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REPORT

ON

PROGRESS OF REFORM MEASURES

SUGGESTED IN

SOCIAL AUDIT OF PUBLIC SERVICES

IN DELHI

BY PUBLIC AFFAIRS FOUNDATION, BANGLORE

REPORT ON PROGRESS OF REFORMS MEASURES SUGGESTED IN SOCIAL AUDIT OF PUBLIC SERVICES IN DELHI

1. Background

- 1.1 A Social Audit of Public Services in Delhi was conducted in July 2006, by the Public Affairs Foundation, Bangalore on the initiative of the Government of National Capital Territory of Delhi. The social audit was based on user feedback generated through a scientific random survey of users and households.
- 1.2 The Social Audit covered 14165 respondents in Delhi and elicited focused feedback on experiences across nine public services v.z.:
- ❖ Provision of Drinking Water through water tankers;
 - ❖ In patient services provided by public hospitals run by MCD and State Government;
 - ❖ Out Patient Services provided by public hospitals run by MCD and State Government;
 - ❖ Public bus transport services provided by Delhi Transport Corporation;
 - ❖ School Education provided by MCD Primary Schools, Government Primary Schools, Sarvodaya Primary Schools and Government Secondary Schools;
 - ❖ Services provided by Ration Shops and Kerosene Depots;
 - ❖ Services provided by Motor Licensing Offices;
 - ❖ Services provided by the Sub-Divisional Magistrate's Offices;
 - ❖ Services provided by the Sub-Registrar's Offices.
- 1.3 The report, sponsored for the first time by any Government in India placed an independent assessment of the government in the public domain and was released by the Chief Minister of Delhi Mrs. Sheila Dikshit on 4th September, 2006.

Speaking to the Press the Chief Minister of Delhi announced that a high level steering group would be set up to implement specific reform measures to address the gaps pointed out in the social audit and progress of reform measures would be monitored periodically. The audit itself would be repeated to review the initial benchmarks.

2 Methodology

- 2.1 Indian Institute of Public Administration, New Delhi in collaboration with PAF constituted a group of three persons headed by Shri. S. Regunathan, former Chief Secretary, GNCT of Delhi to review and monitor the progress of the reform measures.
- 2.2 A series of meetings was held with all the concerned Head of Departments. Each salient issue pointed out by the Social Audit was discussed in detail and remedial measures suggested. (Minutes of the meetings are placed at Annexure-I).
- 2.3 The group held four review meetings during these two months. It had discussion with Fair Price shop owners and also visited Lal Bahadur Shastri Hospital to have first hand knowledge of the prevailing situation. Dr. Samuel Paul and Shri S. Regunathan called on the Chief Minister and later the Chief Secretary and apprised them of the methodology and the outcome of the review meetings.
- 2.4 The Social Audit Report assessed people's satisfaction level from four angles viz. reliability, quality, transparency and responsiveness of the organization and over all satisfaction. While doing it, the report also obtained peoples reasons for dissatisfaction and suggestions for improvement.
- 2.5 The group while reviewing, kept these in view and prepared an action plan for each utility/agency after detailed discussion with concerned officials for increasing the satisfaction level.
- 2.6 In the following paras reasons for people's dissatisfaction, their suggestion, action plan of the concerned utility/agency and its present state of implementation are given.

At the end of the report, Action Taken Reports of utilities/agencies have been annexed (Annexure II to XI).

3. Delhi Jal Board:

3.1 Reasons for people's dissatisfaction:-

- In adequate quantity of supply of water;
- Lack of any standards and norms of distribution;
- Irregular frequency of trips of tankers; and
- Weak grievance redress system

3.2 People's suggestions:-

- ❖ Adequate quantity of supply to be ensured along with equity in distribution,
- ❖ Tankers to arrive at fixed points at fixed times
- ❖ Tankers movement to be watched.

3.4 Action Plan:-

- A policy for re-deployment of tankers will be drawn up once full supply of water is received at Sonia Vihar Water Treatment Plant.
- The Policy will ensure adequate quantity of water and its equitable distribution.
- DJB tankers will be fitted with GPS system for monitoring their movements.
- Water tankers top will be locked after filling at the filling station to avoid any illegal drawl of water from the tankers
- Action will be intensified to plug any leakages in the existing distribution system.

3.5 Present State of Implementation

- ✚ In 20% water tankers GPS System has been installed; rest will be completed in two months.
- ✚ Fitting of sensors for automatic closure of tankers top is being considered instead of manual locking system which could be tampered.
- ✚ Action has been taken to appoint suitable private party to identify points of leakages and for taking corrective measures.
- ✚ Public Grievance redress system is being strengthened.

4. Health

4.1 Reasons for People's dissatisfaction:

(i) Outpatients health services

- Over crowding of hospitals
- Unfriendly behaviour of doctors and staff
- Poor laboratory services
- Lack of sanitation and in some hospitals lack of security
- Non availability of medicines

(ii) In patient health services:-

- Over crowding of wards
- In sanitary conditions of wards
- Dirty linen
- Poor laboratory services
- Unhelpful behaviour of staff
- Poor quality of food
- Non-availability of medicines
- Solicitation of bribes

4.2 **People's suggestions for improving health services:-**

(i) Out Patient Services:-

- ❖ Free medicines for all ailments to be made available
- ❖ More number of doctors and nurses to be appointed
- ❖ Improvement in the behaviour of doctors and nurses is needed
- ❖ Reduction in waiting time to be achieved
- ❖ Provision of facilities for forming ques for obtaining any service to avoid over crowding at all counters
- ❖ Green cover around the hospitals to be created
- ❖ Prompt and adequate ambulance services to be provided

(ii) Inpatient Services:-

- ❖ Increase more number of beds
- ❖ Improvement in over all cleanliness to be achieved
- ❖ Provision of free medicines is ensured
- ❖ Improvement in quality/quantity of foods to be brought about
- ❖ Better treatment in the least time possible be given
- ❖ Improvement in laboratory facilities to be achieved

4.3 **Action Plan for Increasing Satisfaction Levels of People**

- Vertical expansion of hospitals, wherever is possible and feasible to be adopted.
- Empty transport containers as temporary shelters to inpatients, as is being used in some Latin American Countries could be tried, first as a pilot project and if found practical for all hospitals.
- Unoccupied quarters of doctors/staff could be used as waiting rooms and as shelters for persons accompanying patients on payment.
- CAT services may be improved and out sourcing of ambulance services may be explored.

- ICU facilities to be made available at all 100 and above bed hospitals.
- Shoe racks at the entrance of wards are to be provided.
- Encroachments near the entrance to hospitals to be removed.

4.4 System/Process Re-engineering

- Audio/video systems for providing information to visiting patients to be installed in all hospitals. Care is to be taken to provide clear and audible announcement through the system.
- Colour coded signages should be provided.
- Public grievance redress system needs strengthening in hospitals and an officer to be designated as Public Grievance Redress Officer to provide redress. His name and location is to be prominently displayed.
- Assessment of requirement of doctors, nurses and other staff of each and every hospital is to be done every two years, perhaps by engaging consultant firms.
- As most of the hospitals are working way beyond their established capacity 25 to 50% of the existing strength of doctors, nurses and other staff is to be immediately increased. A detailed study for the requirement for each hospital is to be commissioned.
- There is requirement of increase in number of sanitation and security personnel in all hospitals. They should be provided by decentralizing the procedure of appointing these personal by out sourcing.

4.5 Community Empowerment/Engagement

- Rogi Kalyan Samiti may immediately be formed for each hospital.
- NGOs may be selected and provided in each hospital to take care of visiting patients needs.

4.6 MCD Maternity Centres

During the discussion it came to notice that Maternity Centres of MCD are nor fully used whereas Government Hospitals are over crowded with patients. There has to be some arrangement between Delhi Government and MCD to attach MCD Maternity Centres to the nearest hospital for optimally utilizing the available infrastructure (Annexure – XII).

4.7 Present State of Implementation

- ✚ All the Medical superintendents have been asked to examine the possibility of vertical expansion of hospital buildings wherever it is feasible.

- ✚ Possibility of using unoccupied quarters of doctors/staff as waiting rooms for in patients is being examined. In the meantime, one quarter in the Lal Bahadur Shastri Hospital is being used as a guest home for those who accompany patients.
- ✚ ICU facilities are being made available at all 100 and above bed hospitals.
- ✚ A few 100 bed and above hospitals have been declared independent from the control of Directorate of Health Services making them more self-reliant. Norms for doctors and staff strength have been drawn up.
- ✚ Sanitation and security services in all the new hospitals are being out-sourced.
- ✚ Encroachments near the entrance of hospitals have been removed. More effective steps are being taken for cleaning the surroundings.

5. Education

5.1 Reason for Users Dissatisfaction

- Indifferent and inadequate teaching
- Poor behaviour of teachers
- Lack of playground facilities
- Lack of cleanliness in and around schools particularly for girls students
- Ineffectiveness of PTA

5.2 Users Suggestion for Improvement

- ❖ More attention to be paid to teaching
- ❖ Provisions of larger play grounds and availability of play materials be examined
- ❖ Introduction of English as medium of instruction be done
- ❖ School buildings be better maintained
- ❖ Cleanliness of school be improved
- ❖ Improvement in supply of quality of books and uniforms be achieved
- ❖ Adequate number of teachers to teach required subjects be made available

5.3 Action Plan for Increasing Satisfaction Level:-

- Competency tests for students of all classes to be done every month by school authorities themselves, by an outside agency every quarter at random basis and by the department once in a year.
- The Process of selection of teachers by DSSB be reviewed to ensure only teachers of merit are recruited. All the new entrant teachers to be kept on probation for a year or two and then confirmation on the job is to be done

only after thoroughly verifying their suitability for teaching. The verification could be done preferably by an outside agency.

- An action plan is to be drawn up for provision of adequate toilets within two years wherever found necessary. Use of porta cabins/chemical toilets could also be considered where there is lack of space and water.
- Creation of separate engineering wing for building and maintaining school infrastructure, to be considered at the earliest.
- Students needing assistance for studies after school hours could be helped by extensively using existing local cable network. For this, arrangement with local cable operators may be made after discussion with them and creating suitable content for teaching.
- Vidyarthi Kalyan Samities are to be established in all MCD and Government schools exercising adequate care in constituting these samities.
- PTAs should be strengthened, however, only parents of students of the schools should alone be nominated to these associations.
- Clearly visible notice boards displaying various fees to be paid and free facilities provided by the school should be put up at a prominent place in the school premises.

5.4 Present State of Implementation

- ✚ Competency tests have already been started in Government as well as in MCD's Schools. Testing by outside agency is being examined.
- ✚ An Action Plan has been drawn up for provision of toilets in schools wherein toilets are to be provided according to students strength.
- ✚ Proposal for creation of separate engineering wing for school buildings has been mooted.
- ✚ Vidyarthi Kalyan Samities have been constituted in some schools and the process will be completed within a year.
- ✚ To provide assistance to needy students for their studies through Cable Network a programme has been chalked out which is actively being persuaded. A proposal in this regard has been submitted to the CS.
- ✚ PTAs are being strengthened with the inclusion of parents of the students.

6. Public Distribution System

6.1 Reasons for people's dissatisfaction:-

- Full rations are not given and whatever is given is underweighed
- Frequent trips are needed to get rations
- There is no display of available ration items and their price at ration shops
- Full quantity of Kerosene is not given and there is always under weighment of supply
- Poor grievance redress system

6.2 Users Suggestions for improvement

- ❖ Rations be supplied in adequate quantity and quality
- ❖ Rations be given twice in a month.
- ❖ Rations shops to open on all days of a week
- ❖ Strict monitoring of shops to ensure supply of ration in correct quantity, display of available items and prices and ensure availability of ration to avoid frequent trips.

