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INSTITUTIONAL FRAMEWORK FOR DISASTER MANAGEMENT OF INDIA

The National Policy on Disaster Management, formulated in 2009, aligns with and complies with the Disaster Management Act of 2005. This policy sets out the comprehensive plan and direction for effectively managing disasters.

- Under the provisions of the Act, the Disaster Management Authorities have been established at 3 levels viz. National, State and District.

Bodies at the National Level:

- **National Disaster Management Authority (NDMA)** - The NDMA is the apex body responsible for formulating policies, plans, and guidelines for disaster management in India.

- ❖ It is chaired by the Prime Minister of India and has members, not exceeding 9.

- ❖ **The functions of the NDMA are:**

- ✓ To lay down policies on disaster management.
- ✓ To approve the national plans.
- ✓ To lay down guidelines to be followed by State DMAs in drawing up the state plans.
- ✓ To recommend the provisions of funds for mitigation.
- ✓ To coordinate the policy enforcement, implementation and disaster management plan.

- **National Executive Committee (NEC)** - The NEC is responsible for assisting the NDMA in the coordination of disaster response and recovery efforts.

- ❖ The ex-officio chairperson of this organization is the Secretary of the Union Home Ministry.

- **The functions of the NEC are:**

- ✓ Act as the coordinating and monitoring body for disaster management;
- ✓ Prepare the National Plan to be approved by the National Authority;
- ✓ Coordinate and monitor the implementation of the National Policy;
- ✓ Provide necessary technical assistance to the State Governments and the State Authorities for preparing their disaster management plans according to the guidelines laid down by the National Authority.

- **National Disaster Response Force** - The National Disaster Response Force (NDRF) is a specialized Indian force established to provide a unique and rapid response to imminent disaster situations or disasters as mandated by the Disaster Management Act of 2005.

- ❖ It is chaired by the Prime minister of India.
- ❖ The National Disaster Response Force (NDRF) has 16 teams that work like paramilitary groups, and their members are borrowed from India's paramilitary forces.

- ❖ **Functions of the NDRF:**

- ✓ To conduct search and rescue operations in various disaster situations.
- ✓ Provides immediate medical assistance to disaster-affected individuals.
- ✓ To assist in the evacuation of people from danger zones during disasters.
- ✓ Distribute essential relief materials like food, water, and shelter to disaster-affected populations.

- **National Disaster Relief Fund** - This fund, overseen by the Central Government, is designated for covering costs associated with responding to, providing relief for, and facilitating rehabilitation in the event of any impending disaster or disaster.

- ❖ It is held within the "Public Account" of the Government of India in the category of "reserve funds without accruing interest."

Bodies at the State Level:

- **State Disaster Management Authorities (SDMAs)** - Each state and union territory in India has its own SDMA, which is responsible for implementing disaster management strategies and plans at the state level.

- ❖ The state's Chief Minister or the Union Territory administrator chairs the SDMA.

- ❖ **The functions of the NDMA are:**

- ✓ To lay down policies on state disaster management.
- ✓ To approve the state plans.
- ✓ To recommend the provisions of funds for mitigation.
- ✓ To coordinate the enforcement and implementation of the state plan.

- **State Disaster Response Force** - As per Section 3.4.5 of National Policy on Disaster Management

2009, the State Governments are required to raise their SDRF to quickly respond to disasters.

❖ **Functions of SDRF are:**

- ❖ Used for Community Capacity Building and Awareness Generation programmes within the State.
- ❖ Placed strategically at suitable locations well connected to the airport, railheads and roads for their immediate deployment at the disaster sites.
- ❖ Pre-disaster planning by analysing the terrain and susceptible disaster sites.

➤ **State Disaster Response Fund** - The State Disaster Response Fund (SDRF) has been constituted in each State under Section 48 (1) (a) of the Disaster Management Act, 2005.

