

**Evaluation study on Karnataka One Integrated Citizen Service Centres in
Karnataka
E-Governance Department**

Executive Summary

Karnataka One Project is one of the flagship initiatives taken up the State Government by leveraging the IT capabilities of the State. This project is intended to provide quick and efficient services to citizens; release the service provider from the mundane frontend functions and thus help them to focus on their core functions. Currently, about 16 Government organizations and six private service providers are utilizing the services of Karnataka One Centres. These Centres are offering 34 services pertaining to Government / private service providers.

At present, 39 Karnataka-One Centres are functioning in nine cities of Karnataka namely, Bellary, Belgaum, Davanagere, Gulbarga, Hubli-Dharwad, Mangalore, Mysore, Shimoga and Tumkur.

Karnataka One project is implemented by the Directorate of Electronic Delivery of Citizen Services in the e-governance Department of Government. The State Government has been providing financial support to the Directorate for implementation of Karnataka One Project.

A need was felt to have a Study on Rapid Assessment of Customers and TECSOK was entrusted with this study by KEA. The study has the main objective of finding the pattern of utilization of services in different KOne Centres and also to assess the satisfaction level of customers on various services being provided by these Centres.

As part of study field level interactions were held covering 39 Centres and 975 customers have been interacted to elicit their views and suggestions related to services at K-One Centres. In addition, about 200 non-customers were also

contacted to find out the possible reasons for not utilizing the services of K-One Centres. Various Government Departments / Organisations and also private sector service providers were contacted to get their feedback on functions and activities of Centres. Structured questionnaire were used as a tool to gather information.

Based on the data provided by K-One project, pattern of transactions and collections at all 39 Centres were analyzed. Transactions during different weeks of the month and also holidays vis-à-vis working days have also been looked into to assess the pattern. The analysis illustrates that, top ten Centres with respect to transactions accounts for 50.18% of total transactions and 50% of total collections. The transactions and collections generally show a direct relationship with population of city and the period of existence of Centres. The details are highlighted in Chapter-3 of the Report.

Satisfaction Level of customers with respect to various parameters were compiled and analyzed. Different criteria like suitability of working hours, adequacy of facilities at the Centre, availability of staff etc., were assessed for all Centres. Basic details of customers were gathered to have a fair idea on customers profile.

A Satisfaction Index (SI) was evolved attributing appropriate weightages for different parameters on a 100 point scale. Sidhartha Layout Centre in Mysore city emerged as top satisfied Centre with highest SI of 93.24. It was noted that, top ten Centres with respect to SI accounts for about 18% of both total monthly transactions and collections, establishing that there is no direct relationship between satisfaction components and performance level of Centres.

On interaction with non-customers, the study revealed that about 29% of

respondents were not aware of the existence of K-One Centres and its services. The details of satisfaction assessment are covered in Chapter-4.

Government Departments / Private Service Providers opined that, the functioning of K-One Centres and their experience with K-One Centres are satisfactory. On overall rating of performance of K-One Centres, 50% of respondents rated as 'good', 25% each as 'excellent' and 'average'. More details are in Chapter-5.

Several suggestions were offered during the study including to open new Centres at various potential locations for the benefit of prospective customers. Suitable locations have also been suggested by the respondents. Suggestions were made to include more services such as railway ticket booking/reservation facility, BSNL Currency recharge/top up facilities which may benefit more customers.

Other suggestions like extension of working hours, maintenance of facilities, providing basic amenities, need for organizing orientation and sensitization programmes for all level of staff involved in working of KOne Centres were also offered during the field study.

Based on the interaction with various stakeholders, the study comes out with certain recommendations which can be implemented on either short term or long term basis. Major recommendations comprise strengthening of operating system in the Centres enabling to render the services in a more professional and effective way.

Need for wide publicity for K-One Centres and its range of services through distribution of hand bills, banners, newspaper insertions, advertisement in local newspapers, radio and cable channels was also recommended in the Report. This would help in a putting the Centres to optimal use.

On long term basis, the study suggested to open new Centres at potential

locations as the current estimated coverage of K-One Centres is just 27% of households in the nine cities considered for the study.

Recommendations were also made to put more efforts to create awareness on K-One Centres to increase the transactions at existing Centres at least to the level of top ten Centres. Focus should be given initially to the Centres in the city with higher population, for example, Mysore city. More services can also be added to the purview of the K-One Centres for the benefit of customers depending on practicability to include such additional services.