6.3 Action Plan for Improving Satisfaction level of People

- Ration shops be encouraged to sell other authorized items for making them viable. For this arrangement can be made with Kendrya Bhandar Society to appoint these fair price shops as their franchisee.
- For supply of correct quantity of Kerosene, automatic dispensers on the pattern of milk supply booths could be thought of.
- Citizen charter is to be revised so that it is more realistic. Strict adherence to it is insisted upon. This may be published in local languages also.
- Effective action to be taken by the Department for ensuring display of available quantity of items and their prices by the ration shops.
- Complaint boxes be provided at all ration shops. These boxes are to be opened and complaints are addressed by FSO every fortnight and by AC atleast once in a month.
- Periodical checking of the weights and measures be carried out.
- Every shop should have citizen watch committee consisting of ration card holders and a few prominent citizens preferably from RWAs and Mohalla Committees. These members are changed at least once in a year or two to avoid formation of vested interests.

6.4 Present State of Implementation

- ✚ To make Fair Price Shops viable, range of commodities for sale in Fair Price Shops has been widened with the cooperation of Kendriya Bhandar
- ✚ Use of special automatic dispenser for distribution of Kerosene Oil is being introduced in five shops as a pilot project and depending on the outcome of result further course of action will be decided.
- ✚ Complaint Boxes have been installed in all circles offices.
- ✚ Citizen charter has been revised and would be circulated and published.
- ✚ Instruction have been issued to all FSOs to constitute Citizen Watch Committees. Guidelines in this regard have also been laid down vide order dated 13-10-06.
- ✚ To create awareness on Public Distribution system among BPL families Nukkad Nataks and spot advertisements in the local TV channel are being arranged through Directorate of Information and Publicity and Hindi Academy.

7. Transport and DTC

7.1 Reasons for dissatisfaction:-

- No proper information and guidance available at MLO offices
- Too much time is taken to get work done
- Presence of middlemen resulting in nuisance value
- Often one has to travel long distances and in addition make frequent visits
- Poor behaviour of MLO and Staff
- Buses don't come on time
- Over crowding of buses
- Unclean bus stops and stands
- Poor behavior of drivers and conductors
- Buses do not stop at bus stops

7.2 People's Suggestions for Improvement:-

- ❖ Process should be less time consuming
- ❖ More number of counters to be provided at MLO offices
- ❖ Proper information and guidance should be available at offices
- ❖ Strict action against the presence of middlemen
- ❖ Better behaviour of staff
- ❖ Provisions of adequate parking, seating, drinking water and toilet facilities
- ❖ Increase in the number of buses
- ❖ Strict adherence to time schedule
- ❖ Cleanliness of bus stops/sheds and buses
- ❖ Buses to stop at designated stops
- ❖ Better behaviour of drivers/conductors

7.3 Action Plan for Improving the Services

- Motor Licensing Offices should be free of middle men. MLOs should be made responsible for removing middle men from their premises and erring officials should be severely dealt with.
- For providing information and informing the availability of various services and charges for various services audio-video facilities be used.
- Citizen charters to be revised and strict adherence to it is ensured. These may be brought out in local languages also.
- More MLO offices to be opened to reduce congestion at MLO offices.
- Possibility of outsourcing skill testing facilities to be examined and if feasible, outsourcing should be done at the earliest.
- Refresher training of all levels staff be provided.

- DTC has to arrive at the optimum size of its fleet considering its requirement to operate during any emergency like strike by private operators, etc.
- Re introduction of GPS for monitoring of adherence to time schedule and stopping at bus stops be done at the earliest.
- Revenue target to be fixed for each depot.
- Constant checking of ticketless travel, behavior of operational staff to be carried out by supervisory staff.
- Regular commuters could be encouraged for providing periodical feed back by providing suitable incentives to them.
- Periodical training of conductors and drivers to be carried out.
- Commuter's committee for every rout to be formed.
- Help line to be provided and its detail to be advertised for the benefit of customers.
- Quality circles to be formed by DTC and Transport Department for its MLO Office.

7.4 Present State of Implementation

- ↓ To eliminate the operation of middleman/tout at zonal offices an office order has been issued on 16-10-2006 fixing the responsibility on the concerned MLO for removal of middlemen/tout from the premises.
- ↓ All Zonal Deputy Commissioners have been directed vide order dated 16-10-06 for attending to grievances of the public allotting half a day in a week.
- ↓ An informative audio-video film providing general information to the visitors of Zonal Offices has been prepared and is being displayed at various Zonal Offices w.e.f. 30-12-2006
- ↓ The citizen charter of the department has been revised. It is being translated in local languages also.
- ↓ To reduce congestion in existing offices Anand Vihar Zonal Office has been bifurcated and two new offices at Surajmal Vihar and Mayur Vihar have been built up. Four more new zonal offices will be opened by March 2007.
- ↓ Arrangements are being made for training of officers of the Department through IDTR which may start by the end of January 2007.
- ↓ The Department has got a dedicated helpline No.42400400. It is being given wide publicity.
- ↓ Introduction of Quality Circle in the Zonal Offices of the Department under the new standard of IS 15700:2005 is under active consideration. Quality Circles are also being formed in various depots of DTC.
- ↓ Bus fleet is being augmented. 200 new buses are already on the road and by March 2007, orders for new low floor buses will be placed on the selected manufactures.
- ↓ Training of drivers and other staff is being arranged.

8. Revenue Department

8.1 Reasons for People's dissatisfaction:-

- Proper information is not available
- Cumbersome procedure and process
- Staff is uncooperative
- Delay in disposal of cases; long wait after submitting all documents
- Presence of middlemen and exploitation by deed writers
- Lack of infrastructure facilities and improper layout of offices
- Inadequate number of offices with waiting room, toilets, drinking water and parking spaces facilities
- Delay in disposal of files

8.2 People's Suggestions for Improvement

- ❖ Sub-Registrar offices to be provided with waiting rooms with sufficient space and other public facilities like drinking water, toilets, etc.
- ❖ Behaviour of staff to be improved
- ❖ Work should be done in less time
- ❖ Middleman should be removed from office premises and corruption to be eliminated.
- ❖ Training of officials and staff is necessary
- ❖ Provisions of correct and accurate information and guidance is needed

8.3 Action Plan for Improvement

- Even though front office computerization in SR offices has helped people, it has not completely increased efficiency and reduced mal practices because of the following major reasons:-
- Lack of quick and efficient back office operations.
- In sufficient and inadequate knowledge of registration procedures of the sub-registrars who are posted as SRs without any pre-induction training.

Therefore complete re-engineering of the process of registration has to be carried out along with proper pre-induction training of personnel posted as sub-registrars.

- Almost all sub-registrar office receive a large number of instruments/documents for registration resulting in over crowding, etc. Therefore, more SR office are to be opened after reviewing the existing norms and complexity of transactions.

- Whenever a SR office is bifurcated additional three hands to be provided by creating new posts without any AR study. AR study could later be done to fix the exact number of officials required for the office.
- The facility of scanning of documents may be made available at all SR offices.
- Digitization of documents to be completed at the earliest and a centralized data base from effective tracking of registration be provided.
- Issue of licence of deed writers after examination and proper selection may be considered.
- Time slots for registration could be allotted to registrants using internet/cyber cafes.
- Model instruments/documents be put on Web/Internet, so that registrants can write their own instrument without needing the help of deed writers.
- Audio/video information system be provided at all offices.
- As Sub-registrars do not exercise judiciously their discretionary power to fix the property value, it is necessary to fix circle rates for land/property which may be publicized.
- Physical layout of DC offices is urgently called for and it may be done in the next three months.
- Audit of software in SDM offices may be done at the earliest.
- Staff dealing with issuance of certificate be trained to be courteous and polite.
- Process of issuing certificate to be studied internally and improved upon.

8.4 Present State of Implementation

- ✚ For induction training to the SDM/Sub-Registrar and subordinate staff a training programme is being worked out in collaboration with the department of training UTCs
- ✚ To revamp the functioning of Divisional Commissioner and Deputy Commissioner Offices system studies are being conducted
- ✚ Broadband connectivity to the Sub-Registrar offices is being made available so that data of the Sub-Registrar Offices should be uploaded on the Central Server on a regular basis.
- ✚ Selecting and appointing deed writers on the basis of examination is being processed
- ✚ Lists of completed/ready documents are being placed on the Notice Board. This will be done on Website also in near future and time slots will be displayed for the concerned persons to collect documents.
- ✚ IIPA has been commissioned to study the re-engineering processes and suggesting suitable software for Sub-Register Offices.

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Social Audit of Public Services in Delhi

From Symptoms to Reforms (Food & Civil Supplies)

Minutes of the meeting held on September 19, 2006 at the office of the Secretary (AR).

Members present:

1. Mr. Reghunathan, Former Chief Secretary, Government of NCT Delhi
2. Commissioner, Food & Civil Supplies
3. Secretary, AR & IT
4. Joint Commissioner Food & Civil Supplies
5. Food & Supplies Officer
6. Assistant Programmer
7. Mr. SMH Naqvi
8. Dr. Gopakumar Thampi, Public Affairs Foundation, Bangalore

Mr. Reghunathan welcomed the Commissioner and the team and outlined the key objectives of the meeting:

- Carry out a focused and structured discussion to review key pointers and implications emerging from the social audit and list doable/actionable measures.

Dr. Gopakumar then highlighted the major issues that have emerged from the social audit on the functioning of Fair Price Shops and Kerosene Depots. The issues were:

- ▶▶ **Wide spatial variations in service provision**
- ▶▶ **Under weighing, non display of prices & non issuance of receipts reflect to issues of transparency**
- ▶▶ **Poor compliance to statutory entitlements**
- ▶▶ **High problem incidence & Low resolution**

Mr. Reghunathan then opened the floor for comments and discussions. Major outcomes from the discussion are listed below:

Pointers from the Social Audit	Reasons	Suggested Measures
<ul style="list-style-type: none"> ➔ Wide geographical variations in service provision ➔ Under weighing, non issuance of receipts, non display of prices 	<p>Differing abilities of communities to demand for better services?</p> <p>Need to check if this is a perception or reality</p> <p>Weak supervision</p> <p>Low awareness among users</p>	<ul style="list-style-type: none"> ⊛ Strengthen internal monitoring ⊛ Enhance community involvement – Citizen Watch Committees (RWAs should be effectively involved in this). ⊛ Widen the ambit of the SDM-level Task Force to facilitate checking and monitoring on FPS and Kerosene depots. ⊛ Conduct independent audits to find whether there is under weighing of food grains. ⊛ Weights & Measures department to undertake more frequent checks and raids. ⊛ 50% of FPS to be monitored every fortnight by the inspector of each circle. ⊛ Enhance public awareness through campaigns.
<ul style="list-style-type: none"> ➔ Poor compliance to statutory entitlements 	<p>Low incentives for FPS owners?</p> <p>Low awareness among users on rights & entitlements</p>	<ul style="list-style-type: none"> ⊛ Entitlements to be clearly marked in ration cards in actual measurement units ⊛ Enable FPS owners to operate as "public malls" - selling more range of household products ⊛ Explore options to open up private malls to designate counters for ration supply.
<ul style="list-style-type: none"> ➔ Poor Grievance redress 	<p>Low awareness</p> <p>Weak systems</p>	<ul style="list-style-type: none"> ⊛ Inspectors to verify and sign compliant registers kept at FPS ⊛ Compliant box to be kept at each Food & CS office which will be monitored by Assistant commissioners. ⊛ Toll free helplines to be set up (IVR systems) ⊛ Citizen Charters to be published in other local languages like Punjabi & Urdu. These should be displayed at the FPS also.

