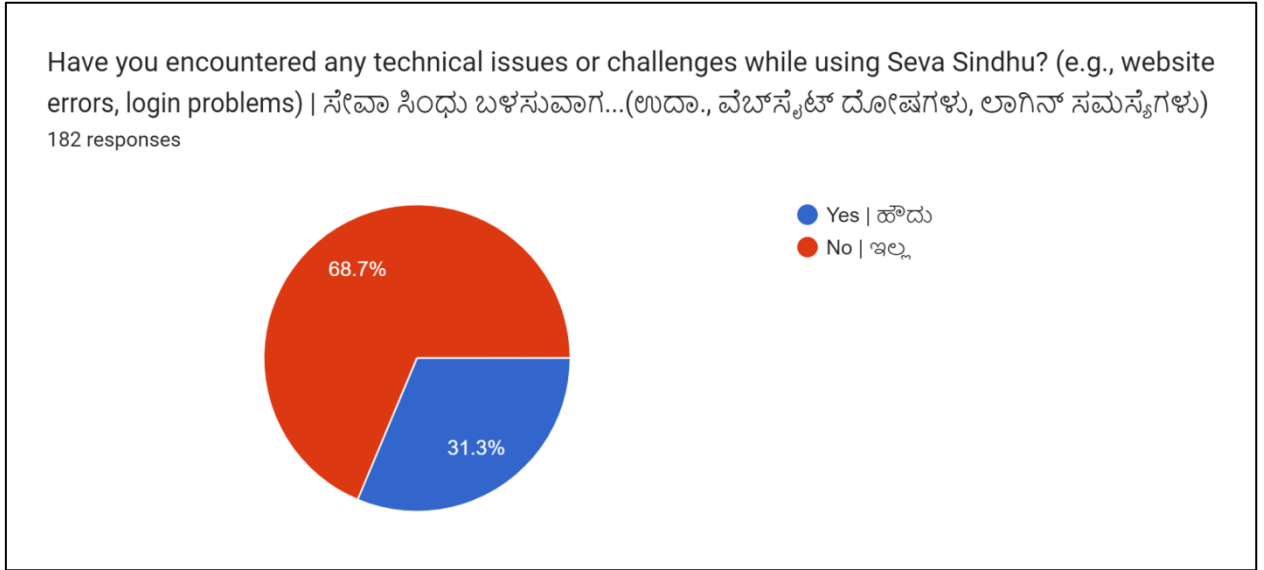
Question : What factors influenced your decision to use Seva Sindhu for accessing government services? (Check all that apply)

- **Convenience**
- **Time-saving**
- **Accessibility**
- **Previous positive experiences**
- **Recommendations from others**
- **Government incentives**
- **Others**



Analysis of the factors driving respondents' decision to use Seva Sindhu for accessing government services reveals several noteworthy findings. Convenience stands out as the primary influencer, cited by 84.1% of respondents. This underscores the platform's ease of use and accessibility, which play pivotal roles in attracting users. Time-saving is another significant factor, with 81.3% of respondents indicating its influence. This emphasizes the importance of Seva Sindhu's efficiency and swift service delivery in shaping users' decisions. Accessibility is noted by 63.7% of respondents, highlighting the platform's crucial role in providing easy access to government services, especially through digital channels like Seva Sindhu. Previous positive experiences with Seva Sindhu are reported by 42.3% of respondents, showcasing the impact of user satisfaction and feedback in influencing others' decisions. Recommendations from peers also wield considerable influence, with 47.3% of respondents citing them. This suggests the power of word-of-mouth referrals and social networks in promoting Seva Sindhu usage. Government incentives are mentioned by 56.6% of respondents, indicating that incentives and benefits provided by the government serve as significant motivators for individuals to opt for Seva Sindhu when accessing services. The recommendations provided by some respondents are not pertinent to the topic at hand. Understanding these factors can inform strategies to further promote the platform and increase user adoption.

Question : Have you encountered any technical issues or challenges while using Seva Sindhu? (e.g., website errors, login problems)



Analysis of respondents' experiences with technical issues or challenges while using Seva Sindhu indicates key findings. Majority of respondents, comprising 68.7%, have not encountered any technical issues or challenges with Seva Sindhu. This indicates that a significant number of users have had smooth and hassle-free experiences while using the platform. Around 31.3% of respondents have encountered technical issues or challenges while utilizing Seva Sindhu. This suggests that a notable portion of users has faced difficulties such as website errors or login problems when accessing government services through the platform. This highlights the importance of promptly addressing technical glitches to enhance overall user satisfaction and experience with Seva Sindhu.

Question : If yes, please describe the technical issues or challenges you faced.

The responses reveal a range of technical issues and challenges encountered by users while accessing the Seva Sindhu platform :-

- i. **Network Connectivity Problems** - The most commonly reported issue is related to network connectivity problems, indicating that users often encounter difficulties accessing the Seva Sindhu platform due to poor network connections.

- ii. **Login Issues** - Login problems are another prevalent issue, suggesting that users face challenges with authentication or authorization processes when attempting to access the platform.

- iii. **Server Busy or Unavailability** - Many respondents mentioned encountering server-related issues such as server busy messages or server unavailability, indicating that the platform may struggle to handle high volumes of traffic or experiences technical difficulties.

- iv. **Website Navigation and User-Friendliness** - Several respondents expressed frustration with website navigation and usability, highlighting challenges in manoeuvring to the correct pages or menus and describing the platform as not user-friendly.

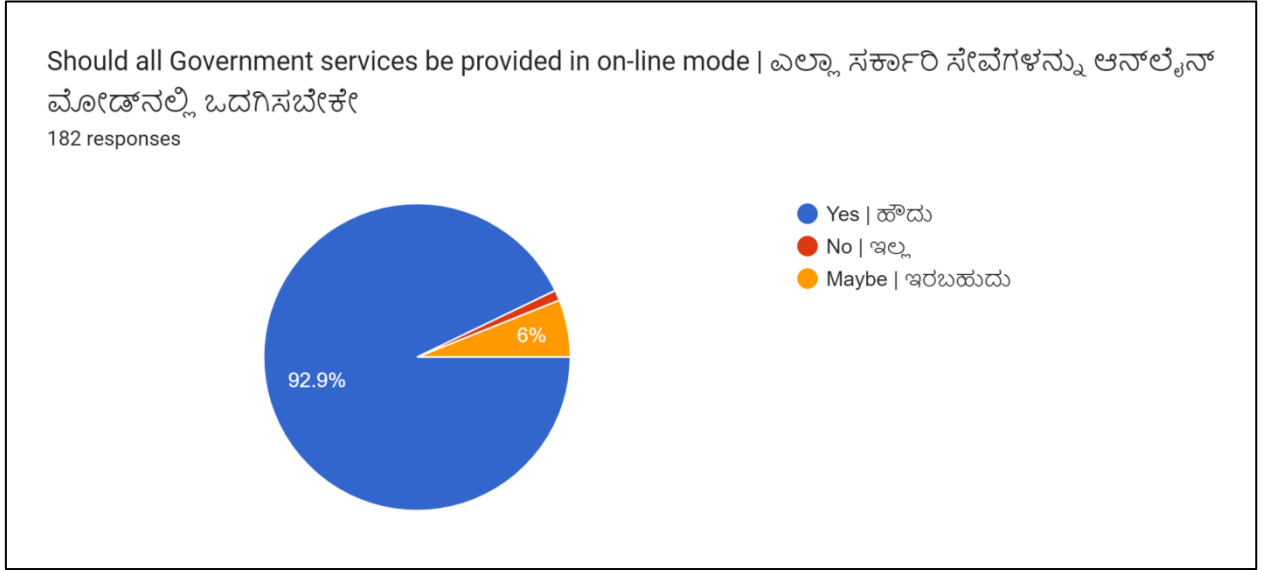
- v. **Technical Glitches and Errors** - Various technical glitches and errors were reported, including error messages, difficulty in uploading documents and issues with payment processing. These challenges may hinder users' ability to complete transactions or access services smoothly.

- vi. **Language Barriers** - Some respondents mentioned language barriers as a challenge, suggesting that language options or support may be insufficient for certain users.

- vii. **Repetitive Responses** - The repetition of certain issues, such as server busy messages and website issues, across multiple responses indicates that these are widespread and persistent challenges faced by users.

Overall, the pattern of responses highlights significant technical challenges and usability issues faced by users when accessing the Seva Sindhu platform. Addressing these technical issues is crucial for enhancing user experience, increasing platform accessibility and ensuring efficient service delivery.

Question : Should all Government services be provided in on-line mode



Analysis of respondents' views on whether all government services should be provided in online mode reveals the key observations. The vast majority of respondents, totalling 92.9%, support the idea of delivering all government services through online channels. This indicates strong endorsement for digitalization and the adoption of online platforms such as Seva Sindhu for delivering government services. The high percentage suggests widespread belief in the convenience, efficiency and accessibility of online services. A small minority, representing 1.1% of respondents, oppose the idea of providing all government services online. This suggests that there are individuals with reservations or concerns about a complete shift to online service delivery. Possible reasons for this stance could include worries about digital exclusion, privacy issues, or a preference for traditional offline methods. Approximately 6% of respondents express neutrality or indecision on the matter, indicating a recognition of the potential benefits of both online and offline service delivery methods. This reflects a nuanced perspective, acknowledging that certain services may be well-suited for online delivery while others may still require offline options. It is essential to study the perspectives of the minority who express reservations about full digitalization, as well as to ensure inclusivity and accessibility in the transition to online service delivery.

7.8 Enhancing End-to-End Public Service Delivery Through Design Thinking

In an era where citizens expect seamless, user-friendly and efficient public services, Design Thinking offers as a powerful approach to transform the way services are delivered. Design Thinking approach, rooted in empathy, creativity and iterative problem-solving, holds the promise of transforming the way public services are designed, delivered and experienced. In this section, we delve into the principles and application of Design Thinking in the area of End-to-End Public Service Delivery process without human interface.

At its core, Design Thinking is a human-centered approach to problem-solving. It starts by empathizing with the people who will use a service and continues through ideation, prototyping, testing and implementation. For public service delivery, it's particularly powerful because it places citizens and stakeholders at the forefront, ensuring services are tailored to their needs.

7.8.1 Empathize

The initial and foremost step involved comprehensively understanding users' experiences, challenges and aspirations. This understanding was gained through surveys, stakeholder interviews and engagements with citizens across GramaOne, BangaloreOne and Nadakacherries. Insights from these interactions revealed citizens' experiences with digital services offered through Seva Sindhu. Challenges arose during the transition from manual to semi-digital and fully digital service delivery models. These challenges were addressed through proactive measures such as transferring data to the State Data Centre and consolidating responsibilities under one agency. Network connectivity emerged as a significant obstacle, particularly in rural areas, impeding seamless service provision. While citizens generally appreciate the convenience of digital public service delivery, awareness levels remain insufficient. Private partners express satisfaction with the current setup but highlight network connectivity issues. Ex-servicemen have reported encountering difficulties with the portal, describing it as cumbersome and non-operational.

7.8.2 Define

Based on feedback and insights gathered during the empathize phase, the problem statement is, “How the Public Service Delivery through Seva Sindhu platform can be made more accessible, convenient, responsive and enhance satisfaction level of the citizens?”. For this problem statement, the identified challenges and actionable solutions are :-

	<u>Identified Challenges</u>	<u>Actionable Solutions</u>
Accessibility	<p>Lack of awareness about Seva Sindhu platform among rural or less tech-savvy citizens.</p> <p>Limited availability of internet connectivity or digital devices in certain areas.</p>	<p>Conduct widespread awareness campaigns through local media, community centres and government offices to educate citizens about the Seva Sindhu platform.</p> <p>Ensure availability of network connectivity. Also, establish redundancy of connectivity at GramaOne and KarnatakaOne service centres.</p>
Convenience	<p>Cumbersome registration and authentication processes on the platform.</p> <p>Complexity in navigating through the platform to access desired services.</p>	<p>Simplify the registration and authentication processes by integrating with existing database.</p> <p>Implement a user-friendly interface with intuitive navigation and a search feature for easy access to services.</p>
Responsiveness	<p>Delays in processing service requests or inquiries.</p> <p>Inadequate grievance redressal mechanism.</p>	<p>Set up automated notifications to keep citizens informed about the status of their service requests.</p> <p>Implement a robust grievance redressal mechanism with defined timelines for addressing complaints.</p>
Citizen Satisfaction	<p>Dissatisfaction with service quality or timeliness.</p>	<p>Conduct regular surveys to gather feedback from citizens about their experience with the platform and use the data to identify areas for improvement.</p>

By addressing these specific problems with actionable solutions, the Seva Sindhu platform can become more accessible, convenient, responsive, affordable and ultimately enhance citizen satisfaction levels.

7.8.3 Ideate

Through interactions, creative solutions surfaced. With a focus on citizen-centricity, challenges in data storage were tackled by establishing and utilizing State Data Centres. Measures like pre-filling data from databases have been implemented. Steps are being taken to introduce system-generated approvals in specific domains. Looking ahead, the utilization of Artificial Intelligence is envisioned, aiming to integrate features such as AI-driven chatbots for customer support, user-friendly interfaces and tailored service recommendations. There's a concerted effort towards fostering greater collaboration among government agencies, private partners and citizens to co-create solutions that cater to the diverse needs of stakeholders.

7.8.4 Prototype

This is the domain where the e-Governance Department of the Government of Karnataka needs to focus its efforts. Drawing from feedback gathered from diverse stakeholders, there's a necessity for prototyping initiatives that consider available resources and scalability. Throughout this process, it's crucial to maintain a strong emphasis on citizen-centricity and user experience. This entails crafting solutions that resonate with the needs and preferences of citizens, ensuring that services are accessible, intuitive and responsive to their requirements.

7.8.5 Testing

The e-Governance Department of the Government of Karnataka must maintain an active feedback loop to ensure that necessary adjustments are made based on input from all stakeholders. Proactive approach is essential for the long-term success and sustainability of this initiative. The feedback process should be iterative, enabling continuous engagement with stakeholders to gather insights and refine solutions. By regularly soliciting feedback and incorporating it into the development process, the department can effectively address

identified issues and ensure that final solutions align with user needs and expectations. This iterative approach fosters a collaborative environment where stakeholders feel heard and valued, ultimately enhancing the quality and effectiveness of e-governance services.

7.9 Implementing Design Thinking in Public Service Delivery

7.9.1 Collaboration and Interdisciplinary Teams

Design Thinking thrives on collaboration, necessitating the assembly of cross-functional teams within the e-Governance Department of the Government of Karnataka. These teams should amalgamate diverse skills and perspectives to comprehensively assess reach and impact. Facilitating collaboration between government departments, private partners and select users can also stimulate innovation. Designers can champion user-centered solutions, technologists can execute digital solutions and harness emerging technologies, policy experts can navigate regulatory constraints and legal requirements, while service users offer invaluable insights into real-world needs and preferences.

7.9.2 User-Centered Communication

Transparency and effective communication are fundamental to the success of public services. Governments should disseminate information through their agencies, enhancing awareness and clearly communicating instituted improvements to citizens. Providing user-friendly guides and tutorials can assist citizens in navigating and benefiting from the initiative.

7.9.3 Accessibility and Inclusivity

Public services should be accessible to all, irrespective of language proficiency or digital literacy levels. Design Thinking advocates for the inclusion of all citizens in the service design process and the development of inclusive solutions. Digital literacy programs may be necessary to bridge the digital divide.

7.9.4 Data-Driven Decision-Making

Data analytics play a pivotal role in designing and evaluating public services. The Government of Karnataka can harness data to inform service design, identify areas for improvement and monitor progress. However, it's crucial to uphold data privacy and security while utilizing data to enhance services. Data-driven decisions have the potential to drive cost savings, efficiency gains and improved service outcomes.

7.9.5 Monitoring and Evaluation

Continuously monitoring service performance and gathering user feedback post-implementation is essential. Utilize metrics and user insights to evaluate the effectiveness of the service and make necessary adjustments and improvements based on ongoing feedback.

7.9.6 Regulatory Compliance

Throughout the Design Thinking process, adherence to relevant regulations and legal requirements is paramount. Compliance is critical to maintaining public trust and upholding the rule of law. Government agencies must ensure that their solutions adhere to data privacy, security and ethical standards. Consultation with legal experts is imperative to navigate the complex regulatory landscape and regulatory bodies need to adapt to accommodate innovative service delivery models.

Summing up, Design Thinking offers a systematic and structured approach to enhance public service delivery by prioritizing the needs of citizens and stakeholders. Through the outlined Design Thinking process, Seva Sindhu can effectively empathize with users, pinpoint actionable issues, brainstorm innovative solutions, develop tangible prototypes and rigorously test and refine proposed ideas. By integrating Design Thinking principles into public service delivery, Government Departments and Directorates in Karnataka can develop services that are not only more effective and efficient but also more user-friendly, meeting the diverse needs of citizens and stakeholders. This methodology cultivates a culture of innovation and adaptability, ultimately leading to improved outcomes and increased citizen satisfaction.

7.10 Summary

Seva Sindhu, the flagship platform for public service delivery in Karnataka, emerges as a transformative initiative with significant strengths and areas for improvement. Its primary strength lies in providing reliable, affordable and transparent access to over 800 government services through a centralized portal. The platform's integration with the Karnataka State Data Centre ensures robust data management and efficient service delivery.

Overcoming initial technical challenges, particularly with backend support from NIC, Seva Sindhu has demonstrated resilience and adaptability by migrating data to the state data centre, leading to smoother functionality and improved user experience. Despite encountering technical glitches and delays, the platform effectively handles heavy traffic during peak periods, ensuring uninterrupted service delivery.

To enhance user-friendliness and efficiency, efforts are underway to improve platform usability, expand access points and incorporate citizen feedback actively. To ensure long-term sustainability, Seva Sindhu must continue to adapt to evolving government schemes and effectively cater to the diverse needs of Karnataka's population. Strategies for scaling up its reach include strengthening technical infrastructure, enhancing network connectivity and raising awareness among urban and rural residents.

The potential for public-private partnerships, as evidenced by successful models like GramaOne and BangaloreOne, presents opportunities for further collaboration to enhance service delivery and reach. However, challenges such as cybersecurity, interdepartmental coordination and service responsiveness must be addressed to maintain Seva Sindhu's effectiveness and meet user expectations consistently.

Overall, Seva Sindhu's journey reflects a commitment to leveraging technology for inclusive and efficient public service delivery. By addressing challenges, capitalizing on strengths and fostering collaboration, Seva Sindhu can continue to serve as a cornerstone of governance in Karnataka, empowering citizens and driving socio-economic development across the state.

CHAPTER 8

POLICY IMPLICATIONS AND FORMULATIONS

8.1 Introduction

In an era marked by rapid digital transformation, governments are increasingly leveraging technology to enhance public service delivery and citizen engagement. The Government of Karnataka's Seva Sindhu platform stands as a prime example of this paradigm shift, offering citizens a centralized digital gateway to access a myriad of government services conveniently. However, ensuring the platform's efficiency, accessibility and inclusivity requires a robust policy framework encompassing various dimensions, from technical infrastructure enhancement to user engagement strategies.

This chapter presents a comprehensive set of policy implications and suggestions derived from a detailed analysis of the services on Seva Sindhu platform and broader public service delivery mechanisms in Karnataka. These recommendations aim to address key challenges and capitalize on opportunities for optimizing service delivery, fostering interdepartmental coordination and enhancing citizen satisfaction.

The policy implications span critical areas and each policy implication are accompanied by actionable suggestions tailored to address specific challenges and leverage emerging opportunities effectively. By implementing these policy implications and suggestions, the Government of Karnataka can not only strengthen the Seva Sindhu platform but also advance its broader agenda of delivering efficient, inclusive and citizen-centric governance. This holistic approach underscores the government's commitment to leveraging technology as an enabler of socio-economic development and empowering citizens to access essential services seamlessly.

8.2 Policy Implications

8.2.1 Enhanced Technical Infrastructure

Allocate a dedicated budget for upgrading technical infrastructure, including servers, network connectivity and cybersecurity measures. Prioritize investments in data centres and high-speed internet connectivity to ensure seamless service delivery.

8.2.2 User-Friendly Design and Accessibility

Ensure that digital services on the Seva Sindhu platform adhere to accessibility standards and usability guidelines, guaranteeing that all citizens, including those with limited digital literacy, can readily access and navigate government services. Additionally, prioritize User Experience Improvement (UXI) measures to enhance overall usability and accessibility for all users.

8.2.3 Interdepartmental Coordination

Establish a centralized coordination mechanism to facilitate collaboration and information sharing among different government departments involved in service delivery. Develop clear guidelines and protocols for interdepartmental communication and cooperation.