1. A broad guidelines is evolved for opening of new Centres as below:

1. There must be a K-One Centre, which is accessible to customers within a distance of 5 kms.
2. K-One Centres to be set up at major locations with more than 25,000 potential customers. Based on this criteria, around 200 K-One centres may required to be opened to cover the urban population.
3. Existing / proposed payment counters of service providers mainly ESCOMS & Water Boards need to be reckoned when setting up new KOne Centres to avoid possible overlapping.
4. Suggestions offered by customers and service providers during the Study can also be considered while taking the decision on opening new Centres.

More K-One Centres could be set up across the State as it would be advantageous to both the customers and service providers as such Centres are carrying out multiple tasks in a single point saving time and resources.

To summarize, K-One project is currently striving its best to achieve the mission – ‘One Stop Shop For Non Stop Citizen Services’ and need to enhance their presence and visibility across the State, which will go a long way in realizing the set vision of **K-One project**.

Findings, Suggestions and Recommendations

Findings

a) Pattern of Transactions

The study reveals that the pattern of utilization of services provided by K-One Centres is more or less same across Centres. Following are the findings on pattern of utilization, based on the data provided by the Directorate:

- It is estimated that, about 27% of households are utilizing the services of K-One Centres in nine Cities, maximum being in Hubli Dharwad city.
- The average transactions per day during the month of May, 2014 was 15,787 in nine Cities, whereas average collection per day was Rs.147.99 lakhs. The average daily transaction and collection were highest again in Hubli Dharwad.
- The overall average for nine Cities was 405 transactions per day per Centre, whereas average daily collection per centre was Rs.3.79 lakhs.
- Customers prefer payment of bills in cash than other modes, as about 69% collection was through cash during May, 2014.
- Payment of electricity bills forms a major portion, both in transactions and collections, with a share of 56.71% and 64.67% in total transactions and collections respectively
- Top ten centres account for 50.18% of total transactions and 50% of total collections.
- Three cities had the highest transactions on 20th May, whereas two cities on 21st and other two cities on 12th. Remaining two cities at the transactions on 13th and 19th of the month.

- About 47% of transactions were held during the top ten days, 33% during middle ten days and the balance 20% during the bottom ten days.
- Transactions during the 3rd week was highest followed with 2nd week of the month. The least transactions was in 1st week.
- In overall situation, the average daily transactions per centre was lesser on public holidays than on Sundays. However, it was reverse in five cities.
- In a nutshell, the pattern of utilization of services and transactions in K-One Centres exhibits that the pattern is linked to the population and status of the city and also age of the Centre.

b) Customers Satisfaction

Rapid assessment on customers satisfaction revealed that most of the customers are satisfied with the functioning of K-One Centres and also services being provided at these Centres. Following are the major findings :

- Of 975 customers interacted as part of study, 24% of customers are residing within one km. of respective centres, whereas 29% are residing beyond 3 kms. distance.
- Majority (60%) of the respondents were in the age group of 21-45 years and only 6% of respondents were below 20 years.
- With regard to educational level, 64% of respondents were above PUC and 19% were with educational level upto SSLC.
- Even though, K-One Centres offer multiple services, 32% of customers are availing only one service whereas 25% are using the Centres for two types of services. The percentage of customers who are availing more than five services are negligible.

- Most of the customers (89%) are happy with the existing working hours. However, some of the customers suggested stretching the timings at least on peak hours / days.
- In relation to ambience of the Centres 19% of customers have graded at 'excellent' and 60% as 'good'.
- Most of the customers were satisfied with the number of staff and their performance in the Centres.
- 50% of customers indicated that, they have never come across interruptions either due to failure in connectivity or power supply in K-One Centres.
- In most of the cases (41%), customers required to wait 5 -10 minutes for their turn, which generally acceptable to the customers.
- Majority of the customers felt that, the location of Centres is convenient and easily accessible except in some stray cases.
- As many as 26% of customers expressed their overall rating on Centres as 'excellent', 69% as 'good' and balance 5% as 'average' or 'poor'.
- Satisfaction Index was evolved based on various satisfaction parameters, with appropriate weightages to different attributes in order to have a common rating reflecting the satisfaction level of customers. Top ten centres with respect to SI accounted for about 18% of both total monthly transactions and collections. The analysis illustrates that, there is no direct relation between satisfaction level and performance of Centres.