Next Steps

It was decided that the Commissioner & team will review the list of suggested measures and come for a second round of discussions on Friday, September 22. Prior to this, Mr. Reghunathan, Mr. SMH Naqvi and Dr. Gopakumar will organize a meeting with FPS owners on Thursday, September 21; this meeting will be convened by the Joint Commissioner. Key agenda for this meeting would be:

- Prioritize the list of suggested reforms
- Identify risks/barriers associated with these
- Identify "quick wins" – reforms that can be done with minimum resources but maximum impact.
- Identify resources needed (if any) to implement the suggested reforms

Social Audit of Public Services in Delhi

From Symptoms to Reforms (Transport Department)

Minutes of the meeting held on September 20, 2006 at Conference Hall #2, Delhi Secretariat. Members present:

1. Mr. Reghunathan, Former Chief Secretary, Government of NCT Delhi
2. Dr. Narendra Kumar, Secretary (AR)
3. Mr. N. Balachandran, Special Commissioner, Transport Department
4. Mr. Anshu Prakash, Managing Director, Delhi Transport Corporation
5. Mr. Virendra Kumar, Joint Commissioner, Transport Department
6. Dr. K.B. Rai, Seputy Director (AR)
7. Mr. S.K. Mishra, MLO
8. Mr. R.C. Verma, MLO
9. Mr. SMH Naqvi (former Deputy Director, AR Department and currently assisting Mr. Reghunathan on this assignment)
10. Dr. Gopakumar Thampi, Public Affairs Foundation, Bangalore

Mr. Reghunathan welcomed the members and outlined the key objectives of the meeting:

- Carrying out a focused and structured discussion to review key pointers and implications emerging from the social audit and list doable/actionable measures.

Dr. Gopakumar then highlighted the major issues that have emerged from the social audit on the MLOs and buses operated by DTC. The issues were:

MLO	DTC
▶▶ Continuing presence of middlemen	▶▶ Improve punctuality of buses
▶▶ Lack of information	▶▶ High levels of breakdowns
▶▶ Low problem resolution	▶▶ Revenue loss to non issuance of tickets
	▶▶ Low compliance to reserved seating provisions for women, handicapped and senior citizen commuters

Mr. Reghunathan then opened the floor for comments and discussions. Major outcomes from the discussion are listed below:

Reform Measures Suggested by Transport Department

Pointers from the Social Audit	Reasons	Suggested Measures
<ul style="list-style-type: none"> ➔ Continuing presence of middlemen 	<p>Under staffing Weak supervision & enforcement</p>	<ul style="list-style-type: none"> ➔ Penalize MLO (suspension) – possible GO could be issued ➔ Technology solutions like SMART Cards for Driving Licence ➔ Carry out further probes to understand what services are currently being provide by middlemen and finding out options to provide institutional (legal) solutions to these. ➔ New generation office layouts (like the one currently followed in ITO/New Delhi) ➔ Improving access by opening more offices – one key reason for using middlemen (as pointed out in the audit) is to avoid standing in queues.
<ul style="list-style-type: none"> ➔ Lack of Information 	<p>In sufficient emphasis on publicizing information</p>	<ul style="list-style-type: none"> ➔ Audio Playback of key information details through PA systems at MLOs ➔ Public information modules to be displayed through TV terminals positioned in the waiting spaces in MLO
<ul style="list-style-type: none"> ➔ Low Problem Resolution 	<p>Weak Supervision & Oversight</p>	<ul style="list-style-type: none"> ➔ Review of existing Citizen Charter and making the norms and standards realistic – enforce strict compliance ➔ Centralized system to track performance of individual MLOs
<p>Cross cutting reform ➔ Create Quality Circles in the MLOs to improve productivity, enhance accountability, encourage innovations and stimulate healthy competition among MLOs</p>		

Reform Measures Suggested by Delhi Transport Corporation

Pointers from the Social Audit	Reasons	Suggested Measures
<ul style="list-style-type: none"> ➔ Improve punctuality of buses 	Shortage of buses Diversion from pre designated routes	<ul style="list-style-type: none"> ⊛ Increase in fleet size from 3500 to 5000 buses ⊛ Reintroduce GPS ⊛ Make post of drivers permanent – discontinue the present practice of daily employees
<ul style="list-style-type: none"> ➔ High levels of breakdowns 	Poor quality of engines (CNG)	<ul style="list-style-type: none"> ⊛ Comprehensive annual maintenance to be made mandatory for all new purchases of buses ⊛ Stricter inspection for existing fleet
<ul style="list-style-type: none"> ➔ Possible revenue loss due to non-issuance of tickets 	Weak supervision & oversight	<ul style="list-style-type: none"> ⊛ Commuter Committees to be formed ⊛ Individual monitors to be empanelled – they could be provided with free passes as an incentive. ⊛ "Mystery passengers" – senior inspection officials to pose as commuters and check on ticket issuance ⊛ Targets to be fixed for each depot
<ul style="list-style-type: none"> ➔ Non compliance of seating reservations 	Low public awareness Weak supervision & oversight	<ul style="list-style-type: none"> ⊛ Public campaigns ⊛ Helplines setup and advertised inside buses
<p>Cross cutting reform ➔ Create Quality Circles in DTC depots to improve productivity, enhance accountability, encourage innovations and stimulate healthy competition among depots</p>		

Next Steps

It was decided that Transport Department & DTC will review the list of suggested measures and come for a second round of discussions on Monday, September 25.

Key agenda for the second round of meeting with the Commissioner & Team would be:

- Prioritize the list of suggested reforms
- Identify risks/barriers associated with these
- Identify "quick wins" – reforms that can be done with minimum resources but maximum impact.
- Identify resources needed (if any) to implement the suggested reforms

Social Audit of Public Services in Delhi: From Symptoms to Reforms The Strategy Matrix (As on September 28, 2006)

Services/ Reform Type →	Infrastructure Improvements	Systems / Process Re-engineering	Personnel Related	Community Empowerment / Engagement
Education	<ul style="list-style-type: none"> <input type="checkbox"/> Creative options like mobile & chemical toilets. <input type="checkbox"/> Discourage practice of locking up toilets from outside. <input type="checkbox"/> Additional toilets for Principals & Teachers – Pota Cabins 	<ul style="list-style-type: none"> <input type="checkbox"/> Separate engineering wing for school infrastructure. <input type="checkbox"/> Mandatory competency testing of children. <input type="checkbox"/> Teaching through Cable TV slots. 	<ul style="list-style-type: none"> <input type="checkbox"/> Improve teacher selection procedures. 	<ul style="list-style-type: none"> <input type="checkbox"/> Setting up Vidhyarthi Kalyan Samitis for monitoring & raising resources.
Health	<ul style="list-style-type: none"> <input type="checkbox"/> Opening speciality maternity & paediatrics hospitals. <input type="checkbox"/> Upgrade existing centres – explore options for vertical expansion. <input type="checkbox"/> Explore innovative options like bunker-type beds. <input type="checkbox"/> All encroachments near the entrance of hospitals to be removed. <input type="checkbox"/> Empty doctor's quarters to be utilized – waiting room for bystanders. <input type="checkbox"/> Provision of shoe-racks in front of wards. <input type="checkbox"/> CAT services to be improved – existing plan to procure 450 ambulances. <input type="checkbox"/> Tender out ambulance services 	<ul style="list-style-type: none"> <input type="checkbox"/> Audio Video information at hospitals. <input type="checkbox"/> Centralized information systems at the front desk. <input type="checkbox"/> Installing colour coded signage. <input type="checkbox"/> Re-designing the physical layout, especially the information counters. <input type="checkbox"/> Strengthening manpower in security & sanitation – Tender out services (Multiple agencies and department-wise). <input type="checkbox"/> ICU facilities to be made available in all hospitals (100 bed+). <input type="checkbox"/> Scientific staff requirement audits/studies. 	<ul style="list-style-type: none"> <input type="checkbox"/> Presence of grievance redress officer to be made mandatory at the hospitals. 	<ul style="list-style-type: none"> <input type="checkbox"/> Adopting Rogi Kalyan Samitis. <input type="checkbox"/> Setting up helpdesks with assistance from NGOs; study existing good practices for scale-up. <input type="checkbox"/> Enlisting community volunteers.

Services/↓ Reform Type →	Infrastructure Improvements	Systems / Process Re-engineering	Personnel Related	Community Empowerment / Engagement
Food & Civil Supplies	<ul style="list-style-type: none"> <input type="checkbox"/> Use automatic dispensers for Kerosene. <input type="checkbox"/> Enable FPS owners to widen range of shop products by tying up with Kendriya Bhandars to procure products at subsidized rates. 	<ul style="list-style-type: none"> <input type="checkbox"/> Special Task Force to be set up under the Chair of DC (Revenue) and Area SDMs to inspect FPS/KOD; more frequent checks by Weights & Measures department. <input type="checkbox"/> Toll free helplines to be set up. <input type="checkbox"/> Setting up complaint boxes in each Circle Office which will be opened by respective ACs once a week. 	<ul style="list-style-type: none"> <input type="checkbox"/> Circle Inspectors to visit each FPS/KOD every month. FSOs to visit 25% of FPS/KOD in the area and AC to visit 10% of FPS/KOD in their jurisdiction. 	<ul style="list-style-type: none"> <input type="checkbox"/> Citizen Watch Committees involving RWAs to be set up for each FPS/KOD and trained through Bhagidhari workshops. <input type="checkbox"/> Encourage independent audits by NGOs on issues of transparency. <input type="checkbox"/> Citizen Charters to be reviewed and published in other local languages like Punjabi & Urdu. <input type="checkbox"/> Enhance awareness through media advertisements, street theatre.

Services/ Reform Type →	Infrastructure Improvements	Systems / Process Re-engineering	Personnel Related	Community Empowerment / Engagement
DTC	<input type="checkbox"/> Increase in fleet size to an optimal size.	<input type="checkbox"/> Reintroduce GPS <input type="checkbox"/> Comprehensive annual maintenance to be mandatory for all new fleet acquisitions. <input type="checkbox"/> Stricter inspection for existing fleet; Senior inspection officials to pose as customers and check on ticket issuance. <input type="checkbox"/> Revenue targets to be fixed for each depot. <input type="checkbox"/> Quality Circles in DTC depots.	<input type="checkbox"/> Post of drivers to be made permanent. <input type="checkbox"/> Training for staff for more customer oriented service.	<input type="checkbox"/> Commuter Committees to be formed. <input type="checkbox"/> Individual empanelled monitors. <input type="checkbox"/> Public campaigns <input type="checkbox"/> Helplines to be set up and advertised inside buses.
Transport (MLOs)	<input type="checkbox"/> Opening more offices – layout to follow new generation models as in ITO/New Delhi MLOs	<input type="checkbox"/> Introduction of SMART cards for driving licenses. <input type="checkbox"/> Centralized system to track performance of individual MLOs. <input type="checkbox"/> Record keeping (skill testing) <input type="checkbox"/> Outsource skill testing to competent agencies. <input type="checkbox"/> Review of existing Citizen Charters and making norms and standards realistic. <input type="checkbox"/> Quality Circles in the MLOs - training	<input type="checkbox"/> Penalize erring MLOs – issue a GO, DC to physically visit one MLO for half a day in every week for surprise checks. <input type="checkbox"/> Refresher training for all levels of staff.	<input type="checkbox"/> Audio/Video playback of key information through PA systems and TV terminals at MLOs. <input type="checkbox"/> Training of 2 and 3 wheelers on road etiquettes.