8.2.4 Cybersecurity Measures

Formulate comprehensive cybersecurity policies and regulations to safeguard citizen data and protect against cyber threats. Ensure compliance with national standards and best practices in cybersecurity.

8.2.5 Public-Private Partnerships (PPPs)

Encourage and incentivize public-private partnerships (PPPs) to leverage the expertise and resources of the private sector in service delivery. Develop transparent and accountable PPP frameworks to ensure the efficient and equitable delivery of public services.

8.2.6 Continuous Improvement and Feedback Mechanisms

Institutionalize feedback mechanisms and performance monitoring systems to gather insights from citizens and stakeholders and drive continuous improvement in service delivery. The grievances gathering and addressing mechanism should be robust.

8.2.7 Rural Outreach and Inclusivity

Develop targeted policies and initiatives to bridge the digital divide and ensure equitable access to government services in rural and remote areas.

8.2.8 Capacity Building and Training

Invest in capacity building and training programs to enhance the digital literacy and skills of government employees and citizens.

8.2.9 Transparency and Accountability

Strengthen mechanisms for transparency and accountability in government service delivery to build trust and confidence among citizens.

8.3 Formulations

8.3.1 Enhanced Technical Infrastructure

Collaborate with technology vendors and industry experts to assess current infrastructure gaps and develop a comprehensive roadmap for upgrades. Implement robust cybersecurity protocols, including encryption, firewalls and regular security audits. Institute a dedicated mechanism to monitor and maintain the infrastructure and respond promptly to any technical issues.

8.3.2 User-Friendly Design and Accessibility

Conduct user research and usability testing to pinpoint any accessibility and usability barriers. Integrate features tailored to accommodate users with limited digital literacy, alongside providing comprehensive training and support materials available to facilitate effective navigation of the platform. Additionally, prioritize ongoing User Experience Improvement (UXI) efforts to continually enhance accessibility and usability for all users.

8.3.3 Interdepartmental Coordination

Organize regular meetings and workshops to foster collaboration and alignment of goals among departmental stakeholders. Implement integrated data management systems to enable seamless exchange of information and streamline service delivery processes. Designate a dedicated liaison officer within each department to facilitate communication and resolve any interdepartmental issues promptly.

8.3.4 Cybersecurity Measures

Establish a cybersecurity task force comprising experts from government agencies, academia and the private sector to develop and implement cybersecurity strategies. Conduct regular training sessions and awareness programs for government employees to raise awareness about cybersecurity risks and best practices. Implement advanced security technologies such as threat intelligence platforms, endpoint detection and response systems to detect and mitigate cyber threats effectively.

8.3.5 Public-Private Partnerships (PPPs)

Establish clear guidelines and eligibility criteria for PPP projects, including procurement procedures, risk-sharing mechanisms and performance indicators. Provide financial incentives and tax breaks to attract private sector investment in critical infrastructure projects. Implement rigorous monitoring and evaluation mechanisms to assess the impact and effectiveness of PPP initiatives and address any issues or challenges promptly. Establish a dedicated Project Monitoring Unit (PMU) for better integration and to oversee the progress and ensure adherence to established standards throughout the project lifecycle.

8.3.6 Continuous Improvement and Feedback Mechanisms

Deploy online feedback forms, surveys and interactive channels within digital platforms like Seva Sindhu to solicit feedback from users. Establish dedicated teams or committees to analyze feedback data and prioritize areas for improvement. Implement agile development methodologies to iteratively enhance digital services based on user feedback and evolving requirements. While a link to Seva Sindhu is provided on the Karnataka CM's portal, it's recommended to consolidate the public service delivery statistics from Seva Sindhu into the CM's portal. Additionally, consider adding a feature on the CM's portal to gather citizen grievances and feedback specifically regarding Seva Sindhu.

8.3.7 Rural Outreach and Inclusivity

Expand internet connectivity infrastructure in rural regions including mobile network expansion. Develop localized content and language support to cater to the diverse linguistic and cultural needs of rural communities.

8.3.8 Capacity Building and Training

Develop comprehensive training curricula and materials covering digital literacy, IT skills and customer service best practices. Establish dedicated training centres and online learning platforms to provide accessible and flexible training options for government employees and citizens. Collaborate with educational institutions, industry partners and civil society organizations to design and deliver tailored training programs targeted at specific user groups and skill levels.

8.3.9 Transparency and Accountability

Implement open data initiatives to increase transparency and provide citizens with access to government data and information. Establish independent oversight bodies or ombudsman offices to investigate complaints and ensure accountability in service delivery. Publish regular performance reports and service quality metrics to track progress and demonstrate accountability to the public. Leveraging AI technologies can further streamline

data analysis processes, providing valuable insights and enhancing decision-making capabilities within governance frameworks.

8.4 Summary

The outlined policy implications and suggestions in this chapter collectively present a comprehensive strategy for elevating public service delivery through platforms like Seva Sindhu in Karnataka. Addressing critical aspects is paramount to enhancing citizen access to essential services and fortifying governance mechanisms.

By prioritizing the bolstering of technical infrastructure and cybersecurity measures, the government can ensure the dependability, security and scalability of digital service platforms such as Seva Sindhu. Concurrently, prioritizing user-friendly design and accessibility ensures that citizens from all walks of life can navigate government services with ease. Streamlining interdepartmental coordination and fostering public-private partnerships are pivotal for optimizing service delivery processes, fostering cooperation and utilizing resources effectively.

Continuous improvement mechanisms, comprising feedback loops and capacity-building initiatives, are indispensable for driving iterative enhancements and adapting to evolving citizen demands. Targeted rural outreach endeavours aim to bridge the digital divide, guaranteeing equitable access to government services even in remote regions. Transparency and accountability measures, like open data initiatives and independent oversight bodies, play a crucial role in instilling trust and confidence among citizens. A Project Monitoring Unit (PMU) optimizes the integration and implementation of public services from start to finish, enhancing overall execution.

The implementation of these policy implications and suggestions underscores the government's commitment to fostering efficient, inclusive and citizen-centric governance in Karnataka. By harnessing technology as a catalyst for socio-economic development and empowering citizens to seamlessly access essential services, the government endeavours to cultivate a more resilient, responsive and equitable public service delivery system across the state.

CHAPTER 9

RECOMMENDATIONS AND CONCLUSIONS

9.1 Recommendations

Drawing insights from the usability analysis conducted on the Seva Sindhu platform, it is imperative to enforce accessibility standards and usability guidelines in its design and development. This necessitates conducting thorough user research and usability testing to identify barriers to accessibility and usability. There is room for better integration of user experience enhancement. Additionally, providing comprehensive training and support materials in multiple languages will assist users, including those with limited digital literacy, in navigating the platform effectively.

Based on the analysis of interdepartmental coordination challenges, it is recommended to establish a centralized coordination mechanism to facilitate collaboration and information sharing among different government departments involved in service delivery. Regular meetings and workshops should be organized to foster alignment of goals among departmental stakeholders. Furthermore, implementing integrated data management systems will enable seamless exchange of information and streamline service delivery processes. Designating a dedicated liaison officer within each department to facilitate communication and resolve any interdepartmental issues promptly will further enhance coordination efforts.

In light of the cybersecurity vulnerabilities increasing day-by-day, it is imperative for the Government of Karnataka to formulate comprehensive cybersecurity policies and regulations. This entails establishing a cybersecurity task force comprising experts from government agencies, academia and the private sector. Advanced security technologies, such as threat intelligence platforms and endpoint detection systems, should be implemented to detect and mitigate cyber threats effectively. Conducting regular training sessions and awareness programs for government employees to raise awareness about cybersecurity risks and best practices is essential.

Building upon the analysis of the Seva Sindhu platform's technical infrastructure, it is recommended that the Government of Karnataka allocate dedicated funding towards upgrading servers, network connectivity and cybersecurity measures. This should include investments in cloud computing, data centres and high-speed internet connectivity. Collaborating with technology vendors and industry experts will be crucial in assessing current infrastructure gaps and devising a comprehensive roadmap for upgrades. Moreover, the implementation of robust cybersecurity protocols, including encryption, firewalls and regular security audits, is essential to safeguard citizen data and protect against cyber threats.

Drawing from the analysis of public-private partnership opportunities, it is recommended to encourage and incentivize PPPs to leverage the expertise and resources of the private sector in service delivery. Clear guidelines and eligibility criteria for PPP projects, including procurement procedures and risk-sharing mechanisms, must be established. Financial incentives and tax breaks can be provided to attract private sector investment in critical infrastructure projects. Rigorous monitoring and evaluation mechanisms are essential to assess the impact and effectiveness of PPP initiatives. Establishing a Project Monitoring Unit (PMU) is necessary for this endeavour.

Institutionalizing feedback mechanisms and performance monitoring systems will be instrumental in driving continuous improvement in service delivery. Implementing online feedback forms, surveys and interactive channels within digital platforms like Seva Sindhu will facilitate the solicitation of feedback from users. Dedicated teams or committees should be established to analyze feedback data and prioritize areas for improvement. Additionally, agile development methodologies can be employed to iteratively enhance digital services based on user feedback and evolving requirements. Artificial intelligence can be employed in this domain.

Based on the analysis of rural outreach challenges, it is recommended to develop targeted policies and initiatives for rural and remote areas. This includes expanding internet connectivity infrastructure through initiatives such as mobile network expansion. Developing localized content and language support will cater to the diverse linguistic and cultural needs of rural communities. Furthermore, establishing community digital centres equipped with computers, internet access and trained personnel will facilitate access to digital services.

Investing in capacity building and training programs is essential to enhance the digital literacy and skills of government employees and citizens. Comprehensive training curricula and materials covering digital literacy, IT skills and customer service best practices should be developed. Dedicated training centres and online learning platforms can provide accessible and flexible training options. Collaboration with educational institutions, industry partners and civil society organizations will facilitate the design and delivery of tailored training programs targeted at specific user groups and skill levels.

Ensuring transparency and accountability in government service delivery is imperative for building trust and confidence among citizens. Open data initiatives should be implemented to increase transparency and provide citizens with access to government data and information. Establishing independent oversight bodies or ombudsman offices will investigate complaints and ensure accountability in service delivery. Regular publication of performance reports and service quality metrics will track progress and demonstrate accountability to the public. Integrating public service delivery statistics and a feedback mechanism onto the CM's portal would enhance transparency and citizen engagement.

9.2 Conclusion

In conclusion, the study and analysis conducted on the Seva Sindhu platform and the broader landscape of public service delivery in Karnataka has shed light on several areas for improvement and numerous opportunities for enhancement. The recommendations provided offer a comprehensive approach to addressing the identified challenges and leveraging the potential for transformative change in government service delivery.

By implementing the outlined recommendations, the Government of Karnataka can significantly enhance the efficiency, accessibility and inclusivity of the Seva Sindhu platform. Improving technical infrastructure, enhancing user experience, promoting interdepartmental collaboration, strengthening cybersecurity measures and fostering public-private partnerships are all crucial steps in this process.

Moreover, establishing effective feedback mechanisms, prioritizing rural outreach and inclusivity, investing in capacity building and training and ensuring transparency and accountability are essential for achieving the overarching goal of delivering citizen-centric governance.

It is imperative for the Government of Karnataka to prioritize these recommendations and allocate resources accordingly to drive meaningful improvements in public service delivery. By embracing innovation, promoting collaboration and upholding principles of transparency and accountability, the government can instil trust and confidence among citizens and lay the foundation for sustainable socio-economic development.

Ultimately, successful implementation of these recommendations will not only enhance the Seva Sindhu platform but also contribute to the overall well-being and prosperity of Karnataka's citizens. Through proactive governance and ongoing refinement, the government can effectively address the evolving needs of its citizens, thereby shaping a brighter future for the state.

In summary, the ongoing evolution of the Seva Sindhu platform exemplifies Karnataka's commitment to utilizing technology for inclusive and effective governance. With sustained improvements and strategic partnerships, the platform has the potential to become a National model for digital service delivery and citizen engagement.

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Appendix 'A'

(Refers to Chapter 6)

DETAILS OF SERVICES ON SEVA SINDHU PLATFORM**1. Agriculture Department**

- Issue of Manufacturing License for NPK Mixture Fertilizers
- Renewal of Manufacturing License for NPK Mixture Fertilizers
- Amendment of Manufacturing License for NPK Mixture Fertilizers
- Grant of license to manufacture insecticides
- Amendment Of Insecticide Manufacturing License
- Renewal of license to manufacture insecticides
- Issue of Manufacturing License for Micro Nutrients Mixture Fertilizers
- Renewal of Manufacturing License for Micro Nutrients Mixture Fertilizers
- Amendment of Manufacturing License for Micro Nutrients Mixture Fertilizers

2. Agricultural Marketing Department

- Application To Grant Commission-Agent License
- Application To Grant Importers License
- Application To Grant Exporter License
- Application to grant Pressers License
- Application to grant Processor License
- Application to grant Stockist License
- Application to grant Ginner License
- Application to grant Crushers License
- Application to grant Broker License
- Application for grant of Hamali license
- Farmer Registration
- Grievances relating to payment of sale proceeds to farmers
- Grievances relating to weighment of commodities in market yard
- Grievances relating to issue of Account settlement slip
- Grievances relating to market charges in market yard
- Application For Grant Of Trader License
- Change of Partnership
- Application for grant of retail trader license

- License for Establishment of Direct Purchase Centre
- Licences for Establishment of Private Market
- Permission for Establishment of Private Market
- Warehouse License for Private warehouse/Co-operative Societies
- Warehouse Licence for State/Central Warehouse
- Establishment of Farmer - Consumer Market
- License for Establishment of Spot Market
- Allotment of Sites, Shops and Godowns on Lease cum sale basis to the Service Institutions notified under rule 2(9) of K.A.P.M(Regulation and allotment of property in Market Yards) Rules 2004
- Allotment of shops, Godowns, warehouse , canteen and sundry shops on Leave and licence basis to the service institutions notified under Rule 2(9) of K.A.P.M
- Approval of layout for shops and Godowns
- Raitha Sanjeevini

3. **Animal Husbandry and Veterinary Services**

- Application for License to Manufacture and /or Trade Poultry and Livestock Feed

4. **Ayush Department**

- Application for Issue of Non conviction certificate
- Application for Issue of Performance certificate

5. **Backward Classes Welfare Department**

- Application for Caste Verification Report - OBC
- Post-matric Scholarship to BC Students
- Vidyasiri –Food and Accommodation
- Special Incentives Scholarship to NT/SNT Students
- Admission to Post-matric Hostels
- Pre-examination training to BC Students
- Defence Force Training
- Pre-matric Scholarship to BC Students

6. **Bangalore Development Activity**

- Application for Possession Certificate for Sites
- Application for Possession Certificate for Flats
- Application for New e-Khata

- Application for e-Khata Transfer

7. Bangalore Electricity Supply Company

- Name Change
- Tariff Change
- Tariff Change - Fast Track
- Load Enhancement
- Load Enhancement - Fast Track
- Load Reduction
- Load Reduction - Fast Track
- Complaints related services
- Application For Complaint Registration
- Janasnehi Vidhyuth Sevegalu - New Connection
- Janasnehi Vidhyuth Sevegalu - Name Change
- Janasnehi Vidhyuth Sevegalu - Tariff Change
- Janasnehi Vidhyuth Sevegalu - Load Change

8. Bangalore Metropolitan Transport Corporation

- Issue of Bus Passes to Physically Challenged
- Renewal of Bus Passes to Physically Challenged
- Issuance of Student Bus Pass - PUC
- Issuance of Student Bus Pass - Upto 10th (State)
- Issuance of Student Bus Pass - CBSE/ICSE
- Issuance of Student Bus Pass Degree/Professional/Technical/Medical/Evening/PhD
- Issuance of Student Bus Pass - Special Schools
- Institution Registration

9. Bangalore Water Supply and Sewerage Board

- Permission for new connection/ additional connection for water supply and Under Ground Drainage for residential buildings excluding Apartments
- Permission for new connection/ additional connection for water supply and Under Ground Drainage for multi-storied buildings.
- Replacement of faulty Meters
- Transfer of Connection/Ownership (Industrial/ Commercial/ Others Connections)
- Water Supply /Sewerage complaints

10. Bruhat Bengaluru Mahanagara Palike (BBMP)

- Building License Issuance for units other than multi stored buildings
- Sanction of Building Plan in sites up to 2400 sq. Ft. Dimension for residential single dwelling unit.
- Commencement Certificate for residential Dwelling houses / Apartments / Non-Residential Buildings
- Completion/Occupancy Certificate for residential Dwelling houses / Apartments / Non-Residential Buildings
- Application for the Registration of New Trade Licence
- Application for DBT process for purchasing Sweaters

11. CADA Directorate

- Issue of Work Done Certificate- CADA

12. Cauvery Niravari Nigam Limited

- Issue of Work done certificate

13. Centre for e-Governance

- State Scholarship Portal (Post-Matric)
- State Scholarship Portal(Pre-Matric)
- Hiring of District Consultant-FRUITTS on contract basis

14. Chamundeshwari Electricity Supply Company Limited

- Complaints related services
- Load Change
- Name Change
- Tariff Change

15. Chief Minister Relief Fund

- Application for Relief Fund After Treatment
- Application for Relief Fund Before Treatment
- Application for Financial Assistance In Case of Distress or affected by Disaster

16. Collegiate Education

- Application for Admission extract
- Application for issue of Library No Due Certificate

- Application for issue of No Due Certificate
- Application for approval to obtain Provisional Degree Certificate
- Application for issue of Study / bonafide Certificate
- Application for issue of Transfer Certificate
- Application for IAS Coaching
- Application for MBA Coaching

17. Commerce and Industries Department

- Sanction of Investment Promotion subsidy for Micro, Small and Medium Enterprises
- Stamp Duty Exemption and Registration Fees Concession Certificate
- Electricity Duty Exemption Certificate
- Issue of Sanction order for interest Subsidy to New Micro enterprises
- Issue of Sanction order for Land Conversion fee Reimbursement

18. Department of Electrical Inspectorate

- Payment of Electrical Tax - Licensees
- Payment of Electricity Tax - Non Licensees
- Appeal for Grievances
- Registration for Cinema Operators Examination
- Issue of Hall Ticket and Competency Certificate for Cinema Operator Examination
- Issue of Cinema Operator License
- Issue of Duplicate Cinema Operator License
- Renewal of Cinema Operators License
- Endorsement for change of cinema theatre in Cinema Operator License
 - a) Lift/Escalator/Passenger conveyer Inspection & recommendation by ACEI/DCEI
 - b) Grant of Lift/Escalator/Passenger conveyer running license by Chief Electrical Inspector to Govt.
- Approval of drawings of the electrical installation
- Change of Address of Electrical Contractor Licenses
- Change of authorized signatory, Partners /Directors in case of Partnership firms / Company and change of Instruments
- Electrical Supervisor General Permits Endorsement
- Electrical Supervisor Mines Permits Endorsement
- Grant of Commissioning Approval
- Issue Electrical Contractor Licenses

- Issue Electrical Supervisor General Permits
- Issue Electrical Supervisor Mines Permits
- Issue Special Wiring Permits
- Issue Wiremen Permits
- Permission to Erect New Lift/Escalator/Passenger conveyer or making addition/alteration to the existing Lift, escalator & passenger conveyer
- Wiremen Permits Endorsement
- Endorsement-Cancellation
- Change of Address of Electrical Supervisor General Permits
- Change of Address of Electrical Supervisor Mines Permits
- Change of Address of Electrical Wireman Permit
- Change of Address of Electrical Special Wireman Permit
- Electrical Supervisor General Examination
- Electrical Supervisor Mines Examination
- Electrical Wireman Examination
- Renewal of Electrical Contractor Licenses
- Renewal of Electrical Supervisor General Permits
- Renewal of Electrical Supervisor Mines Permits
- Renewal of Special Wiring Permits
- Renewal of Wiremen Permits

19. Department of Electronics, Information Technology, Bio Technology and Science & Technology

- IT Registration
- Registration of IT/BT/ESDM - Registration of BT
- Registration of IT/BT/ESDM - Registration of KESDM
- PTC Registration for IT
- Application form to Establish a Regulatory Sandbox

20. Department of Fisheries, Karnataka

- Providing relief to distress fishermen
- Approval of Beneficiary for Assistance to Purchase of Life saving Equipments
- Registration of ornamental fish farm/hatchery/shop
- Application to claim fishery requisite kits
- Application for claiming subsidies for Purchase of Fish Seed

- Application to Registration of fish seed production and rearing farms
- Issue of Licenses for fishing in Reservoirs
- Approval of Beneficiary for Distribution of Fishery Requisite Kits
- Application for Issue of license for purchase of kerosene to motorized fishing boats

