

PUBLIC SERVICE DELIVERY

Issues & Challenges

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Introduction


- Political economy of a country has a major role to play in the development of its policy process and reform agenda.
- Interplay of state and non-state actors and interest groups in a democratic and federal polity like India defines the way and extent to which the policies and reforms agenda gets effectively implemented.



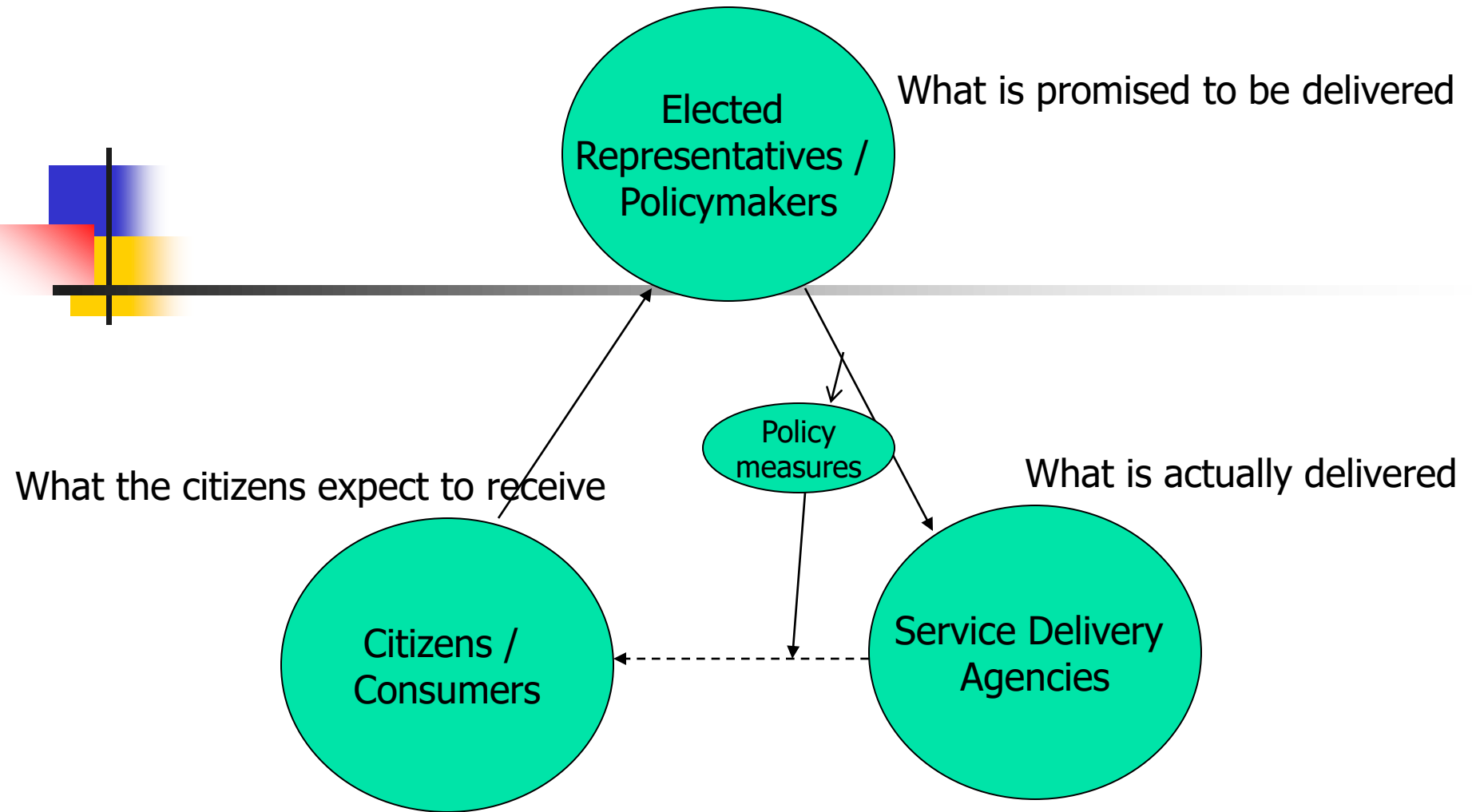
What do people/citizens expect?

- People want good service from the public money that is spent.
- How this aim can best be attained?