Services/ Reform Type →	Infrastructure Improvements	Systems / Process Re-engineering	Personnel Related	Community Empowerment / Engagement
Sub Registrar Offices and Offices of the Sub Divisional Magistrate (Registration & Certificates)	<input type="checkbox"/> Establishing new SR Offices – at least one in each sub division and later in each Taluk. <input type="checkbox"/> Study of DC offices to improve physical layout, working conditions etc.	<input type="checkbox"/> Review existing norms by linking them to complexity of transactions. <input type="checkbox"/> Extend scanning of documents to all SROs. <input type="checkbox"/> Digitization of documents (SROs). <input type="checkbox"/> Process simplification in issuance of Certificates. <input type="checkbox"/> Issue licence to deed writers and empanel a fixed set for each SRO – fee to be fixed. <input type="checkbox"/> Audit of software in SDM offices & SROs – create a centralized database for effective tracking. <input type="checkbox"/> Introduction of biometric systems.	<input type="checkbox"/> Work flow study <input type="checkbox"/> Formulate stringent penalties if middlemen found in office premises. <input type="checkbox"/> Mandatory Induction Training & Training of existing staff	<input type="checkbox"/> Publicize list of completed /ready documents. <input type="checkbox"/> Fixing and publicizing time slots for clients. <input type="checkbox"/> Audio playback of essential information in the offices. <input type="checkbox"/> Publicize terms, provisions and model formats in websites for all normal transactions. <input type="checkbox"/> Publicize Circle Rates in SROs.
Delhi Jal Board	<input type="checkbox"/> Relocation of tankers (Post Sonia Vihar) to needy areas.	<input type="checkbox"/> GPS to be made mandatory in all water tankers. <input type="checkbox"/> Fixing quotas for demand regulation and publicizing the same. <input type="checkbox"/> Recording daily water tanker load into a computer database.	<input type="checkbox"/> Strict monitoring of the movement of tankers – case of missing tankers in Seemapuri to be immediately pursued.	<input type="checkbox"/> Policy change to focus on Universal Access.

**Social Audit of Public Services
(Food & Civil Supplies)**

A meeting was held on 6-10-2006 under the Chairmanship of Shri S Regunathan, Consultant IIPA New Delhi. Following were present:

1. Smt M Guha Biswas, Commissioner (F&S)
2. Shri G.L. Meena, Jt Secy (F&S)
3. Shri S.S Rathor, Jt Commr. (F&S)
4. Shri Anil Kumar, FSO (D)
5. Shri S.M.H Naqvi, (Consultant)

Shri S. Regunathan reviewed the progress made so far since the last meeting held on 22-09-2006. Following items were discussed and decisions taken as mentioned therein:

(i) Use of automatic dispensers

It was decided that on pilot project basis automatic dispensers may be installed in a few Kerosene Depots. Cost aspect may also be examined.

(Action: Commr. F&S)

(ii) To widen range of Fair Price Shops

It was decided that to widen range of shop products at Fair Price Shops at whole sale rate, the matter may be discussed with the Jt. Secy. Ministry of Food & Supplies, GOI and General Manager, Kendriya Bhandar.

(iii) Toll Free Helplines

It was emphasized that Toll Free common help line may be installed in all the public dealing departments. Efforts may be expedited in this regard

Action: Secretary (AR)

(iv) Complaint Boxes

It was informed that Complaint Boxes in all the Circle offices were installed which will be opened by respective Asstt. Commissioner once a week. Shri S. Regunathan stressed that the system should work regularly.

(Action: All the Assistant Commissioner of F&S)

(v) Citizen Watch Committees and Citizen Charters

Citizen watch committees involving RWAs of the concerned area are to be set up for each FPS/KOD and trained through Bhagidari Work shops. Likewise Citizen Charters are to be reviewed to make them realistic and published in local languages like Punjabi and Urdu also. A copy of updated citizen charters may also be sent to the Consultant.

(Action: Commr. F&S)

(vi) Awareness through media

Possibility of enhancing awareness through media advertisements, street theatre, FM may be explored on priority basis.

(Action: Commr F&S)

(vii) It was decided that progress of these items and other items discussed in earlier meeting will be reviewed on 26th October, 2006.

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE, NEW DELHI**

No.F.04/47/06/AR/ 9276-9278

Dated: 11/10/06

Subject: - **Minutes of the Meeting dated 06.10.2006 held under the chairmanship of Shri S. Regunathan, Consultant-IIPA, New Delhi.**

Sir/Madam,

I am directed to forward herewith the minutes of the meeting taken by Shri S. Regunathan, Consultant-IIPA relating to Social Audit of Public Services (Registration of Documents) in Delhi for further appropriate action at your end.

Feed-back, if any may please be forwarded directly to the Consultant-IIPA, (Room No.26/27), Ring Road, IP Estate, New Delhi.

dm
(DR. K.B. RAI)
DY. DIRECTOR (AR)

Divisional Commissioner,
GNCT of Delhi.

No.F.04/47/06/AR/ 9276-9278

Dated: 11/10/06

Copy forwarded for information and further necessary action to:-

1. Sh. S. K. Jha, ADM (HQ), Govt. of NCT of Delhi, New Delhi
2. PS to Secretary (IT) for kind perusal of Secretary (IT)
3. PS to Secretary (AR).

dm
(DR. K.B. RAI)
DY. DIRECTOR (AR)

SUB-REGISTRAR OFFICES (REGISTRATION OF DOCUMENTS)

Meeting held on 6.10.2006 under the Chairmanship of Shri S. Regunathan, Consultant, IIPA, Delhi. Following were present: -

1. Dr. G. Narendra Kumar, Secretary (AR & IT)
2. Shri S.K. Jha, ADM (HQ)
3. Dr. K.B. Rai, Dy. Director (AR)
4. Sh. S.M.H. Naqvi

Shri S. Regunathan reviewed the progress made so far since the last meeting. It was noticed that no considerable progress has been achieved during the last fortnight.

- i) Review of existing norms by linking them to complexity of transactions had not been done so far.

This should be taken up immediately.

[Action: ADM (HQ)]

- ii) Extend scanning facilities of documents to all SROs. This has been done only in one SRO. This should be extended to all the SROs without further delay.

[Action: ADM (HQ)]

- iii) Digitization of documents in SROs. This has not progressed. Secretary (IT) has to take the initiative to digitize old documents of SR Office.

[Action: ADM (HQ)]

- iv) **Issue of license to Deed Writers**

It was further stressed that licenses have to be issued to Deed Writers who are working as middlemen and exploiting the registrants. It was informed that sometime back a move in this regard was made but the deed-writers got stay order from the court, and it was still pending. It was emphasized that efforts should be made to vacate the stay order and Deed Writers should be licensed for each SRO. Fee may also be fixed for each type of registration/document.

[Action: Secretary (AR)/Divisional Commissioner]

v) **Introduction of biometric systems**

No progress has been made in this regard, other issues were also pending for suitable action.

It was decided that appropriate action is required on the related issues which were discussed in earlier meetings. Next review meeting will be held on 20th October, 2006.

[Action: ADM (HQ) & Secretary (AR)]

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE, NEW DELHI**

No.F.04/47/06/AR/9279-9285.

Dated: 11/10/06

Subject: - **Minutes of the Meeting dated 06.10.2006 held under the chairmanship of Shri S. Regunathan, Consultant-IIPA, New Delhi.**

Sir/Madam,

I am directed to forward herewith the minutes of the meeting taken by Shri S. Regunathan, Consultant-IIPA relating to Social Audit of Public Services (Health) in Delhi for further appropriate action at your end.

Feed-back, if any may please be forwarded directly to the Consultant-IIPA, (Room No.26/27), Ring Road, IP Estate, New Delhi.

Dr
(DR. K.B. RAI)
DY. DIRECTOR (AR)

Pr. Secretary (H&FW),
GNCT of Delhi.

No.F.04/47/06/AR/9279-9285.

Dated: 11/10/06.

Copy forwarded for information and further necessary action to:-

1. Sh. K. S. Wahi, Spl. Secretary (H&FW), Govt. of NCT of Delhi, New Delhi
2. Director, Dte. of Health Services, Govt. of NCT of Delhi.
3. Sh. Veer Singh, CMO-Dte. of Health Services, Govt. of NCT of Delhi, New Delhi
4. Dr. Anita Saxena, CMO (Plan), MCD
5. Dr. P. Raju, Medical Supdt., LBS Hospital, New Delhi
6. Sh. Mukund Joshi, Supdt. Engr. (PWD), LBS Hospital, New Delhi.
7. PS to Secretary (AR).

Dr
(DR. K.B. RAI)
DY. DIRECTOR (AR)

Social Audit of Public Services in Delhi (Health)

A review meeting was held on 6.10.06 under the Chairmanship of Shri S. Raghunathan, Consultant. IIPA, Delhi. Following were present: -

1. Dr. G. Narendra Kumar, Secretary (AR& IT)
2. Shri K.S. Wahi, Special Secretary (Health)
3. Dr. Veer Singh, CMO, DHS.
4. Dr. Anita Saxena, CMO (Plan), MCD
5. Dr. P. Raju, Medical Supdt, LBS Hospital.
6. Dr. K.B. Rai, Dy. Director (AR)
7. S.M.H. Naqvi

Shri S. Raghunathan reviewed the progress made in various aspects since the last meeting held on 27.09.2006. Following decisions were taken:-

i) **Vertical expansion of hospitals building:**

It was informed that matters regarding vertical expansion of LN and LBS Hospitals were under consideration. Shri S. Raghunathan expressed that concerned Executive Engineer visited and informed that the file relating to LBS Hospital has been cleared by them and sent to DHS for further necessary action. It was decided to expedite it.

[Action: CMO (Health) DHS]

ii) **Trauma Centres:**

It was decided that construction of Trauma Centres should commence at the earliest in LBS Hospital where at the present this facility is not available.

(Action: Concerned Supdt. Engr. Shri Mukund Joshi and Medical Supdt LBS Hospital/DHS)

iii) **Sanitation:**

Generally sanitary conditions were not satisfactory in the hospital. Privatization of sanitary services though has been done in this hospital, it needs strengthening. It was advised that this hospital should be treated on priority.

(Action: DHS)

iv) **LBS Hospital:**

It was informed that one empty quarter has been renovated for hospital use. It was decided that possibility of using some more vacant quarters for hospital services may be explored.

Racks should be provided in front of hospital wards/Varandah for keeping shoes.

(Action: Med. Supdt. LBS Hospital)

v) **Audio/Video information in hospitals:**

This aspect is to be taken up seriously. So far no action has been initiated to operate this service in all hospitals.

[Action: Special Secretary (Health)]

vi) **Centralized information system/color code signage:**

Uniformity to be decided and signage system improved in all the hospitals.

[Action: Special Secretary (Health) and Director (DHS)]

vii) **Grievances Redress Officer:**

Appointment of Ex-Officio Grievance Redress Officer in each hospital to be made mandatory. Names of Officers to be appointed may be brought in the next meeting.

[Action: Principal Secretary (H&FW), Director (DHS), CMO (Plan), MCD]

viii) **Rogi Kalyan Samitis:**

Action may be speeded up to establish Rogi Kalyan Samiti for each hospital. Such type of policy matters may be taken up by A.R. Department. NGO's like All India Women's Council may also involved as they are doing good job in LBS Hospital.

[Action: Principal Secretary (H&FW) & Secretary (AR)]

ix) **27 Maternity Centres of MCD:**

The existing 27 Maternity Centres of MCD are under-utilized. Such two centres are within one kilometer of LBS Hospital. As a Pilot Project these two may be utilized by the LBS Hospitals. Details of modalities may be finalized for better utilization of the services.

[Action: Special Secretary (Health) and CMO (Plan), MCD]

It was suggested that better utilization of the maternity centres, Public Private Participation on the lines of Punjab State be explored.

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE, NEW DELHI**

No.F.04/47/06/AR/9314-9319

Dated: 13/10/06

Subject: - **Minutes of the Meeting dated 05.10.2006 held under the chairmanship of Shri S. Regunathan, Consultant-IIPA, New Delhi.**

Sir/Madam,

I am directed to forward herewith the minutes of the meeting taken by Shri S. Regunathan, Consultant-IIPA relating to Social Audit of Public Services (Education) in Delhi for further appropriate action at your end.