- ❖ The fund is the primary fund available to State Governments for responses to notified disasters.
- ❖ The Central Government contributes 75% to the SDRF in general States and 90% in North-East and Himalayan States.

Bodies at the District Level:

➤ **District Disaster Management Authority (DDMA)** - Every state government should have to establish a DDMA for every district in the state.

- ❖ It consists of a chairperson and other members, not exceeding seven.
- ❖ The Collector or DM or DC of the district is the ex-officio chairperson of the DDMA.
- ❖ **The functions of the DDMA are:**
 - ✓ To prepare a disaster management plan including a district response plan for the district.
 - ✓ To coordinate and monitor the implementation of the national policy, state policy, national plan, state plan, and district plan.
 - ✓ Identification of the vulnerable sites in the district and suitable measures for the prevention of disasters.
 - ✓ To organise and coordinate specialised training programmes for different levels of district officers, employees, and voluntary rescue workers.

Other Key Entities:

➤ **Non-Governmental Organizations (NGOs) and Civil Society** - NGOs, community-based organizations, and civil society groups also contribute to disaster management efforts through their

expertise, resources, and community engagement.

- ❖ E.g., Doers is a humanitarian organization dedicated to enhancing resilience and sustainability in the Indian Himalayas through disaster preparedness, mapping, capacity building, and research.

➤ **Research and Training Institutions:** India has several research and training institutions dedicated to disaster management and risk reduction.

- ❖ E.g., the National Institute of Disaster Management (NIDM) and the National Disaster Response Academy (NIDRA).

➤ **Early Warning Systems** - India has established various early warning systems for different types of disasters, including cyclone warning systems, flood forecasting, and earthquake monitoring, to provide timely information to the public and authorities.

- ❖ E.g., Landslide Early Warning System has been installed in various parts of the H.P.

➤ **Community-Based Disaster Management Committees:** At the grassroots level, local communities are encouraged to form disaster management committees to enhance preparedness, response, and recovery efforts at the community level.

Issues Related to the Disaster Management Framework:

➤ **Absence of Disaster-prone Zones** - The Act doesn't define disaster-prone areas, making it hard to plan for and prevent disasters effectively.

➤ **Neglects Progressive Nature** - The Act ignores slow-onset disasters like disease outbreaks and missing opportunities for timely intervention.

- ❖ E.g., the pandemic exposed the limitation of the framework.

➤ **Overlapping Functions** - The Act establishes redundant national bodies, leading to coordination issues, while local authorities lack clear guidance and support.

➤ **Procedural Delays and Inadequate Technology** - The Act suffers from procedural delays and lacks the necessary technology for accurate prediction and measurement of disasters, resulting in significant damage.

Way Forward:

➤ **Defining Disaster-Prone Zones** - Create a comprehensive national database mapping disaster-

prone areas based on historical data, vulnerability assessments, and scientific analysis.

- **Accounting for Progressive Disasters** - Amend the Act to include provisions for addressing slow-onset disasters and related machinery.
- **Streamlining Functions** - Streamline national bodies' functions with clear roles, improve coordination through meetings, shared resources, and data, and empower local authorities with training and resources.
- **Public Awareness and Participation** - Engage communities in disaster risk reduction efforts through awareness campaigns, training, and community-based disaster management plans.
- **International Collaboration** - Collaborate with neighbouring countries and international organizations for a coordinated response to transboundary disasters and access to global expertise and resources.

By addressing these issues and implementing the suggested improvements, India can strengthen its disaster management framework, reduce vulnerabilities, and enhance its resilience in the face of various disasters.

GOOD GOVERNANCE

Governance is how decisions are made and enforced in a group or society, involving laws, norms, power, and communication.

- Whereas, Good Governance is defined as the optimal utilisation of the resources of a nation by its government so that the benefits arise from the resources reach every section of the society equally.