21. Department of Handlooms and Textiles

- To provide 20 Percentage Rebate to societies upto INR 2 Lakhs
- Issue of sanction letter to Partial withdrawal and final settlement of thrift fund to Handloom weavers
- Subsidised Power tariff Scheme
- Sanction of incentives and concessions on Investment proposals under Textile policy upto 25 Lakhs only.(Credit Linked Capital Subsidy(NJN) service)

22. Department of Industrial Training and Employment

- Registration of job aspirants
- Application for correction in marks card and certificates
- Application for Verification of Genuineness of Marks Card and Certificates
- Renewal of Job Seekers in Employment Exchange

23. Department of Mines & Geology

- Approval of Quarry Plan
- Chemical Analysis of Ores and Minerals
- Refund of Security Deposit for Specified and non-specified minerals
- End user registration
- Renewal of End User Registration
- Issue of Bulk Permit(MDRO)/Trip Sheet
- Issue of Bulk permit or Trip sheet(MDPs)

24. Department of Public Instruction

- Application for approval to obtain Migration Certificate - Other Exams
- Application for approval to obtain Migration Certificate - SSLC Exam

25. Department of Stamps and Registration

- Issue of certified copy of Registered documents
- Issue of certified copy of the certificate of Registration of firms under the Indian Partnership Act 1932

- Issue of certified copy of the certificate of Registration of Marriage under Hindu Marriage Act 1952
- Issue of certified copy of the certificate of Registration of Marriage under Special Marriage (Regular forms) Act 1954
- Issue of certified copy of the certificate of Registration of Marriage under Special Marriages (Other forms) Act 1954
- Issue of Encumbrance Certificate
- Registration of firms under the Indian partnership Act, 1932.
- Registration of Immovable Properties
- Registration of marriage under Hindu Marriage Act, 1955
- Registration of marriage under Parsi Marriage Act, 1936
- Registration of marriage under Special Marriage Act, 1954

26. Directorate of Public Libraries

- Library Membership
- Refund of Library Membership Amount

27. Directorate of Municipal Administration

- Application for New Trade License
- Renewal of Trade License
- Building License
- New Tap connection
- New UGD connection
- Occupancy Certificate
- Building Construction certificate
- Sanction of Building Plan in sites upto 2400 sq.ft. dimension for residential single dwelling

28. Directorate of Social Security and Pensions

- Manaswini Yojane
- Anthya Samskara Yojane
- Acid Victim Pension
- Farmer Widow Pension
- Endosulphin Victim Pension
- Physically Handicapped Pension
- Destitute Widow Pension sanction

- Sandhya Suraksha Yojane
- National Family Benefit Scheme
- Indira Gandhi National Old Age Pension
- Maithri Scheme

29. Dr. B R Ambedkar Corporation

- Skill Training program

30. Drugs Control Department

- Renewal of Sales License
- Issue of No-Conviction Certificate (Manufacturing Units)
- Issue of GMP Certificate as per Schedule M
- Issue of GLP Certificate
- Issue of Neutral Code
- Issue of Free Sale Certificate
- Issue of Essentiality Certificate
- Issue of Installation / Registration / Production Certificate
- Issue of Manufacturing and Marketing Certificate
- Issue of Market Standing Certificate
- Issue of Production Capacity Certificate
- Issue of WHO GMP Certificate
- Issue of Quality and Capacity Certificate
- Issue of Licence Validity Certificate
- Issue of No-Conviction Certificate (Sales Units)
- Issue of Performance certificate
- Issue of Certificate of pharmaceutical Products (COPP) For the recommended products
- Change addition / deletion of Competent person
- Change addition / deletion of Registered Pharmacist
- Change in Constitution
- Change in Premises
- Change in Premises and Constitution
- Grant of fresh drug manufacturing license
- Name Change
- Renewal of Drug Manufacturing License

- Renewal of License
- Issue of License

31. Empowerment of Differently Abled and Senior Citizen

- Application for Senior Citizen Card
- Registration of NGOs who work for welfare of Persons with Disabilities
- Registration Renewal of NGOs who work for welfare of Persons with Disabilities
- Registration of NGOs who work for welfare of Senior Citizens

32. Excise Department

- Transfer of Distillery Brewery Microbrewery Fortified Winery license in case of death of licensee
- Application of Transfer of Distillery Brewery Microbrewery Fortified Winery licences (in other cases)
- NOC for Import of Spirits for Distillery
- NOC for Export of Spirits for Distillery
- Concurrence for Winery for Export of Wine (outside the Country)
- Concurrence for Brewery for Export of Beer (Outside the State)
- To authorize by a general or special order to possess, import or transport of opium derivatives and medicinal hemp, for eligible persons as per Rule-29 of NDPS (Karnataka) Rules, 1985
- Renewal of Licences as per rule 31 of NDPS (Karnataka) rules, 1985 (with all relevant documents)
- No-Objection Certificate to lift molasses (With in the State within the quota limits)
- No-Objection Certificate to lift molasses (Outside State)
- DP/MRP and DRP/RMRP approval of IML/Beer/Wine/LAB
- Label approval of out of State proposal received from KSBCL
- Label approval of outside country proposal received from KSBCL
- Allotment of Spirits to Primary Distillery/IML Distillery/Winery
- Concurrence For Distillery For Export Of Liquor (Outside The Country)
- Renewal of discontinued Licences
- Apply For Grant Of License
- Transfer of licenses as per rule 17(A) & 17(B) of Karnataka Excise (General Conditions of Licenses) rules, 1967
- Concurrence for Brewery for Export of Beer (outside the State)
- Grant of Molasses licences

- Renewal of Molasses Licences
- Approval of Blue Print
- Concurrence for Winery for Export of Wine (outside the State)
- Relaxation As Per Rule 5
- Shifting of licenses as per Karnataka Excise (General Conditions of licenses) rules, 1966 in accordance with the rule 23
- Apply For Grant Of Occasional License See Rule 35 - Excise Department
- Application for Installation of Molasses Tank
- Label Brands Approval For Distillery / Brewery / Fortified Winery License
- Renewal of Licenses as per Rule-31 of NDPS Karnataka Rules 1985 (with all relevant documents)
- Grant of a Unit: IML Distillery/Brewery/Fortified Winery Licensee
- Grant of ND-IV and ND-V to a Dealer and Chemist (NDPS)

33. Food And Civil Supplies Department

- Application for NPHH(APL) card
- Application for LPG Connection (Bharat Gas; HP Gas; Indane)

34. Forest, Ecology and Environment Department

- Application for Rosewood cutting
- Application for Sandalwood Cutting
- Application for Sandalwood Storage

35. Government Tool Room & Training Centre

- Correction in Marks Card
- Issue of Consolidated Marks Card
- Issue of Duplicate Marks Card
- Issue of Transfer Certificate

36. Gulbarga Electricity Supply Company Limited

- Complaints related services
- Non-RAPDRP Name Change
- Non-RAPDRP Load Change
- Non-RAPDRP Tariff Change
- New Connection-Non-RAPDRP Area

37. Health and Family Welfare

- Payment receipt generation for Ayushman Bharat - Arogya Karnataka ID Cards
- Age Certificate
- Discharge Certificate
- Female Sterilization Certificate
- Male Sterilization Certificate
- Registration of Private Medical Establishments
- Renewal of registration of Private Medical Establishments
- Wound Certificate

38. Higher Education Department

- Application for Duplicate Marks Card
- Application for Verification of Genuineness of Marks Card/Degree Certificate
- Application for Migration Certificate
- Application for Provisional Degree Certificate
- Application for issue of No Objection Certificate
- Application for Eligibility Certificate
- Application for Duplicate Degree Certificate
- Application of Change of Combination
- Application of Change of Course
- Application of Change of the College
- Application of Readmission
- Application of Distribution of Marks Cards
- Application of Issue of Admission Extract
- Application of Issue of Character Certificate
- Application of Issue of No due certificate
- Application of Issue of Study Certificate
- Application of Issue of Transfer Certificate
- Application of Degree Certificate
- Application of Duplicate Migration Certificate
- Application of Name Correction in the marks card as per SSLC/PUC
- Application of Official Transcript
- Application of Removal of 'Non-completion of lower exam' (NCL)
- Application of Removal of 'Withheld' from the marks card
- Application of Distribution of identity cards

- Application of Distribution of Scholarships
- Application of Forwarding of applications of students/staff to the higher authorities
- Application of Issue of duplicate copies of documents
- Application of Returning of Original Documents

39. Hindu Religious Institutions & Charitable Endowments

- Kashi Yatra yojane

40. Horticulture Department

- Application for Soil Analysis
- Application for Water Analysis
- Application for Leaf Analysis
- Application for Organic Manure Analysis
- Application for issue of Certificate of Registration as Seed/Plant Grower of Horticulture crops
- Application for Seed Licensing Certificate

41. Housing Department

- Approval of Building Plan for construction of housing sites of 250 Sq.M area.
- Issue of Draft sale Deed for allotment in respect of House /Site /Flat, etc.
- Refund of initial deposit for site allotment

42. Hubli Electricity Supply Company Limited

- Complaints related services

43. Information and Public Relations

- Application for Preliminary Information and Shooting Permission For Feature Films
Renewal Request
- Application for the Preliminary Information and Shooting Permission for Feature Films
- Application For Serial/Documentary/short Film/ Advertisement And Other language film Shooting permission
- Nomination for film subsidy - 2020
- Nomination for state film award - 2020
- Application for advertisements in souvenirs and special issues

- Application for subscription to Janapada Kannada Magazine and March of Karnataka English magazine

44. Kalyana Karnataka Road Transport Corporation

- Accident relief fund
- Issue of Free Bus Pass for Blind Person
- Issue of Free Bus Pass to Freedom fighters
- INR 2000 vouchers for widows of freedom fighters
- Application for Issue of Bus Passes to Physically Challenged
- application of Renewal of Bus Passes to Physically Challenged-Kalyana Karnataka Road Transport Corporation
- Issue of Bus Passes to School Children - Kalyana Karnataka Road Transport Corporation

45. Kannada & Culture Department

- Prayojane Sponsoring artist groups
- Application For Railway Concession Letter For Artists
- Application for Dhanasahaya Scheme for artists to conduct art exhibitions
- Dhanasahaya Scheme towards purchase of Costumes and Musical Instruments
- Application for Dhanasahaya Scheme for Cultural Societies and Trusts
- Dhanasahaya Scheme towards financial support for Ph.D (Kannada) and M.Phil (Kannada) graduates
- Application for Booking Nayana Auditorium
- Application for payment of medical expenses to artists
- Application for Rangamandira Booking
- Nominate the Achievers for Rajyothsava Award

46. Karnataka Building and other Construction Workers Welfare Board

- Application for Accident Assistance
- Application for Funeral Assistance
- Application for Shrama Samartya
- Application for medical assistance
- Application for Major Ailments Assistance
- Application for delivery assistance
- Application for educational assistance
- Application for marriage assistance

- Application for Pension
- Application for disability pension and ex-gratia
- Application for Assistance for Pre-School Education and Nutritional support of the Registered Woman Construction worker-Thayi Magu Sahaya Hastha
- Application for continuation of Pension
- Application for continuation of Disability Pension
- Application for continuation of existing registration for next one/three years
- Application for duplicate identity card
- Application for Registration as Beneficiary with the Karnataka Building and Other Construction Workers Welfare Board

47. Karnataka Industrial Area Development Board

- Issue of NOC in favour of Financial Institutions Banks
- Issue of NOC in favour of KPTCL/ESCOMs
- Occupancy Certificate
- Commencement Certificate
- Permission for water supply connection
- Intimation for payment of initial deposit and EMD
- Issue of Allotment Letter
- Issue of Confirmatory letter
- Issue of possession certificate
- Execution of Lease-cum-sale agreement
- Sanction of Building Plan upto 2 acres
- Sanction of Building Plan more than 2 acres
- Sanction of Building Plan for SUCs

48. Karnataka Niravari Nigam Limited

- Issue of Work done certificate

49. Karnataka Public Service Commission

- Application for Departmental Examination conducted by KPSC
- Departmental Examination Application for Re-totalling

50. Karnataka Slum Development Board

- Application request to obtain a NOC to repair
- Application for Absolute Sale Deed

- Application for Transfer Rights
- Application for issue of Allotment Letter

51. Karnataka State Archives Department

- To provide copies of Mysore/Karnataka Gazettes, Proceedings and Historical documents which are preserved in Karnataka State Archives Department

52. Karnataka State Department of Agriculture (KSDA)

- Amendment of insecticide manufacturing license
- Renewal of license to manufacture insecticides
- Issue of Manufacturing License for Micronutrient Mixture Fertilizers
- Renewal of Manufacturing License for Micronutrient Mixture Fertilizers
- Amendment of Manufacturing License for Micronutrient Mixture Fertilizers

53. Karnataka State Diploma in Nursing Examination Board

- Application for issue of Migration Certificate
- Application for verification of genuineness of marks card/degree certificate

54. Karnataka State Fire and Emergency Services

- Application for Clearance Certificate (High rise Building)
- Application for No Objection Certificate (High rise Building)

55. Karnataka State Law University

- Application for issue of Eligibility Certificate
- Application for issue of Migration Certificate
- Application for issue of Change of College - Law University
- KSLU Application for issue of Degree Certificate - Law University
- Application for corrections in the marks card as per SSLC / PUC - Law University
- Application for official Transcript of the student records - Law University
- Application for Genuineness of Certificates - Law University
- Application for issue of provisional degree certificate - Law University
- Application for issue of duplicate or copy of provisional degree cert - Law University
- Application for issue Duplicate or a copy of Passing Certificate - Law University
- Application for duplicate copy of student marks cards - Law University
- Application for issue of Passing Certificate - Law University
- Application for duplicate copy of Degree Certificate - Law University

56. Karnataka State Nursing Council

- No Objection Certificate (for other State) (Maharashtra)
- No Objection Certificate (for other State) (Goa)
- No Objection Certificate (for other State) (Himachal Pradesh)
- No Objection Certificate (for other State) (Chhattisgarh)
- No Objection Certificate (for other State) (Tamil Nadu)
- Registration Verification General Nursing and Midwife
- Registration Verification Bachelor of Science in Nursing
- Registration Verification Bachelor Of Science In Nursing (Post-Basic)
- Registration Verification Master of Science in Nursing
- Registration Verification Auxiliary Nurse Midwifery
- Registration Verification Auxiliary Nurse Midwifery, and General Nursing and Midwife
- Registration Verification Auxiliary Nurse Midwifery General Nursing and Midwife and Bachelor of Science in Nursing Post-Basic
- Registration Verification Auxiliary Nurse Midwifery, General Nursing and Midwife, and BSc Nursing (Post-Basic), and MSc Nursing
- Registration Verification General Nursing and Midwife Bachelor of Science in Nursing (Post Basic) and Master of Science in Nursing
- Foreign Verification General Nursing and Midwife
- Foreign Verification Bachelor of Science in Nursing
- Foreign Verification Bachelor of Science in Nursing post basic
- Foreign Verification Master of Science in Nursing
- Good Standing, General Nursing and Midwife
- Good Standing, Bachelor of Science in Nursing
- Good Standing Bachelor of Science in Nursing Post Basic
- Good Standing, Master of Science in Nursing
- Registration of Personnel

57. Karnataka State Police

- Application for complaint of lost items - Mobile/Document
- Police Verification Certificate for Institutions/Companies
- Police Verification Certificate for Marriage Alliance-Antecedent Verification
- Police Verification Certificate for Training or Apprenticeship at PSU or Trainees or Workers on daily wages at Govt Institutions Antecedents Verification

- Police Verification Certificate PVC - Coolie/Loader/Class IV security staff/supervisor at Airport - Individual applicants only
- Police Verification Certificate for central/state Government Employees request directly by employee Antecedents Verification
- Police Verification Certificate (PVC) for Domestic servants/House Keeping
- License for Amplified Sound Systems
- NOC for Petrol Pump, Hotel, Gas Agency etc
- Application for Job Verification
- License for Amusement
- Registration of Lost Items
- Permission for Peaceful assembly and procession
- Receipt and Disposal of Petitions
- Police Clearance Certificate for going abroad (Visa for studies)/ Police Clearance Certificate for Foreign Nationals
- NOC for Passport
- Application for Locked home registration
- Application for registration of Senior Citizen
- Temporary License for Sale of Crackers
- NOC required for setting up of petroleum, diesel & Naphtha, Sale, Transport Complaint Registration

58. Karnataka State Pollution Control Board (KSPCB)

- Consent for Establishment/Consent for Expansion Applications- for Red Category EIA Projects
- Consent for Establishment/Consent for Expansion Applications for Red Category Non-EIA (with TAC Projects
- Consent for Establishment/Consent for Expansion Applications for Red Category Non-EIA (Without TAC) Projects
- Consent for Establishment/Consent for Expansion Applications-Green Category
- Consent for Establishment/Consent for Expansion Applications-Orange Category excluding Garments Washing units
- Disposal of Authorization Application under Hazardous & Other Waste (Management & Transboundary Movement) Rules, 2016 (Green Category)
- Disposal of Authorization Application under Hazardous & Other Waste (Management & Transboundary Movement) Rules, 2016 (Orange Category)

- Disposal of Authorization Application under Hazardous & Other Waste (Management & Transboundary Movement) Rules, 2016 (Red Category)
- Disposal of Consent for Operation applications under Water Act 1974 & Air Act 1981 in respect of Green category
- Disposal of Consent for Operation Applications under Water Act 1974 and Air Act 1981 Red Category - EIA Projects.
- Disposal of Consent for Operation Applications under Water Act 1974 and Air Act 1981 Red Category - Non-EIA Projects.
- Disposal of Consent for Operation Applications under Water Act 1974 and Air Act 1981-Orange Category - Infrastructure Projects
- Disposal of Consent for Operation Applications under Water Act 1974 and Air Act 1981-Orange Category excluding Infrastructure Projects

59. Karnataka State Road Transport Corporation

- Accident Relief Fund
- Application for Issue of Free Bus pass for blind
- Bus pass for freedom fighters
- INR 2000 vouchers for widows of freedom fighters
- Application for Issue of Bus passes for physically challenged
- Application for Renewal of Bus Passes to Physically Challenged-KSRTC
- Issue of Bus Passes to School Children - KSRTC

60. Karnataka State Warehousing Corporation

- Reservation of Storage at Warehouse
- Extension of Reservation
- Issue of Duplicate Warehouse Receipts as per prescribed rules in case the Warehouse Receipts is lost or damaged

61. Krishna Bhagya Jal Nigam Limited

- Issue of Work done certificate

62. Labour Department

- Application for registration of principal employer under the Contract Labour Act, 1970
- Application for issuance of new license to the contractor under the Contract Labour Act, 1970

- Application for renewal of license to contractor under the Contract Labour Act, 1970
- Application for the Registration as a beneficiary of the board
- Application for Registration of Establishments Employing Building Workers
- Application for Plantation Labour Registration
- Application for Registration under Trade Union Act 1926
- Labour Application for Registration of Motor and Transport Workers
- Labour Application for Beedi and Cigar Workers New Licence

63. Mangalore Electricity Supply Company Limited

- Complaints Registration (PGRS)
- New Connection - LT
- New Connection HT-EHT Connection - Non-RAPDRP - MESCOM
- Application to change the name of applicant
- Application for Load Change - Non-RAPDRP
- Tariff Change Non RAPDRP MESCOM

64. Minor Irrigation Department

- Technical Advice for the selection of well or bore well sites by Geohydrological method
- Technical Advice for the selection of well / bore well sites by Geophysical method
- Groundwater Chemical Analysis

65. Minorities Welfare Department

- Pre-Examination training for competitive Examinations for minority students
- Application for Vidyasiri-Food and Accommodation assistance scheme
- Admission for Pre and Post matric hostels
- Admission for Morarji Desai Residential school
- Application for minorities to Morarji Desai Residential School/ Govt Muslim Residential School / Minority Model Residential school
- Fellowship to M.Phil/Ph.D
- B.Ed and D.Ed incentives for Minority Students
- Incentives for Minority Students of Karnataka State Studying in IITs, IIITs, NITs, IIMs, IISER, AIIMSs, NLUs, INIs & IUSLAs

66. North Western Karnataka Road Transport Corporation

- Accident relief fund
- Issue of Free Bus Pass for Blind Person
- Issue of Free Bus Passes to Freedom Fighters
- INR 2000 vouchers for widows of freedom fighters
- Bus pass for physically challenged
- Renewal of Bus Passes to Physically Challenged-NWKRTC
- Issue of Bus Passes to School Children-NWKRTC

67. Para Medical Board

- Application for issue of Diploma Certificate
- Application for Discontinuation of Course
- Application for verification of genuiness of marks card
- Application for issue of Provisional Diploma Certificate
- Application for issue of Good Standing Certificate
- Application for issue of Migration Certificate
- Application for issue of NOC