c) Interaction with non-customers

As part of field study interactions were held with 195 non--customers, to find out the possible reasons for not availing services for K-One Centres. The interactions reveal the following :

- 71% of non-customers are aware of K-One Centres, but services are not being utilized. The balance 29% of the respondents are not aware of the existence of K-One Centres and its services.
- 59% of non-customers informed that, payment in regular counters of service providers are more convenient than K-One Centres.
- About 24% of non-customers prefer to pay in regular counters instead of K-One Centres, as they want to utilize their leisure time.
- About 14% of non-customers are paying their bills online / ECS, which they felt more convenient.
- About 10% of non-customers have discontinued using the services of K-One Centres due to one or other reasons. On enquiry, it was found that following are some of the reasons for discontinuing the services.
 - Shifting of residence / working place and the new place is not convenient for payment in K-One Centres
 - Encountered technical error in acknowledging the payments which resulted in demanding for arrears by the service providers in the subsequent bill
 - Non-responsive in handling complaints and shortcomings
 - Increased problem in parking of vehicles at nearer place of K-One Centre
- Faced problem of waiting in the queue for longer period on many occasions.

d) Feedback from Government / Private Service Providers

Government organizations and private service providers were interacted to obtain their feedback on functioning and services of KOne Centres. Analysis of the questionnaires received from these service providers and also interaction with them reveal as follows :

- The method adopted for data collection on payments varies from Department to Department based on their set system.

- About 78% of respondents informed that, they are getting the data on transaction / collections on time and they rarely came across situation of missing information on payment by customers in the MIS report.
- About 33% of respondents indicated that, they came across cases with errors in basic customer information like account no. , R R number etc., but only in stray cases.
- 72% of the respondents indicated that, K-One Centres transfer the funds collected within the time line as agreed upon in the contract.
- Most of the respondents are OK with the existing format of MIS report and not proposing any modifications.
- Respondents suggested to open more centres and also indicated potential locations for establishing new centres. Further, they have also suggested to include some additional services to the ambit of K-One Centres.
- On overall rating of performance of K-One Centres, 50% respondents rated as ‘good’, 25% each as ‘excellent’ and ‘average’.
- Most of the service providers have indicated their satisfaction with the services being provided by K-One Centres.

Suggestions

During the study, respondents, both customers and service providers, have offered several suggestions, which are summarized below :

- To open new Centres at various potential locations for the benefit of prospective customers. The locations were also suggested by them as follows:

District	Suggested locations for New Centres
Bellary	(1)Gandhinagar (2) Cowl Bazar (3) Radio Park
Belgaum	(1) Aanagal (2) Chidambarnagar,(3)K.L.E, (4)Vidyanagara (5) Mahanteshnagar (6)Shitetpse, (7) Ontumure (9) Ramathirthanagar

	(10) Gundunagar (11) Naidunagar (12) Aanjenayanagar (13)Vadgav (14) Sangameswara Nagara, (15)K.S.R.T.C (16) A.P.M.C (17) Ajjam Nagara (18) Shahunagar (19) Ganapathi Temple (20) Sadashiva nagara (21) Boojur Kalone (22) Jalava Nagar
Davanagere	(1) Near Gadiyara Kamba (2) Devaraja Arus Extension (3) Hosabhavcircle & in new Davanagere area (4) Nittuvalli (5) K.B.Extension
Gulbarga	(1)Jewargi colony (2) Sangmeshwar Nagar (3) Nehru Gunj
Hubli Dharwad	(1) Bandiwad (2)Ananda Nagara (3) Old Hubli (4) Old Hubli (near Siddarudamatt) (1)Bharathi nagara (2) Kamanakatti (3) Saptapur (4) Thejasvinagara
Mangalore	(1) Padavinangadi (2) Kulashekar, (3) Kaikamba (4) Bikarinakatte
Mysore	(1) Naidunagar (2) Gundunagar (3) Agrahara (4) JP Nagar
Shimoga	(1)Cote Complex (2) S.N. Market (3) Krushinagara (4) Vidyanagara
Tumkur	(1)Sapthagiri Extension (2) Mruthi Nagara (3)Saraswathipuram (4)Malekot(Dana palace)