The Characteristics of the Good Governance are:



- **Participation** - An opportunity for everyone to voice their opinions through institutions or representations.
- **Rule of law** - To implement good governance, the legal framework in the country must be enforced impartially, especially concerning human rights law.
- **Transparency** - It means the power-holding institutions must require to provide information,

related to policy-making to the public.

- **Responsiveness** - Good governance needs institutions and processes to attempt to serve all stakeholders within a reasonable time.
- **Consensus-oriented** - This fifth principle is related to the decision-making process. When the decision-making process cannot accommodate everyone's wishes, then at a minimum, the decision must be a decision that can be accepted by everyone and does not harm anyone.
- **Equity and inclusiveness** - Good governance ensures that everyone has the same opportunity to maintain and improve their welfare.
- **Effectiveness and efficiency** - Every decision-making process and its institutions must be able to produce decisions that meet every community's needs.
 - ❖ Community resources must also be utilised optimally by the government.
- **Accountability** - Every institution engaged in good governance should be held accountable to the public for their actions and policies.

Significance of Good Governance:

- **Enhanced Accountability** - Good governance promotes transparency, which ensures responsible public servants and government.
- **Efficient Resource Allocation**: It helps in the efficient allocation of resources, both human and financial, and promotes equality.
- **Rule of Law** - Good governance upholds the rule of law, which is essential for maintaining order and justice in society.
 - ❖ It ensures that laws are enacted and enforced fairly and consistently.
- **Protection of Human Rights** - It ensures the protection of individuals' fundamental rights and freedoms, creating a conducive atmosphere in which people can lead their lives freely and express themselves without the worry of facing discrimination or persecution.
- **Economic Development** - Good governance fosters an environment conducive to economic growth and development. It attracts investments, promotes entrepreneurship, and creates jobs, ultimately leading to higher living standards.
- **Political Stability**: Countries with good governance are more likely to experience political stability, reducing the risk of conflicts and civil unrest.
- **Environmental Sustainability**: Environmental governance, a component of good governance,

tackles environmental concerns crucial for sustainable resource management and safeguarding the environment for future generations.

- **Trust and Legitimacy** - Good governance builds trust in government institutions and enhances their legitimacy in the eyes of the public. Citizens are more likely to participate in civic activities when they have confidence in their government.
- **Reduced Corruption** - Transparent and accountable governance systems are less susceptible to corrupt practices, which can drain resources and erode public trust.

Challenges to the Good Governance:

- **Centralization Challenge** - Excessive central control leads to policies disconnected from citizens' needs, resulting in a gap between required services and what's provided.
 - ❖ E.g., Centrally Sponsored Schemes dictate Centers' agenda and priorities which may not be relevant for states and also increase the financial burden on states.
- **Capacity Building Deficiency** - Inadequate training for personnel hampers law implementation, causing policies and laws to suffer from poor execution.
- **Citizen Awareness Gap** - Limited understanding of duties and rights among citizens hinders good governance, creating obstacles in complying with laws.
- **Civil Servants' Attitude Concern** - The inflexible and self-perpetuating nature of civil services is a worry, as it makes officers insensitive and fosters an authority-cantered culture.
 - ❖ E.g., IAS officers Rinku Dugga and Sanjiv Khirwar, the couple ordered the evacuation of Delhi's Thyagraj Stadium so that their dog could take a walk
- **Criminalisation of Politics** - This is a major challenge for good governance as a law-breaking person involved in the law-making process.
 - ❖ E.g., according to the Association for Democratic Reforms (ADR), after the 2019 Lok Sabha elections, 43% of the newly-elected MPs had pending criminal cases against them.
- **Corruption** - Corruption has deeply infiltrated the executive system, resulting in inefficiency and ineffectiveness in governance.
 - ❖ E.g., India ranked 85th, out of 180 countries, in the Corruption Perception Index released by Transparency International.

- **Lack of Accountability** - Government officials and bureaucrats remain unaccountable to the general public due to inadequate supervision of the executive's actions and a lack of transparency in policy development and execution.