68. Personnel and Administrative Reforms

- Application for appointment on compassionate grounds - Group C posts
- Application for appointment on compassionate grounds - Group D posts

69. Planning, Programme Monitoring & Statistics Department

- Application for Internship Program in Government of Karnataka
- Application for Birth Certificate
- Application for Birth Registration
- Application for Death Certificate
- Application for Death Registration

70. Ports and Inland Water Transport Department

- Issue of Serang Certificate
- Issue of Harbour Craft Licence
- Renewal of Harbour Craft Licence
- Issue of Certificate of Steamer Agent/C&F Agents/Stevedores/Ship Chandlers/Garbage Cleaners/Port User licenses

- Issue of Renewal Certificate of Steamer Agent/C and F Agents/Stevedores/Ship Chandlers/Garbage Cleaners/Port User licenses
- Registration of Inland Vessels
- Inspection of Inland Vessels
- Registration of Mechanised Sailing Vessels
- Annual Inspection of Mechanized Sailing Vessels
- Hard Inspection of Mechanized Sailing Vessels
- Issue of Entry Certificate for Coastal/Overseas Steamer
- Issue of Entry Certificate for vessels other than Coastal/Overseas Steamer
- Issue of Certificate of Steamer Agent/C and F Agents/Stevedores/Ship Chandlers/Garbage Cleaners/Port User licenses
- Issue of Entry Certificate for vessels other than Coastal/Overseas Steamer

71. Pre-University Board

- Registration for Opening of new Private PU Colleges

72. Public Works Department

- Application to get Permission for Road Cutting on National Highways, State Highways and Major District Roads
- Application to get Permission for erection of hoardings and laying of utilities along NHs, SHs and MDRs
- Request for Building Fitness Certificate
- Private Building Valuation
- Contractor Registration / Renewal of Registration

73. Registrar of Cooperative Societies

- Registration of Souharda co-operative society
- Amendment of Bye Laws of Souharda co-operative society
- Approving the Seniority List of Housing Societies
- Prior Sanction Order under Chit Funds Act 1982
- Application for Commencement Certificate under Chit Funds Act 1982
- Permission to Co-operative Societies for investment of RFD Under Rule 23 of K C S Rule 1960
- Application for Amendment of Memorandum of Association under Section 9 of the Karnataka Societies Registration Act 1960

- Application for Amendment of name, Rules and Regulations under Section 10 of the Karnataka Societies Registration Act 1960
- Registration of co-operative societies under Section 7 Of KCS Act, 1959
- Application for Bye Law Amendment co-operative societies
- Application Approval of cadre and strength and pay scale
- Application for Issue of License to Money Lender and Pawn Brokers

74. Revenue Department

- Residence Certificate
- Small and Marginal Farmer Certificate
- Solvency Certificate
- Unemployment Certificate

75. Rural Development and Panchayath Raj Department

- Maintenance of Drinking Water (Minor Repairs)
- Maintenance of Village Sanitation
- Maintenance of Street Light (Minor Repairs)
- Issuance of Records for Population, crop, cattle census, BPL List
- Issue of Job Card to Unskilled Labours under MGNREGS
- Providing Employment to Unskilled Labours (MGNREGS)

76. Sainik Welfare & Resettlement

- Issue of Identity Card to Ex-servicemen
- Issue of Identity Card to Widow of Ex-Servicemen
- Registration for employment
- Application for House Repair Grant
- Form for Marriage Grant of Daughter of ESM
- Application for spectacle grant
- Application for issue of CET Certificate
- Application for marriage grant for the daughter of Battle Casualties

77. Sericulture Department

- Application for issue of Pass books to the Sericulturists
- Application for issue of Subsidy to Sericulturists for New Mulberry plantation SC/ST and Others

- Application for Issue of Subsidy to Sericulturists for Drip Irrigation SC/ST and Others
- Application for Issue of Subsidy to Sericulturists for Rearing Equipments SC/ST and Others
- Application for Providing Technical Information related to Mulberry Cultivation and Silkworm rearing
- Application for Providing Technical Information related to Sericulture
- Application for issue of Subsidy to Reelers for Installation of Generators
- Application for issue of Subsidy to Reelers for Installation of Heat Recovery Units
- Application for issue of subsidy to Reelers c) For Reeling Equipments
- Application for Issue of License to Reelers
- Application for Providing Technical Information related to Post Cocoon Technologies
- Request for Rent Fixation

78. Social Welfare Department

- Application for Caste Verification Report - SC/ST
- Application for Caste Verification Report - Minority
- Prize Money to Meritorious Students
- Pre-Matric Hostel Admission for Social Welfare Department
- Pre-Examination Coaching for U.P.S.C
- Pre-Examination Coaching for SSC - CHSL and CGL
- Pre-Examination Coaching for K.A.S
- Pre-Examination Coaching For Group A/B/C
- Pre-Examination Coaching For Banking/RRB Examination
- Post Metric Hostel Admission for Social Welfare Department
- Incentive for Intercaste Marriage

79. Survey Settlement and Land Records

- RTC print
- Issue of Duplicate Copy Tippan
- Issue of Duplicate Copy Atlas
- Issue of Duplicate Copy Kharab utar
- Issue of Duplicate Copy Village Maps
- Suvidha Schemes - Backward Classes Department
- Arivu Educational Renewal Loan Scheme

- Traditional Artisans Scheme / Kayaka Kirana
- Swa Sahaya Sangagalige Uttejena
- Arivu Educational Loan Scheme (Fresh) - 2022-23 / Basava Belagu
- Application for Foreign Education loan Scheme / Videsha Vidhyavikasa / Rajashree Shaumaharaj Foreign Study Scheme
- Ganga Kalyana Scheme / Jeevajala scheme / Jijaavu Jalabhagya Yojane

80. Suvidha Schemes - Backward Classes Department

- Arivu Educational Renewal Loan Scheme
- Traditional Artisans Scheme / Kayaka Kirana
- Swa Sahaya Sangagalige Uttejena
- Arivu Educational Loan Scheme (Fresh) - 2022-23 / Basava Belagu
- Application for Foreign Education loan Scheme / Videsha Vidhyavikasa / Rajashree Shaumaharaj Foreign Study Scheme
- Ganga Kalyana Scheme / Jeevajala scheme / Jijaavu Jalabhagya Yojane

81. Suvidha Schemes - Department for Empowerment of Differently Abled and Senior Citizen

- Unemployment Allowance for Disabilities
- Prize money for Merit Scholarship Disability Students
- Death Relief Fund
- This scheme only applicable for VRW MRW URW
- Aadhara Scheme for Disabled person
- Prathibe Scheme
- Medical Relief fund Scheme
- Sadane Scheme
- Child Care Allowance

82. Suvidha Schemes - Energy Department

- Amrut Jyoti Scheme - Free 75 units of electricity for SC/ST BPL Consumer

83. Suvidha Schemes - Social Welfare Department

- Social Welfare Department -- Ganga Kalyana Scheme
- Social Welfare Department -- Self Employment Industries Services Business -ISB Rs.3.5Lakhs

- Social Welfare Department -- Self Employment Industries Services Business - ISB 2 Wheeler Scheme
- Social Welfare Department -- Land Purchase scheme
- Social Welfare Department -- Micro Credit Finance
- Social Welfare Department -- Self Employment Industries Services Business - ISB Rs. 2 Lakhs
- Social Welfare Department -- Self Employment - Direct Loan Scheme
- Social Welfare Department -- Skill Development Training
- Social Welfare Department -- Skill Upgradation Programme
- Social Welfare Department -- Marketing Assistance Scheme
- Social Welfare Department -- Paduke Kuteera Scheme
- Social Welfare Department -- Swavalambi / Sanchari Marata Malige
- Social Welfare Department -- Dr. Babu Jagjivan Ram Charmakarara Housing Scheme
- Social Welfare Department -- Self Employment Program for Nomadic and Semi-Nomadic Adivasi and Alemari communities - Direct Loan
- Social Welfare Department -- Self Employment Program for Nomadic and Semi-Nomadic Adivasi and Alemari Communities - ISB 2.0
- Social Welfare Department -- Self Employment Program for Nomadic and Semi-Nomadic Adivasi and Alemari Communities - ISB 3.5
- Social Welfare Department -- Self Employment Loan and Subsidy - Direct Loan Scheme
- Social Welfare Department -- Self Employment Program- Industries Services and Business 3.5 - Only for Goods Vehicle

84. Technical Education

- Application for Original Diploma Certificate
- Application for photocopy of answer scripts
- Application for Revaluation of Answer Scripts
- Application for Duplicate Diploma Certificate
- Application for Duplicate Diploma Marks Card
- Application for Syllabus Certification
- Application for Verification of Diploma Marks Card and Certificate
- Application for Migration Certificate
- Application for Corrected Diploma Certificate
- Application for Corrected Diploma Marks card

- Application for Issue of Eligibility Certificate (SSLC)
- Application for Issue of Eligibility Certificate (Diploma)
- Issue of Consolidated Marks Card

85. Transport Department

- B-Register (Extract)
- Change of Address in Conductor License
- Change of Address note in Learning License
- Change Ownership of the Vehicle purchasing in public auction (Karnataka State)
- Conductor License and Badge Distribution
- Distributing Clearance/Releasing Certificate
- Duplicate copy of Conductor License and Badge
- Duplicate copy of Learning License
- Duplicate License
- Duplicate Registration Certificate
- Hypothecation Entry/Lease Agreement
- International Driving License Permit
- Learning License
- License of opening for New Driving Schools
- Registration of Vehicle
- Renewal Fitness Certificate (TR)
- Renewal for conductor License
- Renewal for Driving School Learning License
- Renewal of Driving License
- Renewal Registration Certificate (NT)
- Temporary Registration
- Transfer for Ownership
- Transfer note for ownership after the death of Vehicle Owner
- Vidya Nidhi Yojane
- Driving License

86. Tribal Welfare

- Incentive for Intercaste Marriage

87. Visvesvaraya Jala Nigam Limited

- Issue of Work Done Certificate

88. Women and Child Development

- Mathrushree - Post natal Stage
- Mathrushree - Pre natal Stage

89. Youth Empowerment & Sports Department

- Application for Registration of Youth Association
- Application for booking Yavanika auditorium in State Youth Centre Bangalore
- Application for reservation of Shree Kanteerava, Koramangala, JP Nagar and Hockey Stadium

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2021

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
1	Application for Registration with Karnataka Building and Other Construction Workers Welfare Board	1499806	1265620	226800	7386
2	Covid-19: Application for one time relief for Unorganized Board workers	1452981	1303708	148049	1224
3	Issue of Student Bus Pass - KSRTC	949725	757650	144873	47202
4	Issue of Bus Passes to School Children(Student)-NWKRTC	787395	663959	122858	578
5	Application for continuation of existing registration for next one/three years	518085	485308	30386	2391
6	Issue of Bus Passes to School Children(Student) - KKRTC	348546	307350	39480	1716
7	Issue of Bus Passes to School Children(Student) - NEKRTC	297176	243202	47896	6078
8	Application for Educational Assistance	281377	141576	139614	187
9	Payment towards Ayushman Bharat - Arogya Karnataka ID Cards	248681	248681	0	0
10	Disbursement of cash relief to auto rickshaw drivers, taxi drivers and Maxi Cab drivers for Covid-19	246557	0	0	246557
11	Application for Job Verification	175122	150802	24084	236
12	RTC Print	123337	122904	0	433
13	Application For Caste Certificate	76682	63486	6740	6456
14	Application for Income Certificate	41585	36603	2560	2422
15	Application for Marriage Assistance	40550	30422	10085	43
16	Police Verification Certificate - Coolie/Loader/Class IV security staff/supervisor at Airport - Individual applicants only	39222	32064	7088	70
17	Application for Departmental Examination conducted by KPSC	37643	0	10	37633
18	Application for Powerloom weaver/workers to avail Rs3000	36472	36084	365	23
19	Renewal of Bus Passes to Physically Challenged-KSRTC	32238	9474	4166	18598
20	Application for Senior Citizen Card	30428	27551	1313	1564
21	Application for financial assistance for financially distressed artists in the wake of the 2nd wave of Covid-19	26205	20700	5505	0
22	Renewal Bus Passes to Physically Challenged-NWKRTC	26115	21348	4253	514
23	Issue of Bus Passes to Physically Challenged-KSRTC	24085	4760	7437	11888
24	Nominate the Achievers for Rajyothsava Award-2021	23993	23993	0	0
25	Police Verification Certificate for Job Verification	23759	20113	3177	469
26	Renewal of Bus Passes to Physically Challenged-NEKRTC	22486	19515	2015	956
27	Covid-19 - One-time financial assistance to Chammaras and Leather artisans	21837	19178	2210	449
28	Application for Vidyasiri-Food and Accommodation assistance scheme - Minority Welfare Department	21329	17987	2819	523
29	Application for Original Diploma Certificate	16258	13706	1419	1133

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2021

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
30	Issue of Bus Passes to Physically Challenged-NWKRTC	11788	4764	6024	1000
31	Application for Relief Fund After Treatment	11475	0	0	11475
32	Application for e-Khata Transfer	9082	7111	1638	333
33	Application for Caste Validity Report	8955	7244	285	1426
34	Police Verification Certificate for Training or Apprenticeship at PSU or Trainees or Workers on daily wages at Govt Institutions	8669	7608	1042	19
35	Issue of Bus Passes to Physically Challenged - NEKRTC	8610	2927	5230	453
36	Application for Funeral Assistance	8391	6700	1666	25
37	Application for License to Manufacture and/or Trade Poultry and Livestock Feed	7400	3456	1300	2644
38	Assistance for Delivery	7270	3989	3255	26
39	Application for Death Certificate	7094	7088	0	6
40	Application for Residence Certificate	6220	3900	654	1666
41	Police Verification Certificate for central/state Government Employees request directly by employee Antecedents Verification	6076	5147	880	49
42	Application for Birth Certificate	5928	5897	0	31
43	Application for New e-Khata	5779	4660	920	199
44	Application for issue of Diploma Certificate - Karnataka State Para Medical Board	5609	5605	2	2
45	Application for financial assistance to Film and Television artists	5193	4037	1156	0
46	Application for duplicate identity card	4419	1168	135	3116
47	Application for Renewal of Bus Passes to Physically Challenged-KSRTC	3923	2858	653	412
48	Indira Gandhi Old Age Pension Sanction	3708	863	1135	1710
49	Prayojane_sponsoring artist groups	3544	1398	1446	700
50	Application for Possession Certificate for Sites	3487	3096	349	42
51	Application for Medical Assistance	3345	1614	1709	22
52	Application for Pension	3090	1833	1149	108
53	Additional details request for Disbursement of cash relief to Barber & Washerman for Covid-19	3037	2887	0	150
54	Application for issue of Eligibility Certificate - Karnataka State Law University	2784	2522	157	105
55	License for Amplified Sound Systems	2558	273	889	1396
56	Recruitment of Technical Assistant Engineer (TAE) for Zilla Panchayat - Online Application	2476	0	0	2476

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2021

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
57	Application for Police Clearance Certificate - Visa / Immigration / PR / Green card /Others	2406	2183	213	10
58	Application for Major Ailments Assistance	2389	1590	789	10
59	Prior Sanction Order under Chit Funds Act 1982	2324	2251	57	16
60	Application for Bye Law Amendment co-operative societies	2318	2005	140	173
61	Police Verification Certificate for Institutions/Companies	2277	1415	854	8
62	Application for verification of genuineness of markscard/degree certificate - Karnataka State Diploma in Nursing Examination Board	2275	2265	0	10
63	Nominate the Achievers for Rajyothsava Award-2021	2221	2221	0	0
64	Issue of Identity Card to Ex-Servicemen	2110	2056	35	19
65	Application for Commencement Certificate under Chit Funds Act 1982	2076	1751	71	254
66	Issue of Certificate of pharmaceutical Products (COPP) For the recommended products	2030	1940	86	4
67	Application for Assistance for Pre-School Education and Nutritional support of the Registered Woman Construction worker- Thayi Magu Sahaya Hashta	2024	929	1038	57
68	Disbursement of cash relief to Powerloom workers for Covid-19	1935	1890	2	43
69	Sandhya Suraksha Yojane	1926	484	415	1027
70	Application for issue of Study / bonafide Certificate	1923	1762	41	120
71	Prayojane_sponsoring artist groups	1853	1132	721	0
72	Application for Attestation For Family Tree	1793	774	551	468
73	Application for Dhanasahaya Scheme towards purchase of Costumes and Musical Instruments	1753	408	1216	129
74	Renewal of Bus Passes to Physically Challenged	1696	1262	429	5
75	Destitute Widow Pension Sanction	1558	458	408	692
76	Technical Advice for the selection of well or bore well sites by Geohydrological method	1499	1445	32	22
77	Recruitment of Technical Assistant Engineer for Zilla Panchayat - Online Application	1499	0	0	1499
78	Application for Family ID/New NPHH (APL) Card	1353	318	221	814
79	Approval of Beneficiary for Distribution of Fishery Requisite Kits	1326	470	37	819
80	Approval of Quarry Plan	1298	1114	170	14
81	Application for Continuation of Pension	1296	933	152	211
82	Age Certificate	1261	280	190	791
83	Application for issue of Library No Due Certificate	1195	1018	18	159

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2021

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
84	Application for complaint of lost items - Mobile/Document	1072	396	1	675
85	Issue of Bus Passes to Physically Challenged	1056	627	427	2
86	Application for Central/State Government Post by Concerned Department for Police Antecedent Verification Certificate	1046	1005	35	6
87	Application for OBC Certificate	961	358	277	326
88	Issue of Free Bus Pass for Blind Person - KSRTC	934	308	505	121
89	Recruitment for the post of Technical Assistant Engineer in Zilla Panchayats of Karnataka State	928	0	0	928
90	Application for Issue of License to Money Lender and Pawn Brokers	901	847	9	45
91	Copies of Mysore/Karnataka Gazettes, Proceedings and Historical documents preserved in Karnataka State Archives Department	896	409	485	2
92	Application for issue of Transfer Certificate	860	361	204	295
93	Recruitment of MGNREGA Grama Kayaka Mitra for Zilla Panchayat - Online Application	817	0	0	817
94	Registration of co-operative societies	789	695	47	47
95	Application for Dhanasahaya Scheme for Cultural Societies and Trusts	781	264	462	55
96	Small/Marginal Farmer Certificate	778	268	257	253
97	Application for Relief Fund Before Treatment	766	0	0	766
98	Issue of Identity Card to Widows of Ex-Servicemen	754	725	26	3
99	Application for Seed Licensing Certificate	751	672	73	6
100	Recruitment for contractual post of Pura Karmika in Mahanagara Palike	745	0	0	745
Total		7694034	6227678	1027570	438786

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2022

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
1	Application for Registration with Karnataka Building and Other Construction Workers Welfare Board	1525289	1191251	332700	1338
2	RTC Print	1329623	1318688	0	10935
3	Issue of Student Bus Pass - KSRTC	629070	543295	85733	42
4	Application For Caste Certificate	602884	530567	19648	52669
5	Amrut Jyoti Scheme - Free 75 units electricity for SC/ST BPL Consumer	568535	568534	0	1
6	Issue of Bus Passes to School Children(Student)-NWKRTC	516035	456240	59776	19
7	Application for continuation of existing registration for next one/three years	412241	371168	39292	1781
8	Issue of Bus Passes to School Children(Student) - KKRTC	411610	363832	43905	3873
9	Payment towards Ayushman Bharat - Arogya Karnataka ID Cards	300299	300299	0	0
10	Application For Labour Bus Pass	254583	254577	0	6
11	Police Verification Certificate for Job Verification	252668	209243	41864	1561
12	Application for Income Certificate	228549	210499	4146	13904
13	Self Employment - Direct Loan Scheme	188717	0	2	188715
14	Income Certificate	95387	91316	2997	1074
15	Free 75 units electricity for SC/ST BPL Consumer	75848	75848	0	0
16	Police Verification Certificate PVC - Coolie/Loader/Class IV security staff/supervisor at Airport	73978	57415	16454	109
17	Application for Marriage Assistance	66744	49299	17309	136
18	Application for Senior Citizen Card	62806	59901	2585	320
19	Application for Vidyasiri-Food and Accommodation assistance scheme - Minority Welfare Department	46147	23807	16604	5736
20	Application for Self Employment Direct Loan Scheme	42508	0	0	42508
21	Application for Renewal of Bus Passes to Physically Challenged-KSRTC	39467	34756	4693	18
22	Self Employment Industries Services Business - ISB Rs. 2 Lakhs	36946	0	0	36946
23	Self Employment Industries Services Business - ISB Rs. 3.5 Lakhs	33884	0	0	33884
24	Application for Residence Certificate	33348	28404	796	4148
25	Application for Birth Certificate	32371	32202	0	169
26	Application for the Kashi Theertha Yatra Scheme	28943	14231	205	14507
27	Application for Collecting Artists Details	27051	0	0	27051
28	Residence Certificate	25766	24748	703	315
29	Renewal Bus Passes to Physically Challenged-NWKRTC	25402	21781	3378	243