Feed-back, if any may please be forwarded directly to the Consultant-IIPA, (Room No.26/27), Ring Road, IP Estate, New Delhi.

dm

**(DR. K.B. RAI)
DY. DIRECTOR (AR)**

**Pr. Secretary (Education),
GNCT of Delhi.**

No.F.04/47/06/AR/9314-9319

Dated: 13/10/06

Copy forwarded for information and further necessary action to:-

1. Director (Education), Govt. of NCT of Delhi, New Delhi
2. Addl. Commissioner (Education), MCD
3. Director (Education), MCD
4. PS to Secretary (AR)
5. Consultant-IIPA

dm

**(DR. K.B. RAI)
DY. DIRECTOR (AR)**

**Social Audit of Public Services
(Education)**

A meeting was held on 5-10-2006 under the chairmanship of Shri S Regunathan, Consultant IIPA New Delhi. Following were present:

1. Shri A.B. Shukla, Addl Commissioner, MCD
2. Smt. Indira Yadav, Director (Education) MCD
3. Shri B.C Narula, Dy Edn. Officer, MCD
4. Shri S.M.H Naqvi, (Consultant)

Shri S.Ragunathan reviewed the progress made so far since the last meeting held on 22-09-2006. Following items were discussed and decisions taken as mentioned therein:

(i) Sanitation

It was decided that sanitation aspect requires improvement, specially toilet facilities need proper attention. During school time toilets should not be locked from outside. Possibility of additional toilets for Principals and Teachers may be examined. Provision of mobile and chemical toilets or pota cabins may also be looked into.

Action: Principal Secretary (Edn)/Director (Edn) MCD

(ii) Separate Engineering Wing

It was felt that separate engineering wing for school infrastructure was necessary for speedy and timely construction work of school buildings etc. It was suggested that possibility of outsourcing the work may also be examined.

Action; Principal Secy. (Edn.), Addl Commr. (MCD)

(iii) Competency testing

It was decided that competency testing of children should be mandatory. It may be done at random.

Action: Principal Secy. (Edn) Director (Edn) MCD

(iv) Teaching through cable/TV slots

It was decided that special attention is to be paid towards this aspect. For this purpose lessons may be prepared keeping in view the course syllabus of various classes.

Action: Principal Secy (Edn), Director (Edn) MCD

(v) Vidyarthi Kalyan Samitis

Setting up Vidyarthi Kalyan Samiti for each school for monitoring and raising resources was stressed. It was also advised by Shri S Ragunathan that when 20-30 such samitis are formed Bhagidari workshop may be arranged for them.

Action: Principal Secy (Edn)/ Director (Edn) MCD

(vi) Progress of action taken on these items along with other items discussed in earlier meetings will be reviewed on 26-10-2006.

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE, NEW DELHI**

No.F.04/47/06/AR/9320-9324

Dated: 13/10/06

Subject: - **Minutes of the Meeting dated 06.10.2006 held under the chairmanship of Shri S. Regunathan, Consultant-IIPA, New Delhi.**

Sir/Madam,

I am directed to forward herewith the minutes of the meeting taken by Shri S. Regunathan, Consultant-IIPA relating to Social Audit of Public Services (MLO/DTC) in Delhi for further appropriate action at your end.

Feed-back, if any may please be forwarded directly to the Consultant-IIPA, (Room No.26/27), Ring Road, IP Estate, New Delhi.

dr

**(DR. K.B. RAI)
DY. DIRECTOR (AR)**

**Commissioner (Transport)
GNCT of Delhi.**

No.F.04/47/06/AR/9320-9324

Dated: 13/10/06

Copy forwarded for information and further necessary action to:-

1. CMD -DTC
2. Sh. S.M.H. Naqvi, Consultant
3. PS to Secretary (AR).
4. Consultant-IIPA

dr

**(DR. K.B. RAI)
DY. DIRECTOR (AR)**

**Social Audit of Public Services
(Transport)**

A meeting was held on 6-10-2006 under the Chairmanship of Shri S Regunathan, Consultant IIPA New Delhi. Following were present:

1. Shri Vijay Madan, Secretary cum Commissioner Transport
2. Shri Anshu Prakash, CMD, DTC
3. Shri Virender Kumar, Jt. Commr. (OPS) Transport Deptt.
4. Shri R.K. Jain, EE (TCD) Transport Deptt.
5. Shri S.K. Mishra, MLO, Transport Deptt.
6. Shri S.M.H. Naqvi, (Consultant)

At the outset Shri S Ragunathan reviewed the progress made so far since the last meeting held on 27-9-2006. Following items were discussed in detail and decisions taken as indicated therein:

(i) Opening more offices

Commissioner (Tpt) informed that by 15th November, of Anand Vihar MLO office will be bifurcated into two offices. In all four new zonal offices have to be opened in near future which will increase the number of Zonal Offices from 11 to 15.

(ii) Citizen Charters

It was emphasized that existing Citizen Charters should be reviewed making norms and standard realistic. These should be brought out in local languages also like Punjabi and Urdu.

(Action: Commr. (Tpt))

(iii) Quality Circle

Introduction of Quality Circle in MLOs and DTC depots was necessary. Possibility of involvement of IIPA in this regard may also be examined.

(Action: Commr (Tpt), CMD (DTC) and Consultant)

(iv) Information on audio/video playback

It was emphasized that Key information through PA system and TV terminals at MLO offices should be provided at the earliest.

Action: Commr.(Tpt)

(v) Training of drivers

It was decided to take immediate action on training of 2 and 3 wheelers drivers on road etiquettes. Shri S Regunathan stressed that before Common Wealth Games in 2010 certain traffic manners have to be developed, Zebra crossing should be observed at all times. Vehicles on right should be given priority because bad traffic manners kill the culture of city.

Action: Commr.(Tpt)

(vi) CMD (DTC) informed that he was facing problem in recruitment of drivers. RRS in this regard have to be reviewed. He also intimated that comprehensive annual maintenance of buses has been made mandatory for all new fleet acquisitions.

(vii) It was suggested that possibility of privatization of enforcement activity may be examined; senior inspection officials may pose as customers and check on ticket issuance.

Action: CMD (DTC)

(viii) Training of Staff

It was emphasized that something imaginative should be done for staff training for more customer oriented services.

Action: CMD (DTC)

(xi) It was decided that progress of action taken on all these items and other items discussed in earlier meetings will be reviewed on 23-10-2006

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE, NEW DELHI**

No.F.04/47/06/AR/11246-11250

Dated: 15/11/06

Subject: - **Strategy Matrix of Education Deptt. as on 02.11.2006 decided in a meeting held under the chairmanship of Shri S. Regunathan, Consultant -IIPA, New Delhi.**

I am directed to forward herewith the Strategy Matrix of Education Deptt.(GNCTD/MCD) as decided on 02.11.2006 in a meeting taken by Shri S. Regunathan, Consultant-IIPA relating to Social Audit of Public Services (Education) in Delhi for further appropriate action at your end. The following have participated in the deliberations.

8. Smt. Reena Roy, Secretary (Education)
9. Sh. Uday Sahay, Director (I&P)
10. Smt. Indira Yadav, Director (Edn.), MCD
11. Sh. K.C. Sharma, Addl. Dir (Edn.), MCD
12. Smt. Swatantra Bali, Dy. Edn. Officer, MCD
13. Sh. S.M.H. Naqwi.

Action Taken Report may please be sent directly to the Consultant-IIPA, (Room No.26/27), Ring Road, IP Estate, New Delhi.

dm
(DR. K.B. RAI)
DY. DIRECTOR (AR)

**Secretary (Education),
GNCT of Delhi.**

No.F.04/47/06/AR/11246-11250

Dated: 15/11/06

Copy forwarded for information and further necessary action to:-

1. Director (Education), Govt. of NCT of Delhi, New Delhi
2. All participants mentioned above.
4. PS to Secretary (AR)
- ✓ 5. Consultant-IIPA

dm
(DR. K.B. RAI)
DY. DIRECTOR (AR)

SOCIAL AUDIT OF PUBLIC SERVICES IN DELHI
THE STRATEGY MATRIX (As on 02.11.06)

Services	Suggested Reforms/Improvement	Action Taken	Target
EDUCATION	<p>Installation of mobile & Chemical toilets.</p> <p>Practice of locking toilets from outside to be discouraged. Additional toilets/Porta Cabin to be provided.</p> <p>Separate engineering wing for School infrastructure.</p> <p>Mandatory competency testing for children.</p> <p>Teaching through Cable/TV slots.</p>	<p>- Orders have been issued to provide seats in the toilets according to strength of students in the School.</p> <p>- Locking of toilets from outside has been abandoned during working hours.</p> <p>- Director (Education) MCD has sent the proposal to higher authorities.</p> <p>- Educational Development Reporting System has been introduced in Delhi Govt. Schools. In MCD Schools competency testing will start from January through outside agency.</p> <p>- Secy (Edn.) intimated that matter was discussed in detail with the Director (I&P) and various alternatives were considered. The main issue was who would bear the cost. Shri Regunathan stressed that such programmes may be sponsored by any company. Big business organizations would like to sponsor such projects. Otherwise, a plan scheme may be formulated and sent to Govt. for approval.</p>	<p>Copies of Orders/Instructions to be sent.</p> <p>It may be pursued for implementation</p> <p>Progress to be reported.</p> <p>It was decided that some concrete results may be obtained by sincere efforts within 15 days.</p>

<p>Teacher selection procedure to be improved to avoid any undue influence on the selection committee.</p>	<p>- It was decided that interview, may be introduced after written tests. Then a number of interview boards may be constituted and list of candidates should be provided to them on the morning of the day of interview.</p>	<p>Matter may be discussed with Chairman DSSSB -</p>
<p>Teacher selection/promotion procedure.</p>	<p>- Secretary (Education) intimated that she was facing difficulties in promotion of TGTs to the post of PGTs. Some changes were necessary in the existing RRs so that only deserving persons may get promotions.</p>	<p>Proposal to be framed and finalized.</p>
<p>Setting up of Vidyarthi Kalyan Samitis for monitoring and raising resources</p>	<p>In all the schools of MCD Samitis have been constituted and list will soon be sent. A workshop for the samitis have to function/ may be organized. Vidyarthi Samitis have been formed in many schools and the balance of the schools will be covered at the earliest.</p>	<p>Samitis may be constituted on priority basis and members may be trained in Bhagidari workshops.</p>

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE, NEW DELHI**

No.F.04/47/06/AR/ 11260-11263

Dated: 15/11/06

Subject: - Strategy Matrix of Delhi Jal Board as on 02.11.2006 decided in a meeting held under the chairmanship of Shri S. Regunathan, Consultant -IIPA, New Delhi.

I am directed to forward herewith the Strategy Matrix of Delhi Jal Board as decided on 02.11.2006 in a meeting taken by Shri S. Regunathan, Consultant-IIPA relating to Social Audit of Public Services (Water Supply through tankers, DJB) in Delhi for further appropriate action at your end. The following have participated in the deliberations.

1. Sh. A.K. Jain, Chief Engineer (Central), DJB
2. Sh. Man Singh, Chief Engineer (East), DJB
3. Sh. S.M.H. Naqvi.

Action taken report may please be sent directly to the Consultant-IIPA, (Room No.26/27), Ring Road, IP Estate, New Delhi.

atn
**(DR. K.B. RAI)
DY. DIRECTOR (AR)**

**CEO (DJB)
GNCT of Delhi.**

No.F.04/47/06/AR/ 11260-11263

Dated: 15/11/06

Copy forwarded for information and further necessary action to:-

1. All participants mentioned above.
2. PS to Secretary (AR)
- ✓ 3. Consultant-IIPA

atn
**(DR. K.B. RAI)
DY. DIRECTOR (AR)**

SOCIAL AUDIT OF PUBLIC SERVICES IN DELHI
THE STRATEGY MATRIX (As on 02.11.06)

Services	Suggested Reforms/Improvement	Action Taken	Target
Delhi Jal Board	<p>Formulation of Policy for universal access to water</p> <p>Relocation policy to be formulated in the context of commission of Sonia Vihar Water Treatment Project.</p> <p>Mandatory Installation of GPS on all water tankers. Water tankers will be locked at the filling stations to avoid any misuse.</p> <p>Seemapuri case of missing tankers.</p>	<p>- Yet to be done</p> <p>- Sonia Vihar Project not fully commissioned so far. At the present only less than 50% water being supplied. As such, re-allocation is being delayed. Hiring of tankers has been reduced from 70 to 60. Some improvement made in rural areas as South Delhi and East Delhi are getting water from Sonia Vihar</p> <p>Some standardization at filling point has been done. It was suggested that use of GPS by other institutions/agencies could be examined to earn revenue for DJB</p> <p>A report has been submitted.</p>	<p>Policy should be formulated within a fortnight.</p> <p>Policy to be finalized and copy sent to the Consultant.</p>

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE, NEW DELHI**

No.F.04/47/06/AR/11242-11245.