Way Forward to Ensure Good Governance:

- **Decartelised Planning** - Promote active involvement of local communities in shaping policies and development initiatives to prioritize citizen-centred progress.
 - ❖ E.g., Rashtriya Gram Swaraj Abhiyan (RGSA) extended up to 2026, aims to address critical gaps hindering Panchayat success by enhancing capacity, and effectiveness, and promoting devolution of powers and responsibilities.
- **Capacity Building** - Provide executives with sufficient training and guidance to ensure proper and efficient implementation of the various policies and welfare initiatives.
 - ❖ E.g., an online learning platform, iGOT-Karmayogi, has been developed as an integral part of the Digital India stack for capacity building of all government employees
- **Awareness Generation** - Utilize a range of programs and frameworks to foster awareness among citizens about their rights and responsibilities, with a particular focus on empowering marginalized segments of society.
- **Behavioural Change Program** - Launch reform initiatives and enforce a robust code of conduct for civil servants to change the colonial attitude of civil servants and promote empathy toward citizens.
 - ❖ E.g., Mission Karmayogi.
- **Prevent Criminalisation of Politics** - Adopt a strict and zero-tolerant policy against the corruption and entry of criminals in law-making processes.
 - ❖ E.g., more power to the Election Commission of India, providing legal backing to the Model Code of Conduct, amendment in RPA 1951 to debar the person with a criminal record to contest the election, etc.
- **Use of Technology** - Use new technologies to provide various services, which curb corruption practices and also enhance transparency and accountability.
 - ❖ E.g., Faceless Assessment Scheme, SAMARTH campaign to promote digital transactions at Gram Panchayat Level, etc.

Difference Between Good Governance and Inclusive Governance:

Aspects	Good Governance	Inclusive Governance
Definition	Effective and responsible management of resources and affairs to promote the well-being of citizens or members.	Emphasizes meaningful and equitable participation of all segments of society, including marginalized groups.
Focus	Quality of governance, efficiency, transparency, accountability, rule of law.	Representation and participation of a wide range of stakeholders in decision-making.
Principles	Transparency, accountability, responsiveness, efficiency, and rule of law.	Inclusivity, diversity, participation, representation.
Outcomes	Economic growth, stability, and effective public service delivery.	Social cohesion, reduced inequality, social justice.
Examples	Mission Karamyogi, Faceless Assessment Scheme, Direct Benefit Transfer, etc.	Reservation for SCs, STs, Women in PRIs, ULBs and legislative assemblies, empowerment of Gram Sabhas of scheduled areas by PESA act, participation of Communities in development programs, etc.

Efforts to promote good governance should be ongoing and responsive to the evolving needs of society. By prioritizing good governance, nations can create a more just, prosperous, and sustainable future for all their citizens, fostering an environment where individuals can thrive, businesses can flourish, and communities can prosper.

ACCOUNTABILITY AND TRANSPARENCY

Transparency

- Transparency in public services involves government agencies being open and accountable, and sharing information about their activities and decisions with the public to foster trust and understanding.

Accountability

- Accountability in public services means that government agencies and officials are responsible for their actions and decisions.
- They are answerable to the public and oversight bodies, ensuring transparency and ethical conduct in delivering public services.

Relationship between Transparency and Accountability:

Transparency and accountability are interconnected principles that go hand in hand:

- **Mutual Reinforcement** - Transparency supports accountability by providing the information needed for scrutiny and evaluation of actions and decisions of the public servants.
- **Consequence Mechanism** - Accountability enforces responsible behaviour by ensuring that individuals or entities are held answerable for their actions, which in turn promotes transparency as it discourages hidden or unethical conduct.
- **Trust and Confidence** - Transparency builds trust through openness, while accountability strengthens that trust.
- **Effective Governance** - Together, transparency and accountability are fundamental for effective governance, as they foster responsible decision-making, ethical conduct, and the efficient allocation of resources, ultimately benefiting society as a whole.