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2022

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
30	Application for Original Diploma Certificate	25134	21797	3145	192
31	Application for Domicile Certificate	24781	191	65	24525
32	Ganga Kalyana Scheme	24615	0	0	24615
33	Police Verification Certificate for Training or Apprenticeship at PSU or Trainees or Workers on daily wages at Govt Institutions ANTECEDENTS VERIFICATION	24240	18357	5732	151
34	Issue of Bus Passes to Physically Challenged-KSRTC	23933	16397	6711	825
35	Caste Certificate	22106	18459	2522	1125
36	Renewal of Bus Passes to Physically Challenged-KKRTC	21748	19133	2043	572
37	Application for Death Certificate	21123	20933	0	190
38	Application for Attestation For Family Tree	19867	13529	2296	4042
39	Land Purchase scheme	18298	0	0	18298
40	Application for minorities to Morarji Desai Residential School/ Govt Muslim Residential School / Minority Model Residential school	17815	17050	436	329
41	Indira Gandhi Old Age Pension Sanction	16883	9855	2543	4485
42	Sandhya Suraksha Yojane	16553	10046	1808	4699
43	Assistance for Delivery	15364	7868	7275	221
44	scholarship for Weavers children	14905	14903	0	2
45	Application for Relief Fund After Treatment	13159	0	0	13159
46	Small/Marginal Farmer Certificate	12191	7214	1852	3125
47	Traditional Artisans Scheme / Kayaka Kirana	11713	0	0	11713
48	Issue of Bus Passes to Physically Challenged-NWKRTC	11521	7389	4132	0
49	Application for Caste Validity Report	11437	8988	346	2103
50	Ganga Kalyana Scheme / Jeevajala scheme / Jijaavu Jalabhagya Yojane	11081	0	0	11081
51	Application for e-Khata Transfer	10670	8346	1944	380
52	Application for Crop Certificate	10532	8600	398	1534
53	Application for Funeral Assistance	9952	5406	1286	3260
54	Application for duplicate identity card	9483	7557	1714	212
55	NOMINATE THE ACHIEVERS FOR RAJYOTHSAVA AWARD-2022	9330	9330	0	0
56	Application for Central/State Government Post by Concerned Department for Police Antecedent Verification Certificate	8920	8734	159	27

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2022

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
57	Police Verification Certificate for central/state Government Employees request directly by employee Antecedents Verification	8616	6109	1682	825
58	Self Employment Industries Services Business - ISB - 2 Wheeler / 3 Wheeler Scheme	8283	0	0	8283
59	Micro Credit Finance	7812	0	0	7812
60	Application for issue of Diploma Certificate - KARNATAKA STATE PARA MEDICAL BOARD	7772	7726	22	24
61	Destitute Widow Pension Sanction	7566	4812	888	1866
62	Prayojane_sponsoring artist groups	7269	4261	2953	55
63	License for Amplified Sound Systems	7257	190	776	6291
64	Admission for Pre and Post Matric Hostels - Minority Welfare Department	7200	3487	387	3326
65	Application for New e-Khata	7113	5493	1383	237
66	Self Employment Loan and Subsidy-Direct Loan Scheme	6631	0	0	6631
67	Issue of Bus Passes to Physically Challenged - KKRTC	6469	4398	2070	1
68	Application for OBC Certificate	6244	4447	490	1307
69	Self Employment Industries Services Business - ISB - 2 Wheeler Scheme	6113	0	0	6113
70	Payment for Farmer ID	5445	5445	0	0
71	Application for Medical Assistance	5307	2458	2623	226
72	Application for Major Ailments Assistance	5003	3319	1577	107
73	Application for complaint of lost items - Mobile/Document	4977	2812	14	2151
74	Application for Educational Assistance	4893	283	195	4415
75	Application for Dhanasahaya Scheme towards purchase of Costumes and Musical Instruments	4806	361	3640	805
76	Application for Assistance for Pre-School Education and Nutritional support of the Registered Woman Construction worker- Thayi Magu Sahaya Hasfha	4626	2448	1848	330
77	Self Employment Program-Industries Services and Business 2.0 - Only for the Business	4564	0	0	4564
78	Self Employment Program for Nomadic and Semi-Nomadic Adivasi and ALEMARI communities - Direct Loan /ISB 2.0 /ISB 3.5	4558	0	0	4558
79	Application for Special Incentive for minority students pursuing B.Ed and D.Ed	4498	3007	1319	172
80	Application for Pension	4361	2005	479	1877
81	Dr. Babu Jagjivan Ram Charmakarara Housing Scheme	3907	0	0	3907
82	Application for Police Clearance Certificate - Visa / Immigration / PR / Green card /Others	3604	3137	442	25

Appendix 'B'
(Refers to Para 6.21 of Chapter 6)

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2022

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
83	Physically Handicapped Pension	3570	2157	428	985
84	Application for Dhanasahaya Scheme for Cultural Societies and Trusts	3381	380	1455	1546
85	Application for Bye Law Amendment co-operative societies	3343	2943	152	248
86	Arivu Educational Loan Scheme (Fresh) - 2022-23 / Basava Belagu	3007	0	0	3007
87	Issue of Free Bus Pass for Blind Person - KSRTC	2987	2095	889	3
88	Issue of Identity Card to Ex-Servicemen	2941	2819	122	0
89	Application for Possession Certificate for Sites	2842	2458	377	7
90	Application for issue of Permit for purchase of kerosene to motorized fishing boats	2767	2662	79	26
91	Application for issue of Eligibility Certificate - Karnataka State Law University	2651	2310	292	49
92	Distribution of Electric Sewing Machine to the Beneficiaries in Industries and Commerce Department	2647	0	0	2647
93	Self Employment Program- Industries Services and Business 3.5 - Only for Goods Vehicle	2606	0	0	2606
94	Prior Sanction Order under Chit Funds Act 1982	2489	2398	50	41
95	Application for Commencement Certificate under Chit Funds Act 1982	2388	2325	47	16
96	Bonafide Certificate	2340	1462	340	538
97	Age Certificate	2325	913	327	1085
98	Application for License to Manufacture and/or Trade Poultry and Livestock Feed	2281	2069	204	8
99	Recruitment for the post of Taluk Panchayat Administrative Assistant under MGNREGA	2266	0	0	2266
100	Land Holding Certificate	2210	1491	222	497
	Total	8607988	7186663	766969	654356

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2023

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
1	Application for Construction Board Educational Assistance for first two children's of registered Construction workers Labour Department KBOCWWB	1220673	1140542	11990	68141
2	Application for Registration with Karnataka Building and Other Construction Workers Welfare Board	891406	649733	241160	513
3	Amrut Jyoti Scheme - Free 75 units electricity for SC/ST BPL Consumer	372145	372086	0	59
4	Police Verification Certificate for Job Verification	308358	247725	59517	1116
5	Self Employment - Direct Loan Scheme	302198	0	0	302198
6	Application for continuation of existing registration for next one/three years	246543	221870	24131	542
7	Application For Caste Certificate	236554	190362	2877	43315
8	Application for Self Employment Direct Loan Scheme / Kayaka Kirana/Shree Shahaji Raje Samrudhi Yojane	169964	0	0	169964
9	Application for continuation of existing labour registration for next one year	111462	85054	25580	828
10	Swavalambhi Sarathi Scheme 4 Lakhs	98316	0	0	98316
11	Police Verification Certificate PVC - Coolie/Loader/Class IV security staff/supervisor at Airport	91867	66644	24811	412
12	Udyogini Scheme	83904	83832	0	72
13	Application for Senior Citizen Card	83393	80173	2842	378
14	Self Employment Industries Services Business - ISB Rs 1Lakh	82017	0	0	82017
15	Self Employment Industries Services Business - ISB Rs 2Lakhs	78454	0	0	78454
16	Income Certificate	74995	69004	3167	2824
17	Application For Freezing or Unfreezing the Labour Card	69597	69572	0	25
18	Application for continuation of labour existing registration for next one/three years	65942	53758	11292	892
19	Application for Marriage Assistance	56459	38131	14086	4242
20	Ganga Kalyana Scheme	54889	54508	0	381
21	Application for Birth Certificate	49679	49627	0	52
22	Ganga Kalyana Scheme / Jeevajala scheme / Jijau Jalabhagya Yojane	48468	48443	0	25
23	Police Verification Certificate for Training or Apprenticeship at PSU or Trainees or Workers on daily wages at Govt Institutions ANTECEDENTS VERIFICATION	48446	29542	18464	440
24	Application For Labour Bus Pass	45465	45462	0	3
25	Application for Renewal of Bus Passes to Physically Challenged-KSRTC	42086	37623	4295	168
26	Distribution of Electric Sewing Machine to the Beneficiaries in Industries and Commerce Department	40016	1	0	40015
27	Application for Ni-Kshay Poshan Yojana	36487	0	0	36487

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2023

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
28	Payment For Gruha Jyothi	35462	35462	0	0
29	Caste Certificate	35235	29806	4259	1170
30	Issue of Student Bus Pass - KSRTC	30855	23518	7315	22
31	Sewing Machine Schemes for Women Under D Devaraj Urs Backward Classes Development Corporation	28391	0	0	28391
32	Renewal Bus Passes to Physically Challenged-NWKRTC	28052	25434	2184	434
33	Application for Departmental Examination conducted by KPSC	26674	0	0	26674
34	Application for DBT process for Purchasing Sweaters	26377	26346	6	25
35	Application for Income Certificate	25876	21075	183	4618
36	Application for S wavalambi Saarathi Scheme - TOURIST TAXI PURCHASE SCHEME	25771	0	0	25771
37	NOMINATE THE ACHIEVERS FOR RAJYOTHSAVA AWARD-2023	25475	25475	0	0
38	Application for Death Certificate	23879	23856	0	23
39	Distribution and Subsidies in Industries and Commerce Department	23519	0	0	23519
40	Application for Original Diploma Certificate	23272	20742	2002	528
41	Renewal of Bus Passes to Physically Challenged-KKRTC	22018	19150	1236	1632
42	Application for family planning services	20638	0	165	20473
43	Application for Caste Validity Report	20251	14621	319	5311
44	Residence Certificate	19547	16847	1140	1560
45	Payment For Aadhaar	19434	19434	0	0
46	Issue of Bus Passes to School Children(Student) - KKRTC	19302	14575	3052	1675
47	Application for minorities to morarji Desai Residential School/ Govt Muslim Residential School / Minority Model Residential school	18247	16226	1960	61
48	Payment for Farmer Registration ID	18225	18225	0	0
49	Application for Yuvanidhi scheme	17570	0	0	17570
50	Issue of Bus Passes to Physically Challenged-KSRTC	16383	11499	4742	142
51	Self Employment Scheme through Banks	16258	0	0	16258
52	Sandhya Suraksha Yojane	16103	7631	360	8112
53	Issue of Bus Passes to School Children(Student)-NWKRTC	15927	13111	2759	57
54	Application for duplicate identity card	15790	11932	3369	489
55	Application for the Kashi Theertha Yatra Scheme	15688	8970	14	6704

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2023

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
56	Application for Attestation For Family Tree	15072	8324	582	6166
57	Application for Self Employment Direct Loan Scheme	14969	0	0	14969
58	Indira Gandhi Old Age Pension Sanction	14537	6825	373	7339
59	Assistance for Delivery	13224	5733	6006	1485
60	Self Employment Industries Services Business - ISB - 2 Wheeler / 3 Wheeler Scheme	12766	0	0	12766
61	Application for Relief Fund After Treatment	11621	0	0	11621
62	License for Amplified Sound Systems	11094	0	0	11094
63	Small/Marginal Farmer Certificate	11057	5125	426	5506
64	Application for Chetana Scheme	10822	10544	0	278
65	Application for e-Khata Transfer	10148	7749	1345	1054
66	Marketing Development Assistance	9966	0	0	9966
67	OTC Application For Caste Certificate	9734	8562	1	1171
68	Application for Domicile Certificate	9660	4111	139	5410
69	Land Purchase scheme	9628	0	0	9628
70	Issue of Bus Passes to Physically Challenged-NWKRTC	9478	5819	3659	0
71	Application for issue of Diploma Certificate - KARNATAKA STATE PARA MEDICAL BOARD	8612	8285	3	324
72	Application for Crop Certificate	8447	5606	137	2704
73	Police Verification Certificate for central/state Government Employees request directly by employee Antecedents Verification	8407	6148	2156	103
74	Application for Funeral Assistance	8193	6356	1369	468
75	Application for Ganga Kalyana Scheme	8061	0	15	8046
76	Issue of Bus Passes to Physically Challenged - KKRTC	7606	4907	2694	5
77	Application for complaint of lost items - Mobile/Document	7524	3117	14	4393
78	Destitute Widow Pension Sanction	7517	3737	126	3654
79	Application for License to Manufacture and/or Trade Poultry and Livestock Feed	6390	6261	26	103
80	Application for New e-Khata	6036	4742	891	403
81	Prayojane_sponsoring artist groups	6029	3151	2465	413
82	Aadhara Scheme	6003	0	0	6003
83	Application for Special Incentive for minority students pursuing B.Ed and D.Ed	5420	2034	373	3013

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2023

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
84	Physically Handicapped Pension	5140	2436	82	2622
85	scholarship for Weavers children	5013	5010	0	3
86	Vidyamithi Yojane to the children of drivers of Auto and Yellow board taxis	4844	4805	22	17
87	Application for Assistance for Pre-School Education and Nutritional support of the Registered Woman Construction worker- Thayi Magu Sahaya Hashta	4615	1590	1401	1624
88	Application for Major Ailments Assistance	4428	2665	1349	414
89	Ganga Kalyana Scheme / Jeevajala scheme / Jijaavu Jalabhagya Yojane	4303	23	0	4280
90	Application for Medical Assistance	4263	1786	1991	486
91	Application for OBC Certificate	4038	2480	92	1466
92	Application for continuation of labour existing registration for next one year	4035	2462	1409	164
93	Application for Police Clearance Certificate - Visa / Immigration / PR / Green card /Others	3759	3161	550	48
94	Micro Credit Finance	3605	0	0	3605
95	Selection of Beneficiaries under Various Schemes of Zilla Panchayat	3441	0	0	3441
96	Application for Pension	3431	1894	907	630
97	Arivu Educational Loan Scheme (Fresh) - 2023-24/ Basava Belagu	3211	0	0	3211
98	Application for Pre-examination training for Competitive Examinations for minority students - Minority Welfare Department	3130	0	0	3130
99	OBC Certificate	3117	1608	945	564
100	Application for DBT process for issuing Sweaters	3095	3091	4	0
	Total	5975491	4187774	510829	1276888

Appendix 'B'
(Refers to Para 6.21 of Chapter 6)

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2024 (Partial)

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
1	Application for Yuvanidhi scheme	87246	0	0	87246
2	Police Verification Certificate for Job Verification	26896	10797	788	15311
3	Application for Renewal of Bus Passes to Physically Challenged-KSRTC	16281	12146	492	3643
4	Payment For Aadhaar	8650	8650	0	0
5	Application for family planning services	8356	0	133	8223
6	Application for Senior Citizen Card	7484	3685	241	3558
7	Renewal Bus Passes to Physically Challenged-NWKRTC	7244	3372	278	3594
8	Sandhya Suraksha Yojane	6556	2470	13	4073
9	Issue of Bus Passes to Physically Challenged-KSRTC	5407	3383	737	1287
10	Police Verification Certificate PVC - Coolie/Loader/Class IV security staff/supervisor at Airport	5314	1493	280	3541
11	Application for Ni-Kshay Poshan Yojana	4858	0	0	4858
12	Motorized Two Wheeler for Persons with Physically Disability	4569	0	0	4569
13	Renewal of Bus Passes to Physically Challenged-KKRTC	3993	1430	24	2539
14	Indira Gandhi Old Age Pension Sanction	3532	1535	11	1986
15	Application For Freezing or Unfreezing the Labour Card	3404	3403	0	1
16	Police Verification Certificate for Training or Apprenticeship at PSU or Trainees or Workers on daily wages at Govt Institutions ANTECEDENTS VERIFICATION	2954	705	210	2039
17	Application for Birth Certificate	2798	2723	0	75
18	Payment for Farmer Registration ID	2637	2637	0	0
19	Physically Handicapped Pension	2589	1216	3	1370
20	Karnataka State Gig Workers Insurance Scheme	2559	168	4	2387
21	Destitute Widow Pension Sanction	1588	594	6	988
22	Application for Original Diploma Certificate	1496	28	106	1362
23	Marketing Development Assistance	1390	0	0	1390
24	Application for Attestation For Family Tree	1370	616	8	746
25	Issue of Bus Passes to Physically Challenged-NWKRTC	1149	326	81	742
26	Issue of Bus Passes to Physically Challenged - KKRTC	1084	368	151	565
27	Renewal of Bus Passes to Physically Challenged	924	678	97	149
28	Application for Death Certificate	923	894	0	29

Appendix 'B'
(Refers to Para 6.21 of Chapter 6)

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2024 (Partial)

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
29	Payment for Ration card services	750	750	0	0
30	OTC Application For Caste Certificate	693	679	0	14
31	Application for e-Khata Transfer	685	162	50	473
32	Application for License to Manufacture and/or Trade Poultry and Livestock Feed	659	263	0	396
33	License for Amplified Sound Systems	645	0	0	645
34	Self Employment Direct Loan /Self Employment Industries Services Business - ISB Rs 2 Lakhs /Self Employment Industries Services Business - ISB Rs 3.5 Lakhs	623	0	0	623
35	Application for Caste Validity Report	545	13	0	532
36	Prayojane_sponsoring artist groups	543	138	150	255
37	Application for Relief Fund After Treatment	497	0	0	497
38	Police Verification Certificate for central/state Government Employees request directly by employee Antecedents Verification	495	146	48	301
39	Application for Crop Certificate	447	185	2	260
40	Micro Credit Finance	441	0	0	441
41	Application for complaint of lost items - Mobile/Document	421	25	0	396
42	scholarship for Weavers children	384	384	0	0
43	Application for issue of CET Certificate	372	254	30	88
44	Application for Domicile Certificate	355	90	1	264
45	Application For Aids and Appliances to Disabled persons	354	0	0	354
46	Application for DBT process for Purchasing Sweaters	348	0	0	348
47	OBC Certificate	341	63	33	245
48	Application for New e-Khata	340	91	38	211
49	Application for issue of Diploma Certificate - KARNATAKA STATE PARA MEDICAL BOARD	321	152	0	169
50	Small/Marginal Farmer Certificate	314	151	1	162
51	Distribution of Electric Sewing Machine to the Beneficiaries in Industries and Commerce Department	306	0	0	306
52	Ariyu Educational Renewal Loan Scheme-2023-24/ Basava Belagu	305	0	0	305
53	National Family Benefit Scheme/೧೦.೯೬.೯೯	301	56	0	245
54	Payment towards Ayushman Bharat - Arogya Karnataka ID Cards	301	301	0	0
55	Issue of Bus Passes to Physically Challenged	289	156	63	70

Appendix 'B'
(Refers to Para 6.21 of Chapter 6)

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2024 (Partial)

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
56	Issue of Free Bus Pass for Blind Person - KSRTC	284	110	59	115
57	Distribution and Subsidies in Industries and Commerce Department	269	0	0	269
58	Application for verification of genuineness of markscard/degree certificate - Karnataka State Diploma in Nursing Examination Board	251	0	0	251
59	Recruitment to various posts in Deputy Commissioner Office	248	0	0	248
60	Issue of Identity Card to Ex-Servicemen	238	217	7	14
61	Income and Asset Certificates EWS	226	74	22	130
62	Sewing machines to Hearing impaired person for self employment	215	0	0	215
63	Recruitment of Assistant DPM post for ePanchayat in Zilla Panchayat	214	0	0	214
64	Application for issue of Transfer Certificate	213	173	4	36
65	Talking Laptop to Students with Visual Impairment students studying in SSLC and above	198	0	0	198
66	Application for Police Clearance Certificate - Visa / Immigration / PR / Green card /Others	197	90	9	98
67	Agricultural Family Member Certificate	185	56	1	128
68	Application for various posts under NHM in DHFW	179	0	0	179
69	Application for Central/State Government Post by Concerned Department for Police Antecedent Verification Certificate	178	59	1	118
70	Application for Commencement Certificate under Chit Funds Act 1982	164	77	6	81
71	Payment of Electricity Tax - Non Licensees	162	0	0	162
72	Technical Advice for the selection of well or bore well sites by Geohydrological method	148	72	0	76
73	Departmental Examination Application for Re-totalling	144	128	0	16
74	Application for Possession Certificate for Sites	143	89	8	46
75	Non creamy layer Certificate	141	55	21	65
76	Prior Sanction Order under Chit Funds Act 1982	138	85	0	53
77	Issue of Free Bus Pass for Blind Person-NWKRTC	136	36	17	83
78	Land Holding Certificate	132	79	1	52
79	Issue of Free Bus Pass for Blind Person - KKRTC	125	47	44	34
80	Complaint Registration	122	1	0	121
81	Application for registration of Senior Citizen	110	110	0	0
82	Registration of co-operative societies	107	41	0	66
83	Age Certificate	105	9	7	89