• To include following additional services, to the existing range of services :

- Railway Ticket Booking/Reservation Facility
- Payment of fees Admission / Examination & Other fees for Mysore Open University and other Universities
- Payment of fees for - Revaluation, Photocopy of Answer Sheet & Retotaling for SSLC, PUC, VTU etc..
- Issue of Student / Citizen Bus Pass

- Collection of shop rent located in the building owned by City Corporations
 - BSNL Currency recharge / top up facilities
 - Life Insurance Corporation - premium payments
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- To extend working hours at least on peak days, to avoid possible extra rush due to due dates for payments. To stretch working hours from 7 am to 9 pm at least on selected days of the week to benefit some customers. To open more counters during peak hours and to handle specialized / time consuming services.
 - To organize orientation programme at all levels such as counter staff, Centre Manager, District Coordinator, etc., to sensitize them to the needs of customers and also for making service delivery mechanism as more effective.
 - To locate the Centres preferably on the main road and also in ground floor enabling senior citizens for easy access. To display the details of services provided in the Centres for information of public. Basic amenities such as drinking water and minimum seating capacity need to be arranged at Centres.
 - To provide UPS with higher capacity in order to provide the services without any interruption. Currency counting and fake currency detecting machines may also be provided at least to the major Centres.
 - It was also suggested to organize orientation workshop for officials involved in the work on a regular interval to keep them alert on current system of functioning.

Recommendations

Based on the field study, interactions with major stakeholders, findings of the study and suggestions offered at various levels, recommendations are made as follows:

a) Short-term Practicable Recommendations :

- To strengthen the facilities in the Centres enabling to render the services in a more professional and effective way. More particularly, K-One centres can be converted into disabled friendly by constructing ramps and wherever possible can be shifted to ground floor to help senior citizens. Basic amenities like drinking water, sufficient seating facility, maintaining cleanliness, proper lighting etc., can be ensured to make customer comfortable.
- To take care of regular maintenance of computer system and other facilities.
- To give wide publicity for K-One Centres and its range of services through distribution of hand bills, banners, newspaper insertions, advertisement in local newspapers, radio and cable channels.
- To insist channel partners to take quick actions in rectifying the computer system in Centres in case of break downs.
 - To open / earmark exclusive counters for handling specialized services like issue of ration card etc., which are more time consuming.
- To deploy more staff / counters depending on extra peak hour / peak day rush.

b) Long term practicable recommendations :

- The estimated coverage of K-One Centres is just 27% of households in the nine cities considered for the study. This indicates a huge potential to open more Centres in all districts across the State.
- Efforts should be made to create awareness on K-One Centres to increase the transactions at existing Centres at least to the level of top ten Centres. Focus should be given initially to the Centres in the city with higher population, for example, Mysore city.
- More services can be added to the purview of the K-One Centres for the benefit of customers depending on practicability to include such additional services.
- The demand for K-One Centre is well established as almost all families are bound to pay one or other bills like electricity, water, property tax etc., other than specialized services. Under this circumstance, a large number of K-One Centres required to be opened to cater to the needs of population.
- A broad guidelines is evolved for opening of new Centres as below:
 - There must be a K-One Centre, which is accessible to customers within a distance of 5 kms.
 - K-One Centres to be set up at major locations with more than 25,000 potential customers. Based on this criteria, around 200 K-One centres may required to be opened to cover the urban population.
 - Existing / proposed payment counters of service providers mainly ESCOMS & Water Boards need to be reckoned when setting up new K-One Centres to avoid possible overlapping.
 - Suggestions offered by customers and service providers during the Study can also be considered while taking the decision on opening new Centres.

Keeping the above broad parameters, new K-One Centres can be established in a phased manner with an ambitious target of opening K-One Centres in major cities of all 30 districts of Karnataka in a span of next five years.

c) Recommendations requiring change in Policy :

- More K-One Centres could be set up across the State as it would be advantageous to both the customers and service providers as such Centres are carrying out multiple tasks in a single point saving time and resources.

To summarize, K-One project is currently striving its best to achieve the mission – ‘One Stop Shop For Non Stop Citizen Services’ and need to enhance its presence and visibility across the State, which will go a long way in realizing the set vision of K-One project.