Dated: 15/11/06

To,

The Divisional Commissioner,
Govt. of NCT of Delhi,
5-Sham Nath Marg,
Delhi-110 0054.

**Subject: - Review of progress on the recommendations
made in the report on Social Audit of Public
Services in Delhi.**

Madam,

A Meeting on the above noted subject was held under the Chairmanship of Shri S. Regunathan, Consultant -IIPA, New Delhi on 14.11.06 wherein Shri S.K. Jha, ADM (HQrs) and Sh. K. Murugan, Programmer were present. It was observed that progress on the recommendations made in the report on Social Audit of Public Services in Delhi was very slow and should be expedited.

Next review meeting will be held on 21.11.2006 at 11:00 A.M. in IIPA, New Delhi. You are requested to attend the meeting please.

Yours faithfully,



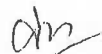
(DR. K.B. RAI)
DY. DIRECTOR (AR)

No.F.04/47/06/AR/11242-11245.

Dated: 15/11/06

Copy forwarded for information and with the request to attend the proposed meeting to:-

1. P.S. to Secretary (IT), GNCTD
2. P.A. to Secretary (AR), GNCTD
3. The Consultant-IIPA, New Delhi.



(DR. K.B. RAI)
DY. DIRECTOR (AR)

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE, NEW DELHI**

No.F.04/47/06/AR/ 11251-11255

Dated: 15/11/06

Subject: - **Strategy Matrix of Transport Deptt. as on 07.11.2006 decided in a meeting held under the chairmanship of Shri S. Regunathan, Consultant -IIPA, New Delhi.**

I am directed to forward herewith the Strategy Matrix of Transport Deptt./DTC as decided on 07.11.2006 in a meeting taken by Shri S. Regunathan, Consultant-IIPA relating to Social Audit of Public Services (MLO/Public Transport) in Delhi for further appropriate action at your end. The following have participated in the deliberations.

1. Sh. R. Chandra Mohan, Commissioner of Transport, GNCTD
2. Sh. Virender Kumar, Jt. Commnr. (Tpt.), GNCTD
3. Sh. Anshu Prakash, CMD, DTC
4. Dr. K. B. Rai, Dy. Director (AR), GNCTD
5. Sh. S.M.H. Naqvi.

Action Taken Report may please be sent directly to the Consultant-IIPA, (Room No.26/27), Ring Road, IP Estate, New Delhi.



**(DR. K.B. RAI)
DY. DIRECTOR (AR)**

1. **Commissioner (Transport),
GNCT of Delhi.**

2. **CMD, DTC**

No.F.04/47/06/AR/ 11251-11255

Dated: 15/11/06

Copy forwarded for information and further necessary action to:-

1. All participants mentioned above.
2. PS to Secretary (AR)
3. Consultant -IIPA



**(DR. K.B. RAI)
DY. DIRECTOR (AR)**

SOCIAL AUDIT OF PUBLIC SERVICES IN DELHI
THE STRATEGY MATRIX (As on 07.11.06)

Services	Suggested Reforms/Improvement	Action Taken	Target
TRANSPORT DEPTT.	<p>Opening more offices due to rapid increase in vehicles and licences.</p> <p>Citizen Charters to be reviewed making norms and standard realistic. These should be brought out in local languages also.</p> <p>Quality Circle to be introduced in MLO Offices and DTC Depots.</p> <p>Information to the visiting public to be provided on audio/video play back system so that they should not fall prey to the touts due to ignorance.</p> <p>Training of Drivers for certain traffic etiquette to be organized keeping in view the Common Wealth Games to</p>	<p>- 4 new offices will be opened in near future with new generation models as in ITO/New Delhi MLOs.</p> <p>- Existing Citizen Charter has been revised and two different charters are being brought out. These will be published in local languages also.</p> <p>- In DTC Depots 6-member committees have been constituted comprising of 4 members from staff side and 2 from management. Action is yet to be taken in Transport Deptt.</p> <p>- Jt. Commissioner (Tpt.) informed that a script for the purpose has been prepared which will be used for production of audio/video clips. In DTC, it is to be started from 01st January, 2007.</p> <p>- Action is yet to be initiated.</p>	<p>Efforts to get land for more new offices may be continued keeping in view future requirements.</p> <p>Copies to be sent to the Consultant.</p> <p>Time-bound progress is to be achieved.</p> <p>It was emphasized that instead of long scripts short announcements are to be made. So that, a common visitor may understand them easily which passing through the corridors of the office.</p> <p>It was further stressed by Shri S. Regunathan that all type of drivers</p>

	<p>be held in 2010.</p> <p>Refresher training for all levels of staff.</p> <p>Introduction of SMART Card for driving licenses etc.</p>	<p>- Training programmes are yet to be finalized.</p> <p>It was informed by the Commissioner (Tpt.) that some difficulty was being faced in this regard as HCL Company was demanding more charges for its service</p>	<p>are to be trained well in advance of Common Wealth Games as traffic manners reflect the culture of the city.</p> <p>It was suggested that training programme may start with the training of conductors of DTC buses and subsequently all the categories may be covered so that we may provide more customer oriented services.</p> <p>It was decided that rates may be revised with negotiation as 8-years have passed since the initial deal. Alternatives may also be worked out and tenders for new offices may be opened to find a feasible solution.</p>
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**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE, NEW DELHI**

No.F.04/47/06/AR/ 11256 - 11259

Dated: 15/11/06

Subject: - **Strategy Matrix of Food & Supplies Deptt. as on 03.11.2006 decided in a meeting held under the chairmanship of Shri S. Regunathan, Consultant - IIPA, New Delhi.**

I am directed to forward herewith the Strategy Matrix of Food & Supplies Deptt. as decided on 03.11.2006 in a meeting taken by Shri S. Regunathan, Consultant-IIPA relating to Social Audit of Public Services (Food & Supplies) in Delhi for further appropriate action at your end. The following have participated in the deliberations.

4. Smt. N. Guha Biswas, Commissioner & Secretary (F&S)
5. Sh. G.L. Meena, Jt. Commissioner (F&S)
6. Sh. Anil Kumar, FSO (Dist.), F&S
7. Sh. S.M.H. Naqvi.

Action Taken Report may please be sent directly to the Consultant-IIPA, (Room No.26/27), Ring Road, IP Estate, New Delhi.

dm
(DR. K.B. RAI)
DY. DIRECTOR (AR)

**Commissioner & Secretary (Food & Supplies),
GNCT of Delhi.**

No.F.04/47/06/AR/ 11256 - 11259

Dated: 15/11/06

Copy forwarded for information and further necessary action to:-

1. All participants mentioned above.
2. PS to Secretary (AR)
3. Consultant-IIPA

dm
(DR. K.B. RAI)
DY. DIRECTOR (AR)

SOCIAL AUDIT OF PUBLIC SERVICES IN DELHI
THE STRATEGY MATRIX (As on 03.11.06)

Services	Suggested Reforms/Improvement	Action Taken	Target
Food & Civil Supplies	<p>Use automatic dispensers for kerosene on the pattern of milk supplied to consumers by Mother Dairy.</p> <p>To widen range of Fair Price Shops to make them viable.</p> <p>Installation of complaints Boxes in Circle Offices.</p>	<ul style="list-style-type: none"> - The department has taken up the issue with concerned organizations and is at the verge of deciding a dispenser. - A list of items to be sold by FPS has been circulated. MD Kendriya Bhandar has been approached to supply household items at subsidized rates. - Complaint boxes in all the Circle Offices have been installed. 	<p>To be completed at the earliest, say in a month.</p> <p>Details and procedure to be finalized within 2-weeks.</p> <p>It is to be ensured that concerned Asstt. Commissioners open the boxes once a week and maintain a register of complaints received.</p> <p>Progress to be reported.</p>
Special Task Force to be set up to inspect FPS/KODs	<p>Citizen Watch Committees to be set up and Citizen Charter to be reviewed.</p>	<ul style="list-style-type: none"> - A Meeting has been fixed and all the DCs have been called to chalk out the details. - Instructions issued to all the FSOs to constitute Citizen Watch Committees. <p>Citizen Charter is being reviewed.</p>	<p>Copies to be sent after constitution of Committees/finalization of Charter. It should be realistic.</p> <p>Matter to be pursued and reported.</p>
Awareness through Media.		<ul style="list-style-type: none"> - Hindi Academy requested to organize Nukkad Natak for creating awareness amongst BPL families. 	

Ref.: Note from the Addl. C.E.O. dated 27.09.2006 on the subject.

A meeting was held with Chief Engineers Incharge of distribution of water on the subject on 05.10.2006. It emerged as under :

1. In order to track the position of tanker and record the time etc., following mechanism is presently being adopted.
 - a) At the water emergency i.e. at filling points, an entry / movement register is kept where the record of vehicle No., name of drivers, time of filling and departure, destination and signature of vehicle driver is maintained.
 - b) A log book containing the details of mileage, destination, time of departure and signature of consumer is recorded.

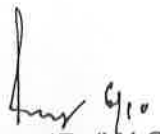
However, it was decided that the Chief Engineers should reiterate their instructions in regard to updating the log books. It was also decided that in future all the log books should be numbered and issued by the Zonal officer with a relevant record in the register. The Zonal officer should periodically check the log book and report to the concerned EE.

2. It was also decided that all Zonal Engineers will monitor the movement of tankers regularly and the Executive Engineer shall carried out random check on such monitoring mechanism every week and send a report to the concerned S.E.
3. For standardizing the norms of service for tankers, a committee was constituted comprising of CE(East),

CE(North-Central) and Project Director (SAP). The Committee shall submit the report within 2 weeks.

4. It was informed that certain measures have already been initiated to reduce the leakages at filling points. Wheel valve, earlier provided, are being replaced with lever operated valves. It is also being ensured that the outlet is connected with tankers through a hose pipe.
5. It was decided that each ZE shall attempt to formulate local water committees in Slum Clusters and send details of such committee to the EE, who in turn will send a report to the S.E. Incharge. However, in this area, it may be necessary that Social Welfare Department may be involved and requested to formulate such water committees.
6. CE(East) denied the study report in respect of Seema Puri Slum Cluster. It was informed that there are 9 nos. J.J. Clusters in Seema Puri (Old and New) having 4430 nos. of Jhuggies. Water facility is being provided through 13 nos. public water hydrants, 17 nos. Deep Bore Hand pumps and 14 nos. water tankers. There are written statements from the no. of users of Seema Puri including President, Seema Puri Block Congress Committee, confirming supply of water to this area through DJB tankers. The photocopies of such confirmation is enclosed.

दिल्ली जल बोर्ड
DELHI JAL BOARD


MEMBER (W.S.)

ADDL. C.E.O.

MUNICIPAL CORPORATION OF DELHI
EDUCATION DEPARTMENT : H.Q.

**ACTION PLAN FOR IMPROVING EDUCATION IN MCD SCHOOLS IN
THE LIGHT OF OBSERVATIONS OF SOCIAL AUDIT OF EDUCATION
DEPARTMENT BY PAF, BANGLORE.**

The proposed Plan of Action is as follows:-

1. Strengthening of PTA/VKS:-

Though, directions have been given to Principals of all schools to make PTAs/VKS functional, it shall be ensured that these are actually functioning in schools and are being associated with decision making in the school system. Monitoring of working of PTAs/VKS shall be ensured through the Inspectorate Staff for which targets shall be fixed. For increasing interface between parents and teachers, dates for holding meetings of PTAs shall be fixed.