Significance of the Accountability and Transparency:

- **Generate Trust** - Transparency in governance and accessible government policy information fosters trust in citizens towards public institutions.
- **Ensure Equality** - Accountability and transparency ensure efficient resource utilization and equitable service distribution across society.
- **Curb Corruption** - Transparent and accountable governance is a key deterrent to corruption.
- **Democratic Participation** - They encourage citizen engagement and participation in the decision-making process.
- **Improvement and Innovation** - They stimulate

improvements and innovations in governance processes as accountability reveals areas in need of reform.

- **Citizen Empowerment** – Accountability and transparency empower citizens to engage in government, hold it accountable, and influence decisions that affect their lives.

Various initiatives started by the Government to Ensure Transparency and Accountability:

- **Right to Information Act of 2005** - This law empowers Indian citizens to seek any accessible information from a Public Authority and makes the Government and its functionaries more accountable and responsible.
 - ❖ E.g., between July 1, 2022, and June 30, 2023, 29 Information commissions disposed of more than 2.14 lakh cases registered.
- **Lokpal and Lokayuktas Act of 2013** - It provides an effective way to counter corruption at all levels of government and brings transparency and accountability to the system.
 - ❖ E.g., 8,703 complaints that it received between 2019 and 2023 by Lokpal, it disposed of 5,900 complaints.
- **Social Audits** – Social audit in India, initiated with the MGNREGA Act in 2005, aims to enhance transparency, accountability, and citizen engagement in social welfare program governance and execution.
 - ❖ In the FY 2022-23, out of 2,70,325 Gram Panchayats (GPs), 2,06,114 GPs have been planned for Social Audit.
- **Government e-Marketplace (GEM) Portal** – Public procurement through the GEM portal has been started to ensure a transparent procurement process.
 - ❖ E.g., according to the commerce ministry, the Government e-Marketplace (GeM) has led to savings of more than Rs 45,000 crore since its inception in 2016.
- **Faceless Assessment Scheme** - The Faceless Assessment Scheme was introduced by the Central Government to enhance transparency, efficiency, and accountability in income tax assessments.
- **Citizen Charters** - The Citizen’s Charter outlines government agencies’ responsibilities and sets clear service timelines, enhancing their accountability to citizens.
- **E-Governance** - E-Governance initiatives aim to establish an accountable administration by efficiently addressing public grievances and providing on-time

delivery of services.

- ❖ E.g., such as the Centralised Public Grievance Redress and Monitoring System (CPGRMS), Direct Benefit Transfer (DBT), SAMARTH campaign to promote digital transactions at the Gram Panchayat Level, etc.

Overall, transparency and accountability are not only critical for good governance but also for fostering trust, citizen empowerment, and the efficient functioning of a democratic society.

CITIZEN CHARTER

A citizen’s charter is a concise, written document that outlines the rights, services, and service standards provided by government agencies to citizens, promoting transparency, accountability, and improved service delivery.

Principles of Citizen Charter:

The six principles of the Citizen’s Charter movement as originally framed are:



- **Quality** - Improving the quality of services;
- **Choice** - Wherever possible;
- **Standards** - Specifying what to expect and how to act if standards are not met;
- **Value** - For the taxpayers’ money;
- **Accountability** - Individuals and Organisations;
- **Transparency** - Rules/Procedures/Schemes/ Grievances.

Significance of the Citizen Charter:

- **Transparency** - A citizen’s charter promotes transparency by clearly outlining the services provided, the procedures to access them, and the

expected standards of service delivery.