Appendix 'B'
(Refers to Para 6.21 of Chapter 6)

STATISTICS : TOP 100 PUBLIC SERVICES PROVIDED THROUGH SEVA SINDHU PLATFORM : YEAR 2024 (Partial)

Ser	Service Name	Service Wise Count	Delivered	Rejected	Pending
84	Issue of Certificate of pharmaceutical Products (COPP) For the recommended products	104	30	0	74
85	Payment For Gruha Jyothi	103	103	0	0
86	Application for Issue of License to Money Lender and Pawn Brokers	101	16	0	85
87	Application for issue of Pass books to the Sericulturists	99	85	0	14
88	Braille Kit for Person with Visual Impairment	98	0	0	98
89	Application for claiming subsidies for Purchase of Fish Seed	92	0	0	92
90	Bonafide Certificate	90	40	1	49
91	Application For Surviving Family member	89	16	1	72
92	Living Certificate	88	34	4	50
93	Minority Certificate	88	0	0	88
94	Issue of No-Conviction Certificate - Sales Units	87	37	1	49
95	Application for Population Certificate	82	38	1	43
96	HK region eligibility certificate	79	5	0	74
97	Police Verification Certificate only for Institutions/Companies	71	14	7	50
98	Application for issue of Migration Certificate-Karnataka State Law University	70	45	14	11
99	Application for Bye Law Amendment co-operative societies	66	16	0	50
100	Agriculturist Certificate	65	26	0	39
	Total	241770	69489	4315	167966

A STUDY ON PUBLIC SERVICE DELIVERY "SEVA SINDHU" | ಸಾರ್ವಜನಿಕ ಸೇವಾ ವಿತರಣೆಯ ಕುರಿತು ಅಧ್ಯಯನ "ಸೇವಾ ಸಿಂಧು"

I am undergoing a ten-month full-time program at Indian Institute of Public Administration (IIPA), and my dissertation focuses on the study of "Seva Sindhu", a public service delivery initiative in Karnataka. I am grateful for your participation in this academic journey

This questionnaire covers the key research objectives related to accessibility, user satisfaction and the factors influencing Seva Sindhu. This questionnaire also focuses on gathering insights regarding the long-term sustainability & scalability of Seva Sindhu and recommendations for its improvement. The data collated will be solely used for academic purpose only.

For the purpose of analysis, the questionnaire has been divided into **three** sections. Lets Start.....

ನಾನು ಇಂಡಿಯನ್ ಇನ್‌ಸ್ಟಿಟ್ಯೂಟ್ ಆಫ್ ಪಬ್ಲಿಕ್ ಅಡ್ಮಿನಿಸ್ಟ್ರೇಷನ್‌ನಲ್ಲಿ (ಐಐಪಿಎ) ಹತ್ತು ತಿಂಗಳ ಪೂರ್ಣಾವಧಿಯ ಕಾರ್ಯಕ್ರಮಕ್ಕೆ ಒಳಗಾಗುತ್ತಿದ್ದೇನೆ ಮತ್ತು ನನ್ನ ಪ್ರಬಂಧವು ಕರ್ನಾಟಕದಲ್ಲಿ ಸಾರ್ವಜನಿಕ ಸೇವಾ ವಿತರಣಾ ಉಪಕ್ರಮವಾದ "ಸೇವಾ ಸಿಂಧು" ಅಧ್ಯಯನದ ಮೇಲೆ ಕೇಂದ್ರೀಕರಿಸಿದೆ. ಈ ಶೈಕ್ಷಣಿಕ ಪ್ರಯಾಣದಲ್ಲಿ ನಿಮ್ಮ ಭಾಗವಹಿಸುವಿಕೆಗೆ ನಾನು ಕೃತಜ್ಞನಾಗಿದ್ದೇನೆ

ಈ ಪ್ರಶ್ನಾವಳಿಯು ಪ್ರವೇಶಿಸುವಿಕೆ, ಬಳಕೆದಾರರ ತೃಪ್ತಿ ಮತ್ತು ಸೇವಾ ಸಿಂಧುವಿನ ಮೇಲೆ ಪ್ರಭಾವ ಬೀರುವ ಅಂಶಗಳಿಗೆ ಸಂಬಂಧಿಸಿದ ಪ್ರಮುಖ ಸಂಶೋಧನಾ ಉದ್ದೇಶಗಳನ್ನು ಒಳಗೊಂಡಿದೆ. ಈ ಪ್ರಶ್ನಾವಳಿಯು ಸೇವಾ ಸಿಂಧುವಿನ ದೀರ್ಘಾವಧಿಯ ಸುಸ್ಥಿರತೆ ಮತ್ತು ಸ್ಕೇಲಬಿಲಿಟಿ ಮತ್ತು ಅದರ ಸುಧಾರಣೆಗೆ ಶಿಫಾರಸುಗಳ ಬಗ್ಗೆ ಒಳನೋಟಗಳನ್ನು ಸಂಗ್ರಹಿಸುವುದರ ಮೇಲೆ ಕೇಂದ್ರೀಕರಿಸುತ್ತದೆ. ಸಂಗ್ರಹಿಸಿದ ಡೇಟಾವನ್ನು ಕೇವಲ ಶೈಕ್ಷಣಿಕ ಉದ್ದೇಶಕ್ಕಾಗಿ ಮಾತ್ರ ಬಳಸಲಾಗುತ್ತದೆ.

ವಿಶ್ಲೇಷಣೆಯ ಉದ್ದೇಶಕ್ಕಾಗಿ, ಪ್ರಶ್ನಾವಳಿಯನ್ನು ಮೂರು ವಿಭಾಗಗಳಾಗಿ ವಿಂಗಡಿಸಲಾಗಿದೆ. ಪ್ರಾರಂಭಿಸೋಣ.....

* Indicates required question

Section 1: Demographics | ವಿಭಾಗ 1: ಜನಸಂಖ್ಯಾಶಾಸ್ತ್ರ

1. Your Name (optional) | ನಿಮ್ಮ ಹೆಸರು (ಐಚ್ಛಿಕ)

2. Age | ವಯಸ್ಸು *

Mark only one oval.

Less than 30 | 30 ಕ್ಕಿಂತ ಕಡಿಮೆ

30 to 40 | 30 ರಿಂದ 40

40 to 50 | 40 ರಿಂದ 50

50 to 60 | 50 ರಿಂದ 60

60 and above | 60 ಮತ್ತು ಹೆಚ್ಚಿನದು

3. Gender | ಲಿಂಗ *

Mark only one oval.

- Male | ಪುರುಷ
- Female | ಹೆಣ್ಣು
- Others | ಇತರರು

4. Educational Qualification | ಶೈಕ್ಷಣಿಕ ಅರ್ಹತೆ *

Mark only one oval.

- High School and less | ಪ್ರೌಢಶಾಲೆ ಮತ್ತು ಕಡಿಮೆ
- Bachelor's Degree | ಸ್ನಾತಕೋತ್ತರ ಪದವಿ
- Master's Degree | ಸ್ನಾತಕೋತ್ತರ ಪದವಿ
- Doctorate or Higher | ಡಾಕ್ಟರೇಟ್ ಅಥವಾ ಹೆಚ್ಚಿನದು

5. Occupation | ಉದ್ಯೋಗ *

Mark only one oval.

- State Govt Profession | ರಾಜ್ಯ ಸರ್ಕಾರದ ವೃತ್ತಿ
- Central Govt Profession | ಕೇಂದ್ರ ಸರ್ಕಾರದ ವೃತ್ತಿ
- Private/Corporates | ಖಾಸಗಿ/ಕಾರ್ಪೊರೇಟ್‌ಗಳು
- Self Occupation | ಸ್ವಯಂ ಉದ್ಯೋಗ

Section 2 : Accessibility and Availability of Services | ವಿಭಾಗ 2 : ಪ್ರವೇಶ ಮತ್ತು ಸೇವೆಗಳ ಲಭ್ಯತೆ

6. Are you aware of Seva Sindhu, the digital platform for government services in Karnataka? | ಕರ್ನಾಟಕದಲ್ಲಿ ಸರ್ಕಾರಿ ಸೇವೆಗಳ ಡಿಜಿಟಲ್ ವೇದಿಕೆಯಾದ ಸೇವಾ ಸಿಂಧು ಬಗ್ಗೆ ನಿಮಗೆ ತಿಳಿದಿದೆಯೇ? *

Mark only one oval.

- Yes | ಹೌದು
- No | ಇಲ್ಲ

7. Have you used Seva Sindhu to access government services? | ಸರ್ಕಾರಿ ಸೇವೆಗಳನ್ನು ಪಡೆಯಲು ನೀವು ಸೇವಾ ಸಿಂಧು ಬಳಸಿದ್ದೀರಾ? *

Mark only one oval.

- Yes | ಹೌದು
- No | ಇಲ್ಲ

8. If you have used Seva Sindhu, please rate your experience in terms of accessibility (ease of finding and accessing services) | ನೀವು ಸೇವಾ ಸಿಂಧುವನ್ನು ಬಳಸಿದ್ದರೆ, ದಯವಿಟ್ಟು ನಿಮ್ಮ ಅನುಭವವನ್ನು ಪ್ರವೇಶಿಸುವಿಕೆಯ ವಿಷಯದಲ್ಲಿ ರೇಟ್ ಮಾಡಿ (ಸೇವೆಗಳನ್ನು ಹುಡುಕುವ ಮತ್ತು ಪ್ರವೇಶಿಸುವ ಸುಲಭ) *

Mark only one oval.

1 2 3 4 5

Very Very Easy | ಬಹಳ ಸುಲಭ

9. Which services have you accessed through Seva Sindhu? (Check all that apply) | ಸೇವಾ ಸಿಂಧು ಮೂಲಕ ನೀವು ಯಾವ ಸೇವೆಗಳನ್ನು ಪ್ರವೇಶಿಸಿದ್ದೀರಿ? (ಅನ್ವಯವಾಗುವ ಎಲ್ಲವನ್ನೂ ಪರಿಶೀಲಿಸಿ) *

Check all that apply.

- Caste/Residence Certificate | ಜಾತಿ/ವಾಸ ಪ್ರಮಾಣ ಪತ್ರ
- Issuance and Renewal of Student Bus Pass | ವಿದ್ಯಾರ್ಥಿಗಳ ಬಸ್ ಪಾಸ್ ವಿತರಣೆ ಮತ್ತು ನವೀಕರಣ
- Application for New e-Khata and e-Khata Transfer | ನೂ ಇ-ಹಟಾ ಮತ್ತು ಇ-ಹಟಾ ವರ್ಗಾವಣೆಗಾಗಿ ಅರ್ಜಿ
- Approval of Building Plan for construction of house | ಮನೆ ನಿರ್ಮಾಣಕ್ಕಾಗಿ ಕಟ್ಟಡ ಯೋಜನೆಗೆ ಅನುಮೋದನೆ
- Property Tax Payment | ಆಸ್ತಿ ತೆರಿಗೆ ಪಾವತಿ
- Electricity Board – Complaints and Grievances Redressal | ವಿದ್ಯುತ್ ಮಂಡಳಿ - ದೂರುಗಳು ಮತ್ತು ಕುಂದುಕೊರತೆ ಪರಿಹಾರ
- Grievances relating to farmers issue | ರೈತರ ಸಮಸ್ಯೆಗಳಿಗೆ ಸಂಬಂಧಿಸಿದ ಕುಂದುಕೊರತೆಗಳು

10. Compared to traditional offline methods, do you find Seva Sindhu more convenient for accessing government services? | ಸಾಂಪ್ರದಾಯಿಕ ಆಫ್‌ಲೈನ್ ವಿಧಾನಗಳಿಗೆ ಹೋಲಿಸಿದರೆ, ಸರ್ಕಾರಿ ಸೇವೆಗಳನ್ನು ಪ್ರವೇಶಿಸಲು ಸೇವಾ ಸಿಂಧು ಹೆಚ್ಚು ಅನುಕೂಲಕರವಾಗಿದೆಯೇ? *

Mark only one oval.

1 2 3 4 5

Much Much more convenient | ಹೆಚ್ಚು ಅನುಕೂಲಕರ

11. Name any three services where focus and additional impetus is required? | ಗಮನ ಮತ್ತು ಹೆಚ್ಚುವರಿ ಪ್ರಚೋದನೆಯ ಅಗತ್ಯವಿರುವ ಯಾವುದೇ ಮೂರು ಸೇವೆಗಳನ್ನು ಹೆಸರಿಸುವುದೇ?

Section 3: User Satisfaction | ವಿಭಾಗ 3: ಬಳಕೆದಾರರ ತೃಪ್ತಿ

12. Please rate your overall satisfaction with the services provided through Seva Sindhu | ಸೇವಾ ಸಿಂಧು ಮೂಲಕ ಒದಗಿಸಲಾದ ಸೇವೆಗಳೊಂದಿಗೆ ನಿಮ್ಮ ಒಟ್ಟಾರೆ ತೃಪ್ತಿಯನ್ನು ದಯವಿಟ್ಟು ರೇಟ್ ಮಾಡಿ. *

Mark only one oval.

1 2 3 4 5

Very Very Satisfied | ತುಂಬ ತೃಪ್ತಿಯಾಯಿತು

13. To what extent as per you the Seva Sindhu has become successful | ನಿಮ್ಮ ಪ್ರಕಾರ ಸೇವಾ ಸಿಂಧು ಎಷ್ಟರ ಮಟ್ಟಿಗೆ ಯಶಸ್ವಿಯಾಗಿದೆ? *

Mark only one oval.

- Less than 30% | 30% ಕ್ಕಿಂತ ಕಡಿಮೆ
- 30 to 50 % | 30 ರಿಂದ 50%
- 50 to 60 % | 50 ರಿಂದ 60%
- 60 to 75 % | 60 ರಿಂದ 75 %
- More than 75 % | 75% ಕ್ಕಿಂತ ಹೆಚ್ಚು

14. How would you rate the responsiveness of Seva Sindhu in addressing your service requests or queries?| ನಿಮ್ಮ ಸೇವಾ ವಿನಂತಿಗಳು ಅಥವಾ ಪ್ರಶ್ನೆಗಳನ್ನು ಪರಿಹರಿಸುವಲ್ಲಿ ಸೇವಾ ಸಿಂಧು ಅವರ ಪ್ರತಿಕ್ರಿಯೆಯನ್ನು ನೀವು ಹೇಗೆ ರೇಟ್ ಮಾಡುತ್ತೀರಿ? *

Mark only one oval.

1 2 3 4 5

Not Very Responsive | ತುಂಬಾ ರೆಸ್ಪಾನ್ಸಿವ್

Please rate your satisfaction with the following aspects of using Seva Sindhu services on a scale of 1 to 5 (1 being very dissatisfied and 5 being very satisfied) | 1 ರಿಂದ 5 ರ ಪ್ರಮಾಣದಲ್ಲಿ ಸೇವಾ ಸಿಂಧು ಸೇವೆಗಳನ್ನು ಬಳಸುವ ಕೆಳಗಿನ ಅಂಶಗಳೊಂದಿಗೆ ನಿಮ್ಮ ತೃಪ್ತಿಯನ್ನು ರೇಟ್ ಮಾಡಿ (1 ತುಂಬಾ ಅತ್ಯಪ್ಪಿ ಮತ್ತು 5 ತುಂಬಾ ತೃಪ್ತಿ):

15. Ease of use | ಸುಲಭವಾದ ಬಳಕೆ *

Mark only one oval.

1 2 3 4 5

16. Response time for service requests | ಸೇವಾ ವಿನಂತಿಗಳಿಗೆ ಪ್ರತಿಕ್ರಿಯೆ ಸಮಯ *

Mark only one oval.

1 2 3 4 5

17. Clarity of information provided | ಒದಗಿಸಿದ ಮಾಹಿತಿಯ ಸ್ಪಷ್ಟತೆ *

Mark only one oval.

1 2 3 4 5

18. Overall service quality | ಒಟ್ಟಾರೆ ಸೇವೆಯ ಗುಣಮಟ್ಟ *

Mark only one oval.

1 2 3 4 5

19. What factors influenced your decision to use Seva Sindhu for accessing government services? (Check all that apply) *
- | ಸರ್ಕಾರಿ ಸೇವೆಗಳನ್ನು ಪ್ರವೇಶಿಸಲು ಸೇವಾ ಸಿಂಧುವನ್ನು ಬಳಸುವ ನಿಮ್ಮ ನಿರ್ಧಾರದ ಮೇಲೆ ಯಾವ ಅಂಶಗಳು ಪ್ರಭಾವ ಬೀರಿವೆ? (ಅನ್ವಯವಾಗುವ ಎಲ್ಲವನ್ನೂ ಪರಿಶೀಲಿಸಿ)

Check all that apply.

- Convenience | ಅನುಕೂಲತೆ
- Time-saving | ಸಮಯ ಉಳಿತಾಯ
- Accessibility | ಪ್ರವೇಶಿಸುವಿಕೆ
- Previous positive experiences | ಹಿಂದಿನ ಸಕಾರಾತ್ಮಕ ಅನುಭವಗಳು
- Recommendations from others | ಇತರರಿಂದ ಶಿಫಾರಸುಗಳು
- Government incentives | ಸರ್ಕಾರದ ಪ್ರೋತ್ಸಾಹ
- Other: _____

20. Have you encountered any technical issues or challenges while using Seva Sindhu? (e.g., website errors, login problems) *
- | ಸೇವಾ ಸಿಂಧು ಬಳಸುವಾಗ ನೀವು ಯಾವುದೇ ತಾಂತ್ರಿಕ ಸಮಸ್ಯೆಗಳು ಅಥವಾ ಸವಾಲುಗಳನ್ನು ಎದುರಿಸಿದ್ದೀರಾ? (ಉದಾ., ವೆಬ್‌ಸೈಟ್ ದೋಷಗಳು, ಲಾಗಿನ್ ಸಮಸ್ಯೆಗಳು)

Mark only one oval.

- Yes | ಹೌದು
- No | ಇಲ್ಲ

21. If yes, please describe the technical issues or challenges you faced (else type NA) | ಹೌದು ಎಂದಾದರೆ, ದಯವಿಟ್ಟು ನೀವು ಎದುರಿಸಿದ ತಾಂತ್ರಿಕ ಸಮಸ್ಯೆಗಳು ಅಥವಾ ಸವಾಲುಗಳನ್ನು ವಿವರಿಸಿ (ಇಲ್ಲದಿದ್ದರೆ NA ಪ್ರಕಾರ)

22. Should all Government services be provided in on-line mode | ಎಲ್ಲಾ ಸರ್ಕಾರಿ ಸೇವೆಗಳನ್ನು ಆನ್‌ಲೈನ್ ಮೋಡ್‌ನಲ್ಲಿ ಒದಗಿಸಬೇಕೇ *

Mark only one oval.