2. Strengthening Education by increasing Audio / Visual Exposure :-

Secretary (Edn.) pointed out that they have sufficient material/ content available with them which can be given to cable operators operating in different areas of the city so as to give exposure to the children and parents. The material/ content shall be of Half an hour duration and shall be telecasted twice a day – one time before noon and another in the evening. The time of telecasting the content / material can be fixed keeping in view the requirement of people living in different areas in the city.

3. Competency Level:-

Directions shall be given for measuring the initial competency level of the children. Secretary (Education) suggested that after six months, competency level shall be ascertained again by engaging some external agency/ NGO through SCERT. The department proposes to direct Principals of all schools to measure initial competency level of children in the third week of October, 2006 and keep record of the same in that school.

4. Transparency:-

In the report of the Social Audit conducted by PAF, Bangalore it has been recommended that transparency in MCD schools be strengthened. Department has already initiated certain steps in this regard which include the issuance of receipt for pupil fund / PTA received from children/ parents by teachers/ Principals. Department has also issued directions to all schools to compulsorily issue progress report cards to children in which their progress in periodic/ annual examination be recorded. The department proposes to display the highlights of Citizen Charter at a

prominent place in each school. Similarly board indicating the feeds payable by children per month, free facilities being provided such as, uniform cloth, jerseys etc. shall be displayed in each school besides the details of composition of the PTA/ VKS, date of their periodic meeting etc.

5. Basic Infrastructural facilities in schools:-

It was pointed by Sh. S. Regunathan that the report of the PAF is indicative of certain deficiencies with regard to toilet blocks which have been reported choked/ not usable in some schools. Similarly ample water facility is not available in some schools. The department has given directions to Principals of all schools that proper toilet facilities be made available in all schools besides sufficient water in such toilets. The number of toilets should be increased keeping in view the number of use boys and girls. Requisitions for construction of Porta Cabin Toilet Blocks be forwarded to HQ so that the authorities of UEE Mission can be requested to provide porta cabin toilet block in schools where these are required out of funds earmarked for SSA. School Principals have been directed to give priority to the proper functioning of toilets with the availability of ample water in them out of the fund of Rs. 50000/- placed at their disposal for maintenance and upkeep of school complexes.

*Toilet doors
not to be locked
from outside.
Only inside
locking.*

*Telephoned to
Mr. Nanda DEO
Nanda
28/9*

(39)

Annexure IV

राष्ट्रीय राजधानी क्षेत्र दिल्ली सरकार
GOVT. OF NATIONAL CAPITAL TERRITORY OF DELHI
5, Sham Nath Marg, Delhi-110054
Phone : 2396 2825, Fax : 2393 1269
E-mail : divcom@nic.in

D.O. No.

Dated

DIVISIONAL COMMISSIONER
SUM-SECRETARY REVENUE

Naini Parida

Sub.: **Mandatory induction training to the SDM / Sub Registrar & Subordinate staff.**

The Office of Divisional Commissioner is an important office in respect of delivery of various Public services. However, the officers / staff posted in this Department have mostly no experience of the working of this Office while joining it. As a result, the delivery of public services suffers badly. This eventually lowers the image of the functioning of the Government in the eyes of general Public. Therefore, it will be appropriate if the officers and the subordinate staffs are given mandatory induction training by the Department of Training, UTCS. The Social Audit of Public Services Report, conducted by Bangalore based Public Affairs Foundation (PAF), has also recommended for mandatory induction training to the SDM / Sub Registrar & Subordinate staff of the Department.

This training could be conducted whenever Officers / officials join the department in batches (of ten or more). When the Officers / Officials join the department in ones and twos, they could be trained in batches of ten or more, whenever sufficient number of persons are available. This induction training could be conducted by UTCS, within two - three weeks of our request for the same, if not early. The content and duration of such training can also be mutually worked out by us.

Naini Parida

Yours sincerely,

Naini Jayaselan
[Naini Jayaselan]

Shri M. K. Parida
Director (Training),
Director of Training, UTCS
Govt. of NCT of Delhi, East Arjun Nagar,
Behind Karkardooma Courts, Shahdara,
Delhi.

15/12/11

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
OFFICE OF THE DIVISIONAL COMMISSIONER
5 - SHAM NATH MARG, DELHI - 110054**

No.F. 36 (115)/Coordn/ Div. Com/06/4386-94 Dated: 15/11/2006

To,

All Deputy Commissioners,
Delhi / New Delhi

**Sub: Improving the Physical Layout of the Deputy Commissioners
Office**

Sir,

The Social Audit of Public Services Report, conducted by Bangalore based Public Affairs Foundation (PAF), has recommended that the Office of Deputy Commissioner needs to study and improve the physical layout and the working condition etc.

It is therefore, requested to undertake and submit future work plans to improve the physical layout and the working condition of the office.

Yours sincerely


[S. K. Jha]

Addl District Magistrate (HQ)

(6) 11

GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
OFFICE OF THE DIVISIONAL COMMISSIONER
5 - SHAM NATH MARG, DELHI - 110054

No.F. = -36(115)/Co.Ordry/DIVCOM/41125 Dated:.....17.11/2006

To,

Sh. Sanjay Kapoor
State Informatics Officer
NIC Delhi State Unit
3rd Level, 'B' Wing,
Delhi Secretariat,
New Delhi - 110002


Sub: Audit of Software in SDM Offices and SROs - Created a centralized database for effective tracking - Regarding

Sir,

The Social Audit of Public Services Report, conducted by Bangalore based Public Affairs Foundation (PAF), has recommended that the Audit of Software in SDM Offices and SROs - Created a centralized database for effective tracking.

It is therefore, requested to take the necessary action for the subject mentioned above.

Yours sincerely


[S. K. Jha]
Addl District Magistrate (HQ)

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
OFFICE OF THE DIVISIONAL COMMISSIONER
5 – SHAM NATH MARG, DELHI – 110054**

No.F. 36 (115) Coordn / Div Com / MU 67

Dated:.....20/11/2006

To,

All Deputy Commissioners,
Delhi / New Delhi

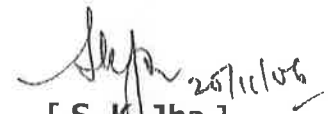
**Sub: List of completed / ready documents to be placed on the website
& on the Notice Board**

Sir,

The Social Audit of Public Services Report, conducted by Bangalore based Public Affairs Foundation (PAF), has recommended that the list of completed / ready documents may be placed on the website & on the Notice Board of the Office and also to fix & display the time slots for the concerned persons to collect the same.

You may kindly take necessary action to ensure the same by 1st December 2006.

Yours sincerely



[S. K. Jha]

Addl District Magistrate (HQ)

**GOVERNMENT OF NCT OF DELHI
ADMINISTRATIVE REFORMS DEPARTMENT
7TH LEVEL, C-WING, DELHI SECRETARIAT, I. P. ESTATE,
NEW DELHI**

No. F. 4/47/06/AR/

Dated:

To

The Director (UTCS)
Institutional Area,
Vishwas Nagar,
Behind Karkardooma Courts,
Shahdara,
Delhi -110032.

Sir,

I am directed to say that the former Chief Secretary, Sh. S.Regunathan has suggested that proper induction training should be given to the officers who are likely to be posted in major public dealing departments like Sub-Registrar Office, VAT, Excise etc. so that they can implement the rules and regulations properly.

It is requested that further necessary action in this regard may please be taken in consultation with the Services Department.

Yours faithfully

/

**(DR.K.B.RAI)
DY.DIRECTOR (AR)**

No.F. 4/47/06/AR/ 11562-11564

Dated: - 21/11/06

Copy to:

1. Secretary (Services), 'C' Wing, 7th Level, Delhi Secretariat, New Delhi
2. Sh. S.M.H. Naqvi, Consulant, I.I.P.A. Delhi.

dm

**(DR.K.B.RAI)
DY.DIRECTOR (AR)**

(44)

MOST URGENT

Annexure ix

GOVERNMENT OF THE NATIONAL CAPITAL TERRITORY OF DELHI.
OFFICE OF THE COMMISSIONER: FOOD SUPPLIES & CONSUMER AFFAIRS
'K' BLOCK: VIKAS BHAWAN: I.P. ESTATE: NEW DELHI-110002

No.F. 3(C)/FSD(D)/2006/Pt. file/1385
To,

Dated the 8th December, 2006


Shri S.Raghunathan,
Chairman, Committee on the Public audit of Public Services,
Room No. 26, IIPA,
ITO, New Delhi.

Subject: Action Taken Report.

Sir,

Please find enclosed the action taken report on the minutes and follow up of the action taken on the minutes of the meeting for information and further necessary action.

Yours faithfully,


(Anil Kumar) 8/12/06

Food & supply Officer, (Dist)

F. No. 3(C)/FSD(D)/2006/Pt. file/
Copy to :

1. PS to CFS
2. PS to JS(Dist).

/

(Anil Kumar)

Food & supply Officer, (Dist)

**ACTION TAKEN REPORT ON THE MINUTES OF THE MEETING ON PUBLIC
AUDIT OF PUBLIC SERVICES UNDER THE CHAIRMANSHIP OF
SH. S. REGUNATHAN, CONSULTANT, IIPA**

1. **Automatic Dispenser for distribution of Kerosene Oil:**

Mother Dairy has come up with a viable proposition of a dispenser, which they attach to a vending machine. This dispenser takes in one liter of liquid and the liquid is released only after the dispenser is full. This dispenser could be attached with the drums kept by the KOD dealers to ensure that the consumers get their eligible quota of kerosene oil and there is no underweighting.

In order to find out its viability and consumer acceptance, it has been decided to use five of these dispensers for pilot testing in five KODs situated in New Delhi district. While testing these dispensers, we will see how the material inside the dispenser reacts to the kerosene oil, since it is very different dispensing kerosene oil as compared to dispensing milk through these dispensers; and if any changes are required to make it suitable for dispensing kerosene, the same would be done. Once the dispensers are ready, we would hold a meeting with the KOD owners, the Members of the Citizen Watch Committee and the RWAs of the areas regarding the use of the dispenser, so that they are not given incorrect information. A note in this regard has also been put up to the Chief Secretary, Hon'ble MFS and Hon'ble CM for their information.

2. **To widen range of Fair Price Shops:**

We have been in constant touch with MD, Kendriya Bhandar and the ration dealers' association regarding sale of different items from the Fair Price Shops. Kendriya Bhandar has identified a list of household items, which they can supply to the FPS along with price list and this has been forwarded to the PDS'association (copy of letter to MD, Kendriya Bhandar, attached).

3. **Toll Free Helpline:**

Action to be taken by Secretary (AR).

4. **Complaint Boxes in Circle Offices:**

Complaint boxes in all circle offices have been installed and the Assistant Commissioners concerned have been asked to open the boxes once a week. So far we have not seen any complaints being put in the Complaint Boxes.

5. **Special Task Force to be set up to inspect FPS / KODs:**

A meeting was held with all the DCs on 10.11.2006. They have been instructed to form the Special Task Force with the area SDM, FSO and any other members whom they feel should be part of the Task Force. The DCs have been asked to submit fortnightly reports of the FPS / KODs that have been inspected (a copy of the Report to be submitted by the DCs is enclosed).

6. **Citizen Watch Committees and Citizen Charter:**

In almost 80% of the FPS / KODs, the Citizen Watch Committees have been finalized and is in process of finalization in others. The Department plans to hold a meeting where the members of the Citizen Watch Committee and the FPS & KOD owners would be called and it would be explained to them the purpose and objective behind all the Citizen Watch Committees and the guidelines according to which they would function.

The Citizen Charter of the Department is also under review and a draft copy of the revised Charter is enclosed. This has as yet not been finalized.

7. **Awareness through Media:**

We are in the process of finalizing the Media publicity through TV and Radio. The public awareness to be created through *Nukkad Natak* has also been finalized and this type of advertisement would start within ten days.