- **Accountability** - It holds government agencies and public service providers accountable for their actions and services.
- **Citizen Empowerment** - Citizen charters empower by informing citizens of their rights, enabling them to demand better services and exercise their rights effectively.
- **Improved Service Quality** - The existence of a citizen's charter can drive organizations to improve the quality of their services.
- **Redressal Mechanisms** - Citizen charters include grievance mechanisms, assuring citizens that issues will be addressed, and increasing their confidence in the system.
- **Efficiency and Effectiveness** - Citizen's charters streamline government operations, boosting service efficiency and effectiveness.
- **Trust Building** - A citizen's charter can help build trust between the government and its citizens. When people have clear expectations and see that these expectations are being met, it fosters trust in public institutions.
- **Benchmarking** - Citizen charters can serve as benchmarks for comparison between different government agencies or service providers.
- **Continuous Improvement** - Citizen feedback on charters drives service improvement, fostering ongoing enhancements in quality.

Challenges Related to the Citizen Charter:

- **Minimal Consultation** - Organizations often created Citizen's Charters due to top-down directives, leading to minimal or absent consultation. This made the Charter routine without a clear focus.
- **Lack of Employee Training** - Effective implementation of Citizen's Charters relies on well-trained and informed employees. In many cases, staff were not adequately trained and sensitized to the Charter's spirit and content.
- **Disruptive Transfers** - Critical officer transfers during the formulation or implementation stages of Citizen's Charters disrupted strategic processes, hindering the initiative's progress.
- **Inadequate Awareness Campaigns** - Organizations did not systematically conduct awareness campaigns to educate clients about the Citizen's Charter, resulting in limited public knowledge.
- **Unrealistic Standards** - Some Citizen's Charters set service standards or time norms that were either too lax or too stringent, creating an unfavourable impression among clients.
- **Misunderstood Concept** - The fundamental concept

behind Citizen's Charters was often not properly understood. Information brochures, publicity materials, and pamphlets were sometimes mistaken for the actual Charters confusing.

- **One for All Approach** - One ministry drafted one charter for all organisations and departments without considering the specific requirements of the departments.
- **Difficult Language** - The language used in Charters is vague and difficult, making it hard for consumers to understand the objectives.

Way Forward:

- Recommendations provided by 2nd Administrative Reform Commission:
 - ❖ **Specify Remedy and Compensation** - Ensure that charters define remedies and compensation in case standards are not met.
 - ❖ **Prioritize Realistic Promises** - Limit promises to achievable commitments instead of lengthy unfulfilled lists.
 - ❖ **Restructure Processes** - Organizational setup and processes should be revamped before charter creation.
 - ❖ **Local Customization** - Customize charters to local needs instead of a uniform approach across organizations.
 - ❖ **Inclusive Drafting** - Involve all stakeholders in charter development.
 - ❖ **Firm Commitments and Redressal** - Maintain strong commitments and establish citizen-friendly redressal mechanisms.
 - ❖ **Accountability** - Hold officers accountable for unmet commitments.
 - ❖ **Regular Review** - Periodically review and revise citizen charters for relevance and effectiveness.

By addressing these challenges and implementing these recommendations, governments can unlock the full potential of the Citizen's Charter, building trust between citizens and public institutions, and fostering continuous improvement in the quality of services provided.

VARIOUS ROLE OF DEPUTY COMMISSIONER

The general administration of the district is vested with the Deputy Commissioner. He holds the roles of Deputy Commissioner, District Magistrate, and Collector simultaneously.

Various duties performed by the Deputy Commissioner are:

- **District Administration** - The Deputy Commissioner is responsible for the overall administration of the district.
- They serve as the head of the district administration;
- Responsible for maintaining law and order;
- Coordinating various government activities at the district level;
- Ensuring the smooth functioning of government offices within the district.
- **Revenue Administration** - The Deputy Commissioner is the highest-ranking revenue officer in the district.
 - ❖ Responsible for land revenue collection, land acquisition, and revenue records maintenance;
 - ❖ Resolving land-related disputes;
 - ❖ Implementing land reforms.
- **Disaster Management** - The various roles of DC related to disaster management are:
 - ❖ **Leadership Role** - The Deputy Commissioner serves as the ex-officio chairperson of the District Disaster Management Authority, providing vital leadership during times of crisis.
 - ❖ **Contingency Planning** - Responsible for drawing up contingency plans to address disasters in the state, ensuring preparedness for various scenarios.
 - ❖ **Relief and Rescue Coordination** - The Deputy Commissioner plays a pivotal role in coordinating relief and rescue operations, offering aid and support to affected communities.
 - ❖ **Policy Implementation Oversight** - In the realm of disaster management, the Deputy Commissioner coordinates and monitors the implementation of various plans and policies, ensuring efficient execution.
 - ❖ **NGO Collaboration** - The Deputy Commissioner also collaborates with NGOs capable of assisting during or after disasters, fostering partnerships to enhance disaster response and recovery efforts.
- **Elections** - The Deputy Commissioner is responsible for conducting elections within the district, including parliamentary, assembly, and local body elections.
 - ❖ He/she is appointed as Returning Officer during the election of Lok-Sabha or legislative assemblies.
 - ❖ Secure elections that are transparent and unbiased.
- **Development Administration** - The DC is responsible for managing and coordinating

development programs in the district, working with other government departments to tackle issues like education, healthcare, infrastructure, and social welfare.

- **Civil Services** - The DC supervises and coordinates the work of various civil services officers in the district, including the Indian Administrative Service (IAS), Indian Police Service (IPS), and Indian Revenue Service (IRS), among others.
 - ❖ They provide leadership and guidance to these officers in their respective areas of expertise.
- **Law and Order** - He/she works closely with the Superintendent of Police (SP) to handle law enforcement and security-related issues.
- **Crisis Management** - In times of crises like protests or emergencies, the Deputy Commissioner ensures peace and order by managing and resolving such situations.
- **Budget Management** - The Deputy Commissioner manages the district's budget and ensures that government funds are allocated and utilized effectively for various developmental and administrative purposes.
- **Coordination with Central and State Governments** - They maintain a close working relationship with the state and central government authorities to ensure the effective implementation of government policies and programs at the district level.

Role of Deputy Commissioner as District Collector:

- **Revenue Collection** - He is accountable for gathering land revenue, various government taxes, fees, and any outstanding dues as arrears of land revenue.
- **Updated Land Rights Records** - He is responsible for ensuring the maintenance of accurate and up-to-date records of rights as regards the land.
- **Appointment of Revenue Staff** - He appoints Patwaris, Kanungos, and administrative staff in various offices, excluding the Superintendent of the Deputy Commissioner's Office and some subordinate revenue staff.
- **Judicial Authority** - As the District Collector, he holds the highest judicial authority for revenue matters within the district.

Role of Deputy Commissioner as District Magistrate:

- **Maintenance of Law and Order** - The Deputy Commissioner is responsible for maintaining law and order in the district, acting as the head of criminal administration, and supervising all Executive Magistrates.

- **Control of Police** - The Deputy Commissioner exercises control over and provides direction to the actions of the local police force.
- **Supervision of Jails and Lock-ups** - This role includes supervisory authority over the administration of jails and lock-up facilities within the district.
- **Issuance of Adoption Order** - The Juvenile Justice (Care and Protection of Children) Amendment Rules, 2022 has empowered the District Magistrates to issue adoption orders.
- **Issuance of Arms and Ammunition License** - The District Magistrate provides arms and ammunition licenses under the Arms Act.
- **Restriction on Assemblies** - Under Section 144 of the CrPC., he can control unlawful assemblies and implement curfews as needed.

Hence, the Deputy Commissioner has a multifaceted role, which is essential in ensuring effective governance and the well-being of the district's residents.

E-GOVERNANCE

E-Governance, short for Electronic Governance, refers to the use of information and communication technology (ICT) to enhance and streamline government operations, improve service delivery to citizens, promote transparency and accountability, and engage with the public.