- Yes | ಹೌದು
- No | ಇಲ್ಲ
- Maybe | ಇರಬಹುದು

23. Thank you for participating in this survey. Your input is valuable. If you would like to be contacted for follow-up questions or further research, please provide your email address (optional) | ಈ ಸಮೀಕ್ಷೆಯಲ್ಲಿ ಭಾಗವಹಿಸಿದ್ದಕ್ಕಾಗಿ ಧನ್ಯವಾದಗಳು. ನಿಮ್ಮ ಇನ್ಪುಟ್ ಮೌಲ್ಯಯುತವಾಗಿದೆ. ಮುಂದಿನ ಪ್ರಶ್ನೆಗಳಿಗೆ ಅಥವಾ ಹೆಚ್ಚಿನ ಸಂಶೋಧನೆಗಾಗಿ ನಿಮ್ಮನ್ನು ಸಂಪರ್ಕಿಸಲು ಬಯಸಿದರೆ, ದಯವಿಟ್ಟು ನಿಮ್ಮ ಇಮೇಲ್ ವಿಳಾಸವನ್ನು ಒದಗಿಸಿ (ಐಚ್ಛಿಕ)

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Google Forms

A STUDY ON PUBLIC SERVICE DELIVERY "SEVA SINDHU" | ಸಾರ್ವಜನಿಕ ಸೇವಾ ವಿತರಣೆಯ ಕುರಿತು ಅಧ್ಯಯನ "ಸೇವಾ ಸಿಂಧು"

182 responses

[Publish analytics](#)

Section 1: Demographics | ವಿಭಾಗ 1: ಜನಸಂಖ್ಯಾಶಾಸ್ತ್ರ



Your Name (optional) | ನಿಮ್ಮ ಹೆಸರು (ಐಚ್ಛಿಕ)

170 responses

Elango

Arvind

DP Mathews

Col Arun Nair

Col M M Swamy (Retd)

Thippaiah MN

V Varadarajalu Naidu

Prakash

Sureshkumar GS

Col Balachandran

Pradeep Narayanan

Raghu

Manisha

Col Jayadev

shirish phatak

Gurunath sunthankar

Col PK Choudhary

Major Ramesh

COL GOPAKUMAR P (VTN), GSCM, PGDM, MA, MBA.

Jitendra

VIJAYAKUMAR

Shivashankar S

Manjunath S

Kamanallappa

Manjula R

Devaraja m s

Siddaiah

Karthik D c

M Manohar

Naveen kumar s

Shivaraj m s

Sachin Devaraddi



Suryadarshan v

Rohini M S

Manoj kr

Vamshi Krishna M

Vijaykumar chalawadi

Pradeep M Solapur

Anand madiwalar

Chandrashekar Gk

Narasimha Murthy

Vijaychabbi

Rangaswamy

Dileep H S

Suresha H A

Madhushree H A

Yashwanth C S

Rangalakshmi HE

Vijendra M J

ಈರಣ್ಣ ಎಂ

Shiva Kumar P S

SARAVANAN A

Capt.Subramanyam B

Shoba Francis

Sajina b

Dr Arunkumar KH

Narayanaswamy K

Shrikant Bhajantri

Rajesh Patkar

Suraj

Manjunath. N

Maj Vishnu Pandhare

Ganesh naik

Ganesh C

Dhanush k

Rajesh kumar s



Charith R L

Ananda

Sanjay s

Sunil kumar K S

Raghunatha

Jagadeesh

Veerabhadra

Prathap

Srinivasa HS

Lingaraju

Karegowda

Eshwar

Ashoka J M

Shivakumara S L

Nagaraju S N

Chandrashekar S

Manjunatha R

Srinivasamurthy C R

Harish

SHANTHA KUMAR R

Mohan Kumar E

Aravinda

Suddep K

Lohith

Sunil

Suhas

Siddagangaiah

Avinash

Dileep t

Hanumantharaya E

Firoze khan

Hanamanth chalawadi

prakash

Anitha P

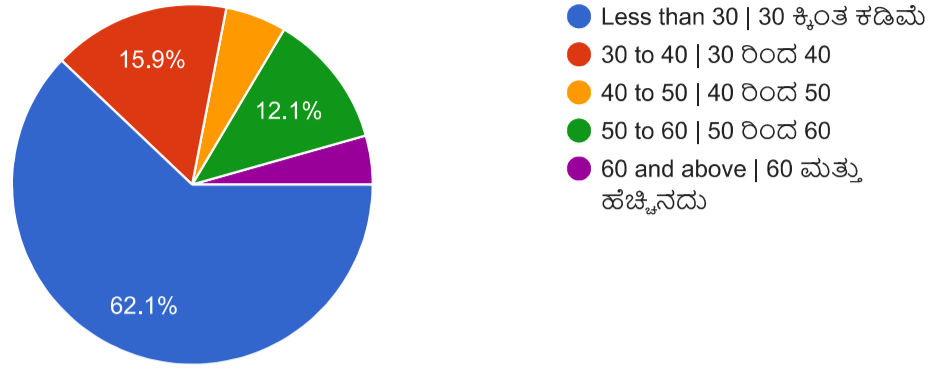


70 more responses are hidden

Age | ವಯಸ್ಸು

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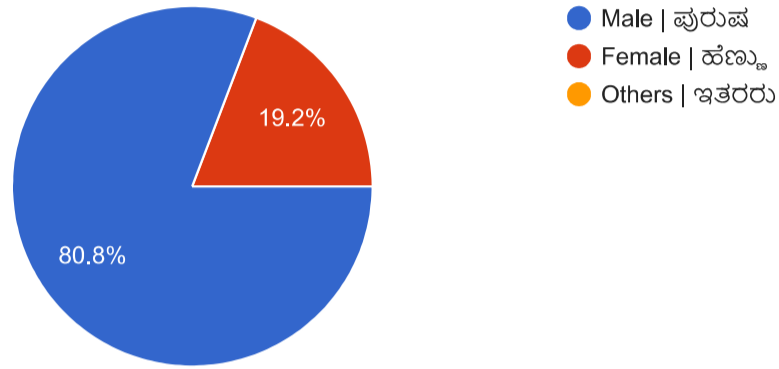
182 responses



Gender | ಲಿಂಗ

Copy

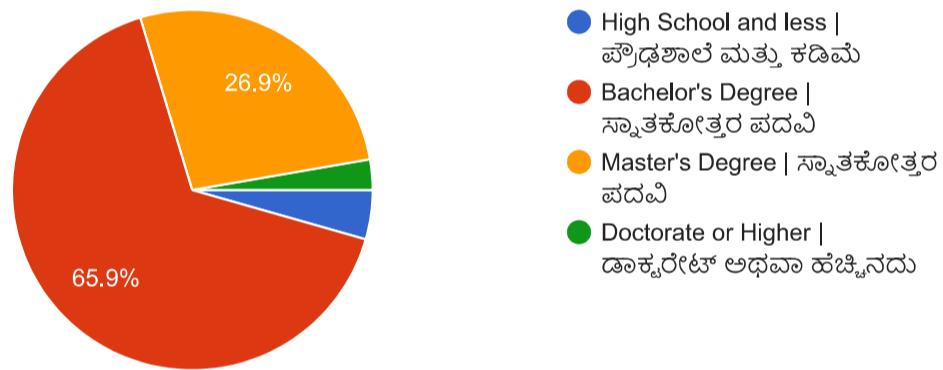
182 responses



Educational Qualification | ಶೈಕ್ಷಣಿಕ ಅರ್ಹತೆ

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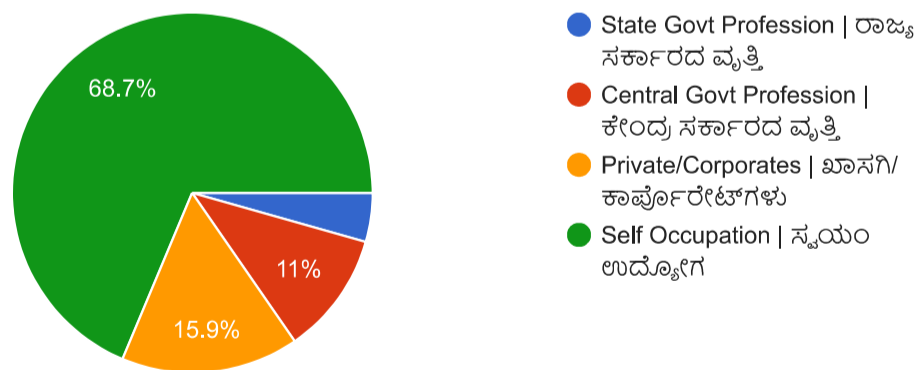
182 responses



Occupation | ಉದ್ಯೋಗ

Copy

182 responses



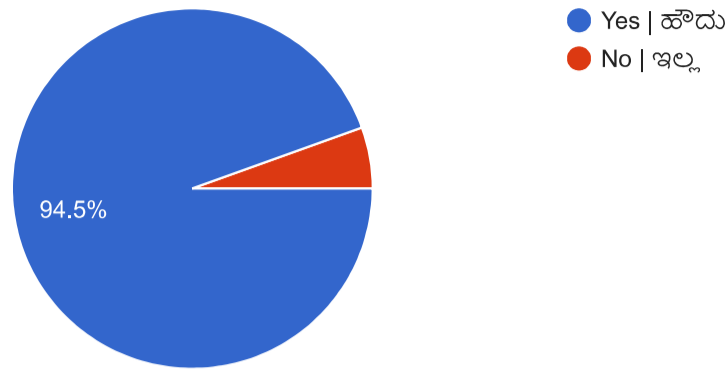
Section 2 : Accessibility and Availability of Services | ವಿಭಾಗ 2 : ಪ್ರವೇಶ ಮತ್ತು ಸೇವೆಗಳ ಲಭ್ಯತೆ



Are you aware of Seva Sindhu, the digital platform for government services in Karnataka? | ಕರ್ನಾಟಕದಲ್ಲಿ ಸರ್ಕಾರಿ ಸೇವೆಗಳ ಡಿಜಿಟಲ್ ವೇದಿಕೆಯಾದ ಸೇವಾ ಸಿಂಧು ಬಗ್ಗೆ ನಿಮಗೆ ತಿಳಿದಿದೆಯೇ?

[Copy](#)

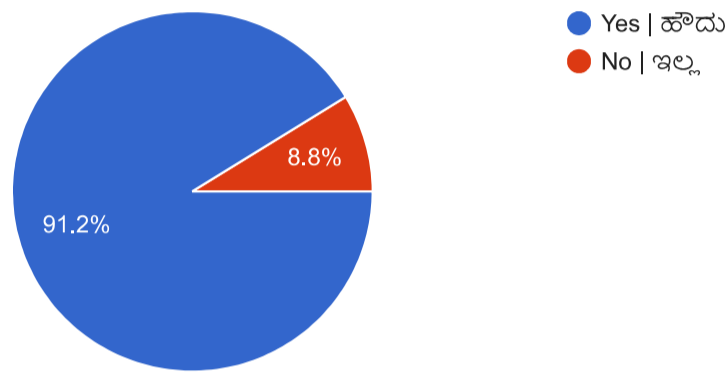
182 responses



Have you used Seva Sindhu to access government services? | ಸರ್ಕಾರಿ ಸೇವೆಗಳನ್ನು ಪಡೆಯಲು ನೀವು ಸೇವಾ ಸಿಂಧು ಬಳಸಿದ್ದೀರಾ?

[Copy](#)

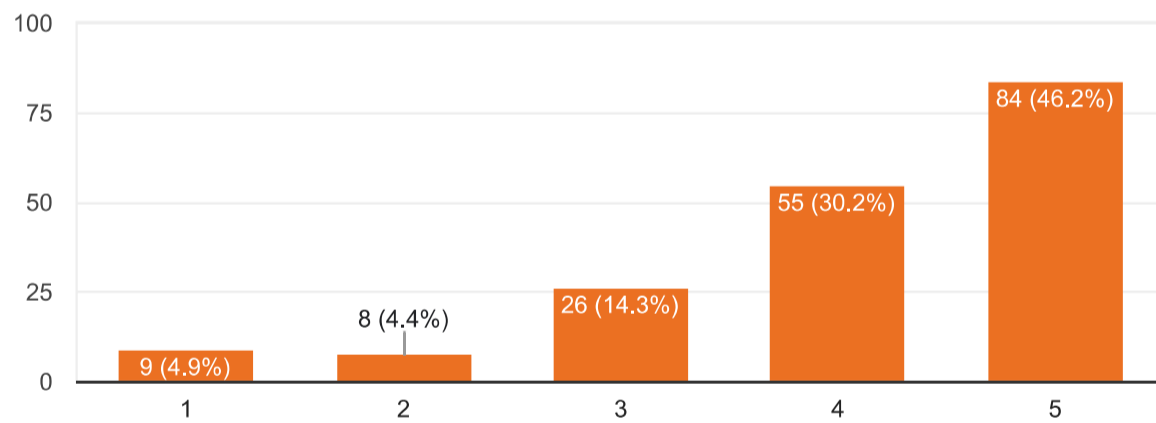
182 responses



If you have used Seva Sindhu, please rate your experience in terms of accessibility (ease of finding and accessing services) | ನೀವು ಸೇವಾ ಸಿಂಧುವನ್ನು ಬಳಸಿದ್ದರೆ, ದಯವಿಟ್ಟು ನಿಮ್ಮ ಅನುಭವವನ್ನು ಪ್ರವೇಶಿಸುವಿಕೆಯ ವಿಷಯದಲ್ಲಿ ರೇಟ್ ಮಾಡಿ (ಸೇವೆಗಳನ್ನು ಹುಡುಕುವ ಮತ್ತು ಪ್ರವೇಶಿಸುವ ಸುಲಭ)

[Copy](#)

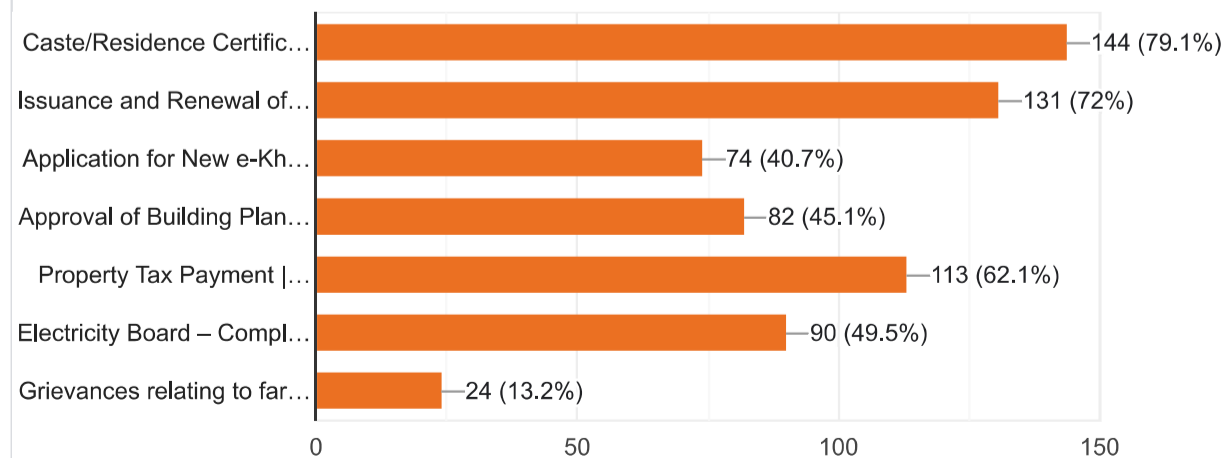
182 responses



Which services have you accessed through Seva Sindhu? (Check all that apply) | ಸೇವಾ ಸಿಂಧು ಮೂಲಕ ನೀವು ಯಾವ ಸೇವೆಗಳನ್ನು ಪ್ರವೇಶಿಸಿದ್ದೀರಿ? (ಅನ್ವಯವಾಗುವ ಎಲ್ಲವನ್ನೂ ಪರಿಶೀಲಿಸಿ)

[Copy](#)

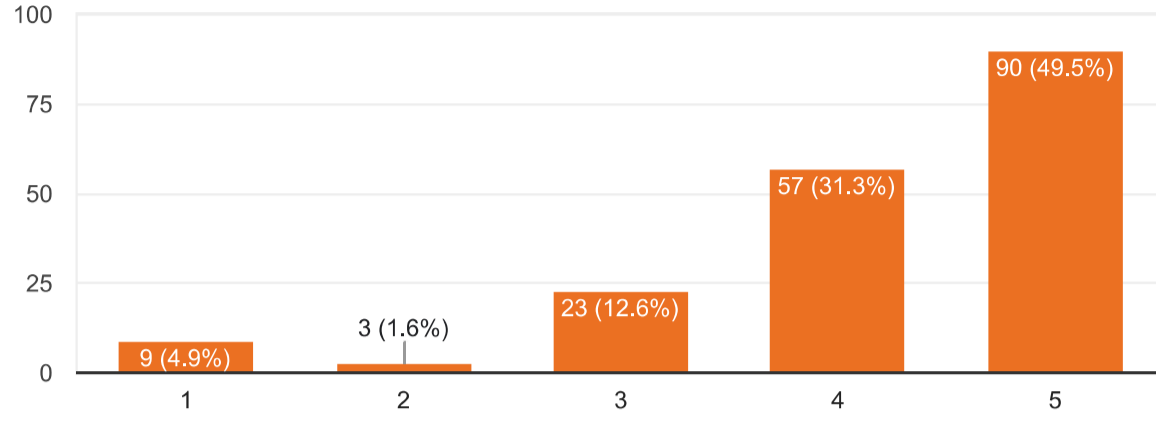
182 responses



Compared to traditional offline methods, do you find Seva Sindhu more convenient for accessing government services? | ಸಾಂಪ್ರದಾಯಿಕ ಆಫ್‌ಲೈನ್ ವಿಧಾನಗಳಿಗೆ ಹೋಲಿಸಿದರೆ, ಸರ್ಕಾರಿ ಸೇವೆಗಳನ್ನು ಪ್ರವೇಶಿಸಲು ಸೇವಾ ಸಿಂಧು ಹೆಚ್ಚು ಅನುಕೂಲಕರವಾಗಿದೆಯೇ?

[Copy](#)

182 responses



Name any three services where focus and additional impetus is required? | ಗಮನ ಮತ್ತು ಹೆಚ್ಚುವರಿ ಪ್ರಚೋದನೆಯ ಅಗತ್ಯವಿರುವ ಯಾವುದೇ ಮೂರು ಸೇವೆಗಳನ್ನು ಹೆಸರಿಸುವುದೇ?

135 responses

Na

NA

Caste certificate

Bus pass

Caste certificate

Cast certificate

No

All services. One needs the services of an agent else most of the time it gets unilaterally rejected

Website is slow or down most of the time. Shameful for IT capital

Property Tax, building plan, Khata

Bescom

Job alerts

Women's bus pass

Ex servicemen welfare

User friendly

Registration of marriage, payment of taxes, raising of complaints against inefficiency

ನಿಜವಾದ ಕೆಲಸ Real/Actual Work

Property tax payment, building plan approval and getting CR, Getting E-Katha

Property tax municipal work

Property tax for rural area

Issue of Khata, conduct of Podhi, RTC mismatch

Should be : a) Time bound. b) Quick clarification if there is a doubt in the document being processed. c) To be more accessible.

More services necessary for senior citizens fund management

Accessibilty- The web site is not user friendly. It is frustrating even to get registered.

Caste certificate Income certificate Residential certificate

Domicile certificate death certificate small /marginal farmer certificate

NOC

Death certificate

Caste and income certificate

Bus pass . Cast incine death cirtificats



Labour card,cast income , residential certificate

Domicile certificate

Death'certificate

Castle certificate

Familiy tree certificate

Agriculture information , Education fees, Bike license and insurance

Complaints to BWSSB,

RTO,

Aadhar, Pan and birth certificate

Caste certificate, compititive exam, ration card

Postal, election list

New Khata

I have not used i shall start using here after

House propert related issues

Buss pass

Family' tree

income certificate

Nil

Bus pass,

Bas pas

Bus pass casta incam

Bus pass

Student pass

Seva sindhu

Yes

PENCTION , NADAKACHERI SERVICES AND KYC ISSUE

NA .

N A

Castecertificate

RTC, MUTATION, REVENUE DEPT SERVICES

Caste and income,RTC

Busspas

Cast certificate

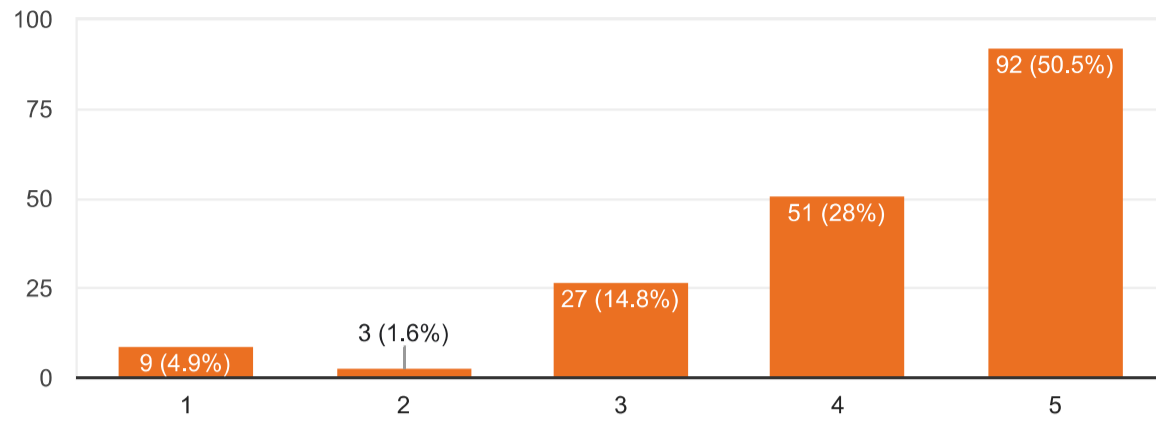
Section 3: User Satisfaction | ವಿಭಾಗ 3: ಬಳಕೆದಾರರ ತೃಪ್ತಿ



Please rate your overall satisfaction with the services provided through Seva Sindhu | ಸೇವಾ ಸಿಂಧು ಮೂಲಕ ಒದಗಿಸಲಾದ ಸೇವೆಗಳೊಂದಿಗೆ ನಿಮ್ಮ ಒಟ್ಟಾರೆ ತೃಪ್ತಿಯನ್ನು ದಯವಿಟ್ಟು ರೇಟ್ ಮಾಡಿ.