NGB 8/12

**(NUTAN GUHA BISWAS)
SECRETARY-CUM-COMMISSIONER
DEPTT. OF FOOD SUPPLIES & CONSUMER AFFAIRS**

(47)

Annexure -- 2

GOVERNMENT OF NCT OF DELHI
TRANSPORT DEPARTMENT
5/9, UNDER HILL ROAD, DELHI - 54.

No. F19/misc/TPH/AD(D)/2006/470

Dated: 18.12.06

To

Sh S.M.H., Naqvi,
Office of Consultant,
Room No. 23, IIPA,
New Delhi.

Sir,

With reference to Dy. Director (AR) letter No. F.04/47/06/AR/12606 - 12610 dated 11.12.2006, kindly find enclosed herewith the action taken report on the discussion points related to suggestions / observations made in the report on Social Audit of Public Services in Delhi.

Yours faithfully,



(VIRENDER KUMAR)
JT.COMMISSIONER (OPS.)

Action taken report on the suggestions / observations made in the report on Social Audit of public services in Delhi,

Ref.No. F.04/47/06/AR/12606-12610 dated 11.12.2006

S.No.	Action point	Action taken
1.	Motor Licensing Offices should be free from middle-man. MLOs should be responsible for that;	An office order vide No.F.19(Misc.)/TPT/AD(O)/2006/396-421 dated 16.10.2006 fixing the responsibility of the MLO concerned for operation of any middleman / tout at zonal offices has already been issued. Further to improve the access of the public and also the grievance redressal at the level of zonal office, instructions have been issued for all zonal Dy.Commissioners vide order No.F.19(Misc.)/TPT/AD(O)/2006/388-95 dated 16.10.2006 to attend the zonal offices under their control for half working day in a week in each zone for attending the grievance of the public. The system of visiting the zones by Dy.Commissioner is however, not fully operational for all the zones due to the non-availability of the Dy.Commissioners. Two Dy.Commissioners, Sh.Mohan Singh and Sh.R.P.Aggrawal have retired / are due to retire (date of retirement of Sh.Mohan Singh is 30.11.2006 and Sh.R.P.Aggrawal is due to retire on 31.12.2006. Two Deputy Commissioners are, however, likely to be posted in the Transport Department in the next week and thereafter the system should be fully operational for all the zones.
2.	Audio/Video facilities to be provided for visiting public about fee / charges also;	An informative Audio-video film providing the general information to the applicants of the zonal office has already been got prepared through Directorate of Information and Publicity. The same shall be displayed in the various zonal offices with effect from 30 th December 2006 as the procurement of the screens and the DVD systems for the same is

		under process.
3.	Citizen's Charters' to be arranged and strict adherence to be ensured. These may be brought out in local languages also;	The Citizen charter of the Department has been thoroughly revised. The separate activity wise information leaflets for registration, licencing, permit, enforcement, Accounts Branch, Vehicle Inspection Unit, Burari have also been prepared for the convenience of the visiting public and shall be made available at various zonal offices, STA Offices etc. of the Department w.e.f. 25.01.2007. All these are also being translated into Hindi, Punjabi and Urdu.
4.	More MLO offices to be opened to reduce congestion in existing offices;	The existing MLO (Anand Vihar) zonal office has been bifurcated into two zones to reduce the congestion as well as the distance likely to be travelled by the applicants while visiting the zonal office. These two new zonal offices i.e. Surajmal Vihar and Mayur Vihar have been constructed on the lines of the New Delhi Zonal office and are due for inauguration by Chief Minister, Delhi, on 9.1.2007. Four more zonal offices are also under construction. Two of the offices could be opened by January end / mid February and the remaining two would be opened before March, 2007.
5.	Possibility of out-sourcing skill testing facilities to be examined;	The possibility of outsourcing of skill testing have been considered. In the first instance, it is proposed to appoint IDTR for conducting knowledge test in case of Learner driving Licence and skill test in case of permanent driving licence in respect of New Delhi Zone and Sarai Kale Khan zone which are quite adjacent to the IDTR Sarai Kale Khan. The requisite office orders would be issued shortly.
6.	Regular training of all levels of staff to be conducted	IDTR has provided Refresher training to the Officers of the Transport Department in the past on

		a training module agreed to by the Transport Department . IDTR has been asked to submit a proposal in this regard. It is expected that the first phase of training may start by the end of January 2007.
7.	Helpline to be provided and its details to be advertised;	The Transport Department has got a dedicated helpline No. <u>42400400</u> and the same is advertised on all Public Service Vehicles as well as in all the communications of the Department including advertisements.
8.	Quality circles to be formed by DTC and Transport Department for its MLO offices.	Preliminary discussions with Sh. Vipin Sahani and Sh. Avnish Johri, Advisor, Quality Council of India, regarding introduction of Quality Circle in the zonal offices of the Transport Department have been held. It has further been suggested that the Department may consider introduction of IS 15700 : 2005 which is the latest standard in public services delivery system and is being considered / supported by Department of Administrative Reforms and Public Grievances for introduction in ten Ministries and Departments of Govt. of India. The details in this regard would be finalized after studying this new standard, a copy of which has already been obtained. It is also learnt that the new standard in a way substitutes the quality circle concept while codifying the various details related to the implementation.



(A.K. SRIVASTAVA)
ASST. DIRECTOR (OPS.)

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GOVT. OF NATIONAL CAPITAL TERRITORY OF DELHI
HEALTH & FAMILY WELFARE DEPARTMENT Annexure XI
9TH LEVEL, A-WING, DELHI SECRETARIAT, NEW DELHI-02

No. F. 14/157/2006/H&FW

Dated : 28/12/06

MINUTES OF MEETING

A meeting to finalise action points on the suggestions made in the report on Social Audit of Public Services in Delhi was held on 14.12.2006 at 11.00 AM in Room No. 26, IIPA, New Delhi under the Chairmanship of Sh. S. Regunathan, Consultant – IIPA. It was attended by Pr. Secy (H&FW) and other officers of the Health Secretariat, DHS, MCD and AR Deptt. After discussions, the following action points emerged:-

i) **Vertical expansion of hospitals, wherever it is possible and feasible**

All MSs to explore the feasibility of vertical expansion of hospitals (as also the possibility of constructing new blocks) to achieve FAR of 200 permissible as per the revised master plan norms. The Engineer-in-Chief, PWD to be requested to associate himself in this exercise. A reference in this regard be sent to the Engineer-in-Chief, PWD and all MSs. The Dy. Secy (Panning), H&FW Sectt to Co-ordinate.

[Action: Dy. Secy (Panning), H&FW Sectt]

ii) **Provision of empty transport containers as temporary shelters to inpatient may be tried as a pilot project**

It was seen that this practice is prevailing in Brazil and Mexico. DHS to put up a policy note in this matter after obtaining more details.

(Action: DHS)

iii) **Empty Staff quarters to be used as waiting rooms and shelters for persons accompanying in-patients**

It was felt that this was a good suggestion and can be implemented. Not only will it prevent decay of the buildings due to non-occupation but also some user charges can be collected from this exercise. Dy. Secy (Planning), H&FW Sectt to put up a policy note in this regard after obtaining the status from all hospitals.

[Action: Dy. Secy (Panning), H&FW Sectt]

iv) **Out-sourcing of ambulance services**

After discussion, it was felt that the suggestion is worth considering. DHS to examine and put up a policy note in this regard.

(Action: DHS)

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v) ICU services to be made available at all 100 bed and above capacity hospitals

It was mentioned that it has been decided (in coordination with AR Deptt) to include ICU services in all 100 beds and above hospitals. Therefore, action in this regard may be treated as complete.

(Action: NA)

- vi) Provisions of shoe-racks at the entrance of wards
viii) Provision of Audit/ Video system for visitors information
ix) Colour-coded signages to be provided
x) Strengthening of public grievance redress system

These suggestions can be implemented straightway. Dy. Secy (Planning) to issue a circular in this regard to all MSs/ DHS.

[Action: Dy. Secy (Planning), H&FW Sectt]

vii) Encroachments near entrance to hospitals to be removed

These suggestions were accepted. Circular be issued from the Dy. Secy (Planning), H&FW Sectt to all MSs/ DHS for implementation.

[Action: Dy. Secy (Planning), H&FW Sectt]

xi) Assessment of requirement of staff in each hospital to be done every two years

xii) Additional Staff upto 50% of present staff strength to be provided to the hospitals which are working over and above of their established capacity. Detailed study may be conducted subsequently

After discussions, it was agreed that a review of the staff strength in each hospital will be undertaken every two years and based on the patient load additional posts would be sanctioned by the AR Deptt (over and above the bed capacity). These additional posts can be adjusted once the hospitals are expanded as a follow up of action of para (i) above.

(Action: All MSs/ AR Deptt)

xiii) Additional requirement of security and sanitation to be provided on out sourcing basis

The Pr. Secy (H&FW) informed that as of now all new posts are being filled up on out sourcing basis but vacancy created as a result of retirement/ death are being filled up through regular recruitment. He also mentioned that the AR Deptt must respond positively to any requisition for additional security/ sanitation being submitted to them from the hospitals. as at times the need for additional security and sanitation is felt due to increasing incidences of physical attacks on the doctors and also due to need for improving the sanitation condition of the hospitals as has also been recently decided by the Hon'ble High Court.

[Action: All MSs/ Dy Director(AR Deptt)]

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- xiv) Rogi-Kalyan Samities to be formed in each hospital immediately
xv) NGOs to be engaged in each hospital to take care of visiting patients

Pr. Secy (H&FW) informed that the proposal for setting up of Rogi-Kalyan Samities in each hospital is under active consideration (under the NRHM Programme)

[Action: Programme Officer (SPM U) Delhi State Health Mission]

- xvi) Proper utilization of Maternity Centres of MCD by the Govt Hospitals

The Pr. Secy (H&FW) informed that a complete proposal for improving the infrastructure of the Maternity Centre of MCD so as to ensure full utilization of these units has been taken under the Delhi State Health Mission (NRHM).

[Action: Programme Officer (SPM J), Delhi State Health Mission]


(SURAJIT ROY)
JOINT SECRETARY(H&FW)

2
No. F. 14/157/2006/H&FW/3830

Dated : 28/11/06

1. Shri S. Regunathan, Consultant, IIPA, New Delhi
2. Pr.Secy.(H&FW) – for information
3. Directorate of Health Services, F-17, Karkardooma, Delhi
4. Dy. Secretary (Planning), H&FW Sectt.
5. Dy. Director (HR), UNCLD


(SURAJIT ROY)
JOINT SECRETARY(H&FW) 28.11.06

दिल्ली नगर निगम



MUNICIPAL CORPORATION OF DELHI

OFFICE OF THE ADDL.COMMISSIONER (HEALTH)
MCD OFFICE COMPLEX, AMBEDKAR STADIUM,
DELHI GATE, NEW DELHI-110002

No. 536 /Addl.Cmr/H/2006Dated: 25.9.2006

During a meeting with Mr.S. Regunathan, Former Chief Secretary, GNCTD held on 20th September, 2006, regarding the Social Audit of Public Services in Delhi, utilization of services of the existing MCD Maternity homes was suggested.

This issue was discussed again today and to ensure better maternity and child welfare services, a proposal to develop linkages between the peripheral units and hospitals was recommended.

It is suggested that each of the existing maternity and child welfare centres should be linked to a maternity home, which, in turn, could be linked to one of the government hospitals providing emergency obstetric care. The linkages so developed would be irrespective of the agency providing these services.

If principally agreed, the finer modalities of the proposal could be worked out in consultation with all concerned.

(K.D. AKOLIA)
Addl. Commissioner (Health)
25.9.2006

The Principal Secretary (Health)
Govt. of NCT of Delhi,
Delhi Secretariat, I.P. Extn.,
New Delhi-110002

Copy for information to:-

Shri S.Regunathan, Former Chief Secretary, Delhi

Addl. Commissioner (Health)
25.9.2006