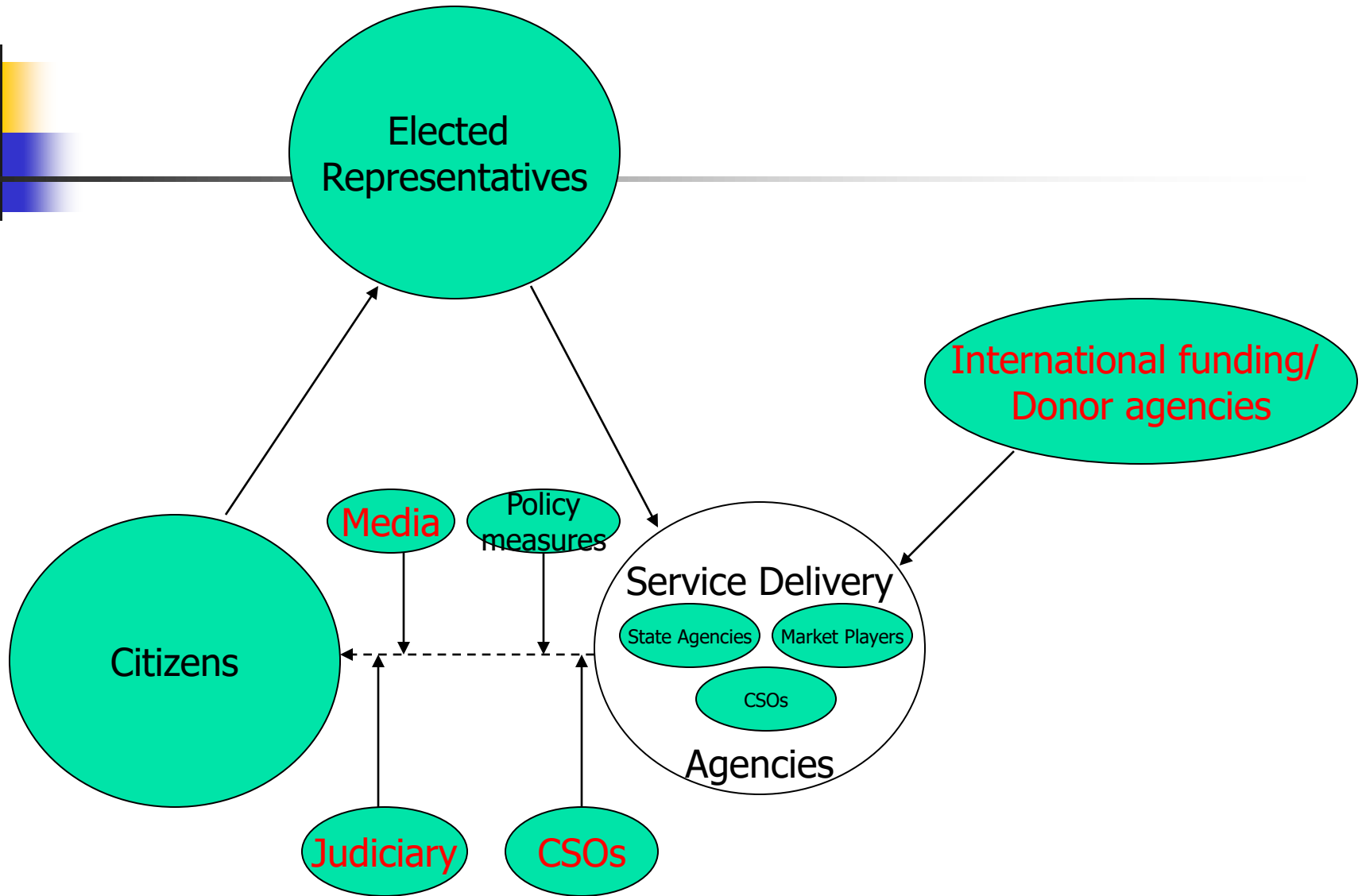
Julian Le Grand - four 'models'

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- **Trust** - the professionals, managers and others who work in public services are trusted to deliver a good service.
 - **Command-and-control** -workers are instructed or in other ways directed to deliver a good service by higher authority.
 - **Voice** - users of services communicate their views about the quality of the service directly to service providers.
 - **Choice and competition** - users choose the service they want from those offered by competing providers.