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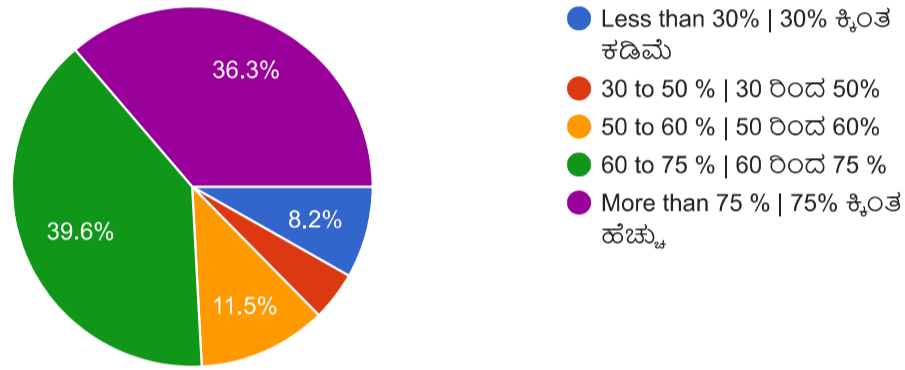
182 responses



To what extent as per you the Seva Sindhu has become successful | ನಿಮ್ಮ ಪ್ರಕಾರ ಸೇವಾ ಸಿಂಧು ಎಷ್ಟರ ಮಟ್ಟಿಗೆ ಯಶಸ್ವಿಯಾಗಿದೆ

[Copy](#)

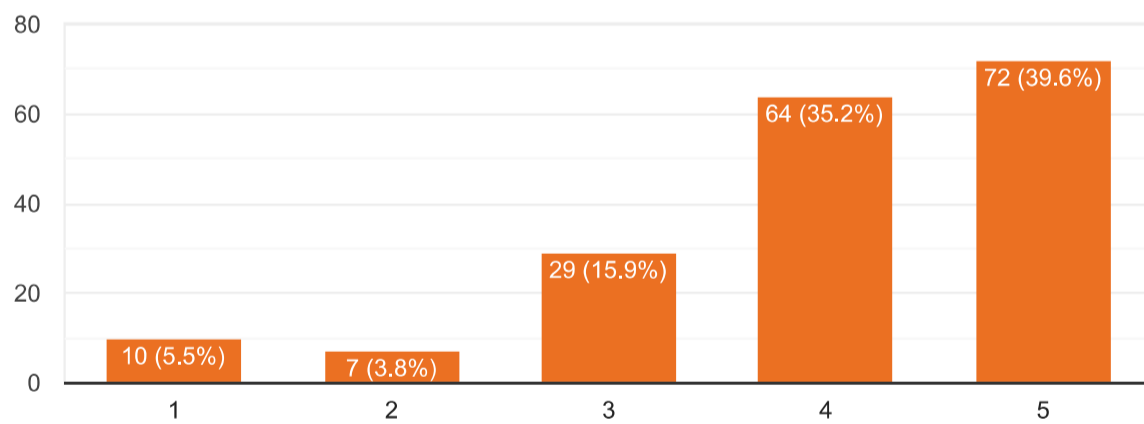
182 responses



How would you rate the responsiveness of Seva Sindhu in addressing your service requests or queries? | ನಿಮ್ಮ ಸೇವಾ ವಿನಂತಿಗಳು ಅಥವಾ ಪ್ರಶ್ನೆಗಳನ್ನು ಪರಿಹರಿಸುವಲ್ಲಿ ಸೇವಾ ಸಿಂಧು ಅವರ ಪ್ರತಿಕ್ರಿಯೆಯನ್ನು ನೀವು ಹೇಗೆ ರೇಟ್ ಮಾಡುತ್ತೀರಿ?

[Copy](#)

182 responses

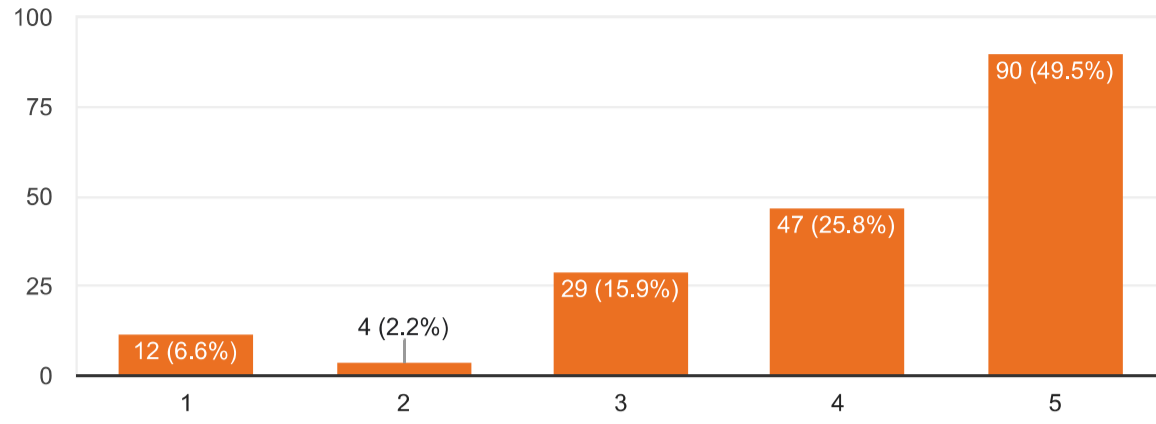


Please rate your satisfaction with the following aspects of using Seva Sindhu services on a scale of 1 to 5 (1 being very dissatisfied and 5 being very satisfied) | 1 ರಿಂದ 5 ರ ಪ್ರಮಾಣದಲ್ಲಿ ಸೇವಾ ಸಿಂಧು ಸೇವೆಗಳನ್ನು ಬಳಸುವ ಕೆಳಗಿನ ಅಂಶಗಳೊಂದಿಗೆ ನಿಮ್ಮ ತೃಪ್ತಿಯನ್ನು ರೇಟ್ ಮಾಡಿ (1 ತುಂಬಾ ಅತ್ಯಪ್ಪಿ ಮತ್ತು 5 ತುಂಬಾ ತೃಪ್ತಿ):

Ease of use | ಸುಲಭವಾದ ಬಳಕೆ

Copy

182 responses

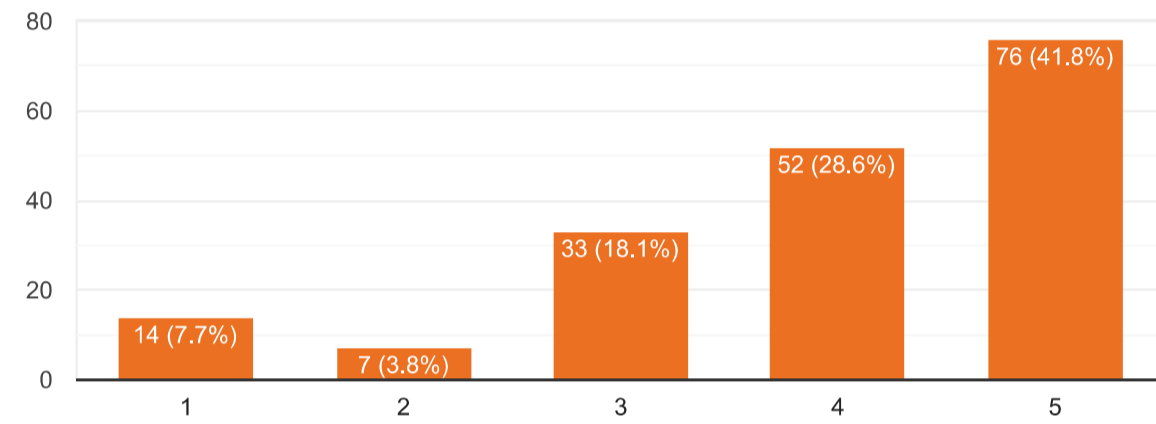


Response time for service requests | ಸೇವಾ ವಿನಂತಿಗಳಿಗೆ ಪ್ರತಿಕ್ರಿಯೆ

Copy

ಸಮಯ

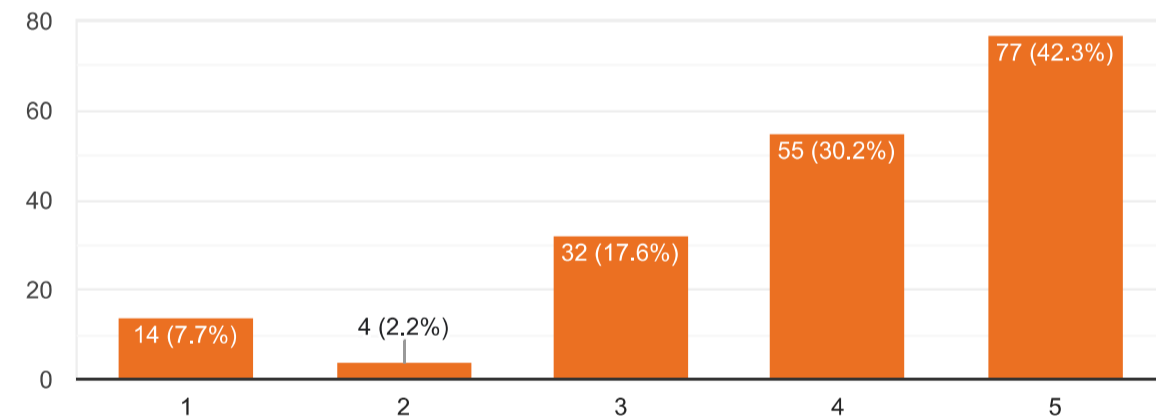
182 responses



Clarity of information provided | ಒದಗಿಸಿದ ಮಾಹಿತಿಯ ಸ್ಪಷ್ಟತೆ

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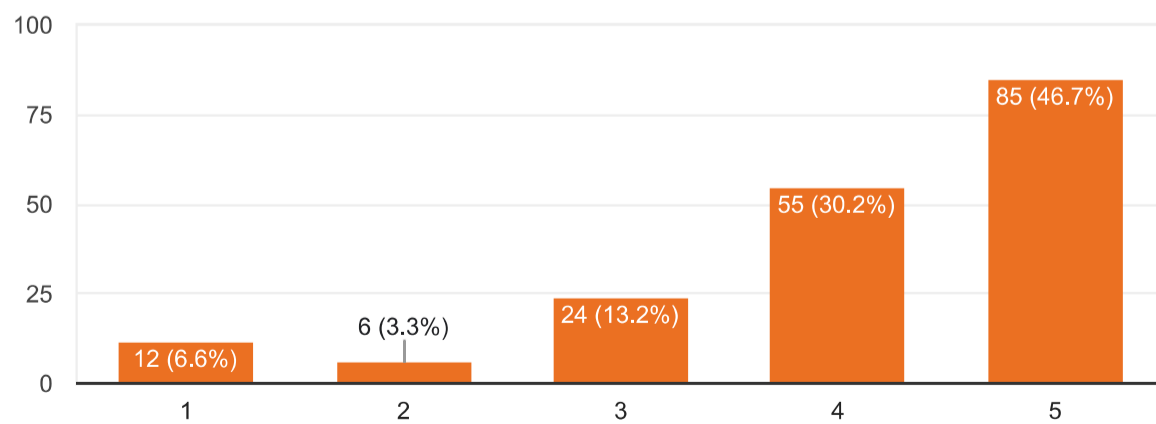
182 responses



Overall service quality | ಒಟ್ಟಾರೆ ಸೇವೆಯ ಗುಣಮಟ್ಟ

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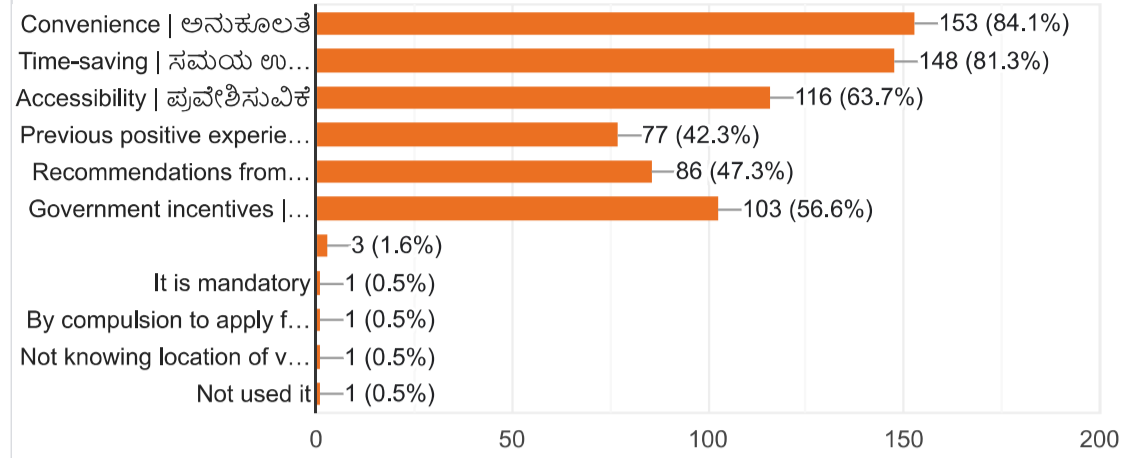
182 responses



What factors influenced your decision to use Seva Sindhu for accessing government services? (Check all that apply) | ಸರ್ಕಾರಿ ಸೇವೆಗಳನ್ನು ಪ್ರವೇಶಿಸಲು ಸೇವಾ ಸಿಂಧುವನ್ನು ಬಳಸುವ ನಿಮ್ಮ ನಿರ್ಧಾರದ ಮೇಲೆ ಯಾವ ಅಂಶಗಳು ಪ್ರಭಾವ ಬೀರಿವೆ? (ಅನ್ವಯವಾಗುವ ಎಲ್ಲವನ್ನೂ ಪರಿಶೀಲಿಸಿ)

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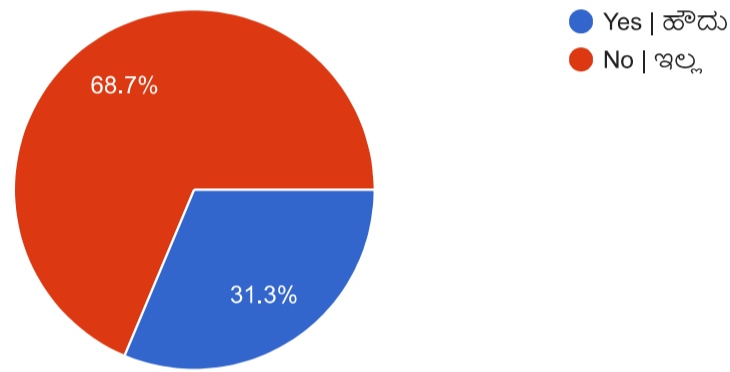
182 responses



Have you encountered any technical issues or challenges while using Seva Sindhu? (e.g., website errors, login problems) | ಸೇವಾ ಸಿಂಧು ಬಳಸುವಾಗ ನೀವು ಯಾವುದೇ ತಾಂತ್ರಿಕ ಸಮಸ್ಯೆಗಳು ಅಥವಾ ಸವಾಲುಗಳನ್ನು ಎದುರಿಸಿದ್ದೀರಾ? (ಉದಾ., ವೆಬ್‌ಸೈಟ್ ದೋಷಗಳು, ಲಾಗಿನ್ ಸಮಸ್ಯೆಗಳು)

 Copy

182 responses



If yes, please describe the technical issues or challenges you faced (else type NA)

| ಹೌದು ಎಂದಾದರೆ, ದಯವಿಟ್ಟು ನೀವು ಎದುರಿಸಿದ ತಾಂತ್ರಿಕ ಸಮಸ್ಯೆಗಳು ಅಥವಾ ಸವಾಲುಗಳನ್ನು ವಿವರಿಸಿ (ಇಲ್ಲದಿದ್ದರೆ NA ಪ್ರಕಾರ)

182 responses

Na

NA

No

Yes

Server busy

Nil

Bus pass

Giving proof of residence

Mostly not allowed to login or innumerable errors

Language barrier

Log in issues

NA

Not knowing whome to approach.

Uploading so many unwanted documents for EMM card was cumbersome. Again once payment deducted fir technical glitch is not refunded.

Not user friendly

Too overloaded

ದಾಖಲೆ ಕಾಣೆಯಾಗಿದೆ records missing

Not able to manoeuver to correct page or menu

Nil

The site keeps giving error message or does not open the link when you click on it

NIL

Not user friendly too many road
Blocks

Website issues online issues

Website issue and Applying for application services

Na

NA

web site issue

Website issue

Starting the process from beginning. Every now and then

Good



Too late and always no server

Server problem, net problem

Most of the time could not reach the site, or too much of online traffic

Nothing

Slow website response

nA

Server busy

Seerbus

NA no

Server

Sever

Buspas

NA

I want to the network problems

I want too the network problems

Mallikarjun

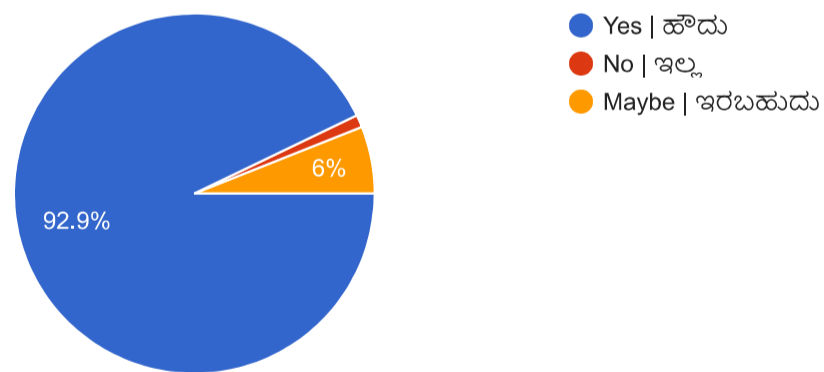
Ella

No

Should all Government services be provided in on-line mode | ಎಲ್ಲಾ ಸರ್ಕಾರಿ ಸೇವೆಗಳನ್ನು ಆನ್‌ಲೈನ್ ಮೋಡ್‌ನಲ್ಲಿ ಒದಗಿಸಬೇಕೇ

 Copy

182 responses



Thank you for participating in this survey. Your input is valuable. If you would like to be contacted for follow-up questions or further research, please provide your email address (optional) | ಈ ಸಮೀಕ್ಷೆಯಲ್ಲಿ ಭಾಗವಹಿಸಿದ್ದಕ್ಕಾಗಿ ಧನ್ಯವಾದಗಳು. ನಿಮ್ಮ ಇನ್ಪುಟ್ ಮೌಲ್ಯಯುತವಾಗಿದೆ. ಮುಂದಿನ ಪ್ರಶ್ನೆಗಳಿಗೆ ಅಥವಾ ಹೆಚ್ಚಿನ ಸಂಶೋಧನೆಗಾಗಿ ನಿಮ್ಮನ್ನು ಸಂಪರ್ಕಿಸಲು ಬಯಸಿದರೆ, ದಯವಿಟ್ಟು ನಿಮ್ಮ ಇಮೇಲ್ ವಿಳಾಸವನ್ನು ಒದಗಿಸಿ (ಐಚ್ಛಿಕ)

105 responses

No

mntippusunanda@gmail.com

vvr.naidu1948@gmail.com

Your form doesn't cover all the services available on SS

majorramesh@yahoo.com

gopans041962@yahoo.com

motherindia.ambi@gmail.com

vijay2656@gmail.com

dilibhanu44@gmail.com

tanmayaishika0729@gmail.com

devu4491@gmail.com

sidduarmy3@gmail.com

naveenkumarpow@gmail.com

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yashwanthcs750@gmail.com

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