Service Delivery Framework



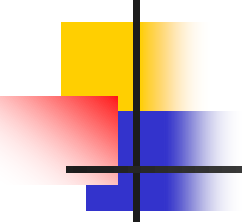
Accountability of





Conference of Chief Secretaries 1996 - An Agenda for 'Effective and Responsive Administration' - Recommendations

- Public accountability should be interpreted in a broader sense to include public satisfaction and responsive delivery of public services.
- Citizen's Charters should be introduced phase-wise for as many service institutions as possible and in the Departments of the Central and State Governments starting with those with a large public interface.

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- The first directive of the Union Government to the Ministries/Departments to initiate the exercise of formulation of Citizen's Charters was given in December 1996 requesting the Ministries/Departments 'to identify areas which have wide public interface'



Conference of Chief Ministers, 1997, New Delhi –
Action Plan on ‘Effective and Responsive Government’.

Thrust on three main areas :

- Making administration accountable and citizen-friendly.
- Ensuring transparency and right to information. and
- Taking measures to motivate civil services.

To what extent improved public service and effective, accountable and responsive administration is actually being delivered ?

- In case of many Ministries/ Departments/ Organisations, Citizen's Charter remains more of a ritualistic exercise without generating any capacity for people to use Charter commitments to obtain service improvement or for fulfillment of organizational commitments.
- Charters fail to create adequate space for citizen/ stakeholder participation in review, monitoring and evaluation of Charters.



What are the Key Challenges?

- Aligning public service delivery performance in India with citizen's expectations.
- Institutionalizing continuous improvement and assessment of performance in the Government organizations against clear and improving standards.
- Benchmarking quality of service delivery by government organizations and grading them on performance.
- Providing government organizations involved in public service a scheme for acquiring and retaining a symbol of excellence in service delivery.

Sevottam - A certification scheme takes into account :

- Unique conditions of service delivery by public service organizations in India
- Sectoral and regional variations in service delivery standards and
- Offers a systematic way to identify weaknesses in specific areas and rectify them through systemic changes and process re-engineering.

What is required to obtain a Sevottam symbol of excellence?



- Successful implementation of Citizen's Charters
- Service delivery preparedness and achievement of results
- Sound Public Grievance Redress Mechanism.

Sevottam highlights.....

- Management responsibility for customer focus.
- Use of tools for achieving quality standards like service quality policy and Citizen's Charters.
- Internal and external communications requirements, documentation requirements.
- Mechanism to implement, monitor, measure and improve delivery.

With the adoption of Sevottam, India became the first country in the world to publish a requirement standard for quality management of public service delivery.



Critical Issues Impacting Actual Service Delivery

- **Commitment from the highest political and administrative levels** - success depends on the level of commitment, ownership and leadership drive by the implementing agencies
- **Stakeholder involvement in scheme design** - civil society representatives should be taken on board at appropriate stages like definition of service standards and assessment for Sevottam certification, etc.
- **Change Management interventions** -particularly changing the culture and mindset of government officials from an ‘administration’ focus to ‘performance management’.



Conclusion

- Search for solutions to public service problems emphasises effectiveness, allocative efficiency and the need for equity.
- Public service delivery needs to be understood in its context, along with the goals of allocative and technical efficiency and the accountability mechanism.



Quiz

(1) When did the Union Government issue a directive to the Ministries/ Departments to initiate the exercise of formulation of Citizen's Charters?

- (a) 1997
- (b) 1996
- (c) 1995
- (d) 1994



Contd...

(2)was adopted by India to publish a standard for quality management of public service delivery

(a) Citizen's Charter

(b) Sevottam

(c) Grievance Redressal Mechanism

(d) Documentation Practices



Contd..

(3) Which of the following was adopted in the Conference of Chief Ministers held in 1997?

- (a) Agenda for Effective and Responsive Administration
- (b) Benchmarking Quality of Service
- (c) Action Plan on Effective and Responsive Government
- (d) Accountability Mechanism

References



(1) Dolly Arora (2008) Citizen's Charters in India, Formulation, Implementation and Evaluation, Indian Institute of Public Administration,

https://darpg.gov.in/sites/default/files/IIPA_Report_Citizen_Charter.pdf

(2) Sevottam Model- DARPG,

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(3) Julian Le Grand, 2007 The other invisible hand: delivering public services through choice and competition

<https://voxeu.org/article/how-get-good-public-services-through-choice-and-competition>

(4) World Development Report 2004, Making Services Work for Poor People

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Video Links

- https://www.youtube.com/watch?v=T4nxv_-n3ms
- https://www.youtube.com/watch?v=f9-aRfxg_3M



THANK YOU