- It involves the digitalization and automation of government processes and services to make them more efficient, accessible, and citizen-centric.

The principle under the E-Governance:

E-Governance driven by the SMART principles (Simple, Moral, Accountable, Responsive, Transparent).

- **Simple** - Simplify government rules and processes with technology for a user-friendly experience.
- **Moral** - Using technology to improve how government agencies work, making them more efficient and ethical in their operations.
- **Accountable** - Establishing systems to monitor and hold public servants accountable for their performance.
- **Responsive** - Accelerating government processes for swift response to people's needs through increased efficiency.
- **Transparent** - Sharing government information via websites and portals to make actions and processes transparent and accessible to all.

Benefits of the E-Governance:



- **Efficient Service Delivery** - Streamlining government processes and utilizing technology can lead to quicker and more effective service delivery, reducing bureaucracy and delays.
- **Citizen Empowerment** - Providing easy access to government data and policies empowers citizens to make informed decisions and engage in civic participation.
- **Promote Good Governance** - Modernizing administrative systems can lead to better resource allocation, performance monitoring, and decision-making within government agencies.
- **Curb the Corruption** - Transparency and digitalization can reduce opportunities for corrupt practices, promoting a cleaner and more accountable government.
- **Increased Transparency and Accountability** - Open data and accountability measures build trust and ensure that government actions are visible and understandable to the public.
- **Greater convenience to citizens and businesses:** Digital services and streamlined processes make it easier for people and companies to interact with the government.
- **Cost Reduction** - Furthermore, it contributes to the reduction in the cost of the governance.
- **Increased Legitimacy of the Government** - Effective governance and responsiveness to citizens' needs enhance the government's legitimacy and credibility.
- **Flatten's organizational structure (less hierarchic)** - Reducing layers of bureaucracy can make decision-making more agile and responsive to changing circumstances.

Various Initiatives Started by the Indian Government to Promote E-Governance:

- **Common Services Centres** – CSCs are offering government and business services in digital mode in rural areas through Village Level Entrepreneurs (VLEs).
 - ❖ Over 400 digital services are being offered by these CSCs.
- **Unified Mobile Application for New-age Governance (UMANG)** – for providing government services to citizens through mobile.
 - ❖ More than 1,570 government services and over 22,000 bill payment services are made available at UMANG.
- **The e-District Mission Mode Project (MMP)** – E-MMP is a nationwide initiative in India that offers a range of e-services to citizens at district and sub-district levels.
 - ❖ These services include certificates (birth, caste, death, income, and resident), pensions (old age, disability, and widow), electoral services, consumer court support, revenue court assistance, etc.
 - ❖ Currently, 4,671 e-services are available across 709 districts in India.
- **DigiLocker** - It is facilitating the paperless availability of public documents.
 - ❖ Digital Locker has more than 11.7 crore users and more than 532 crore documents are made available through DigiLocker from 2,167 issuer organisations.
- **Unified Payment Interface (UPI)** - UPI is the leading digital payment platform.
 - ❖ It is integrated with 330 banks and facilitated over 586 crore monthly transactions worth over Rs 10 lakh crore has been facilitated for June 2022.
- **Mukhya Mantri Seva Sankalp Yojana** - Under Mukhyamantri Seva Sankalp Yojana, Himachal Pradesh Government has initiated a portal on which citizens can lodge complaints regarding diverse issues online.

Challenges to E-Governance in India:

- **Digital Divide** – In India, the accessibility of internet-based services is inadequately available.
 - ❖ E.g., In the poorest 20% of households, only

2.7% have computers and 8.9% have internet access. Rural internet usage is 31%, while urban usage is 67%.

- **Language Barrier** – The availability of most of the E-services in the English language further hinders the implementation of e-services.
 - ❖ E.g., only 10% population of India is estimated to speak in English language.
- **Digital Illiteracy** – This is one of the major hurdles.
 - ❖ E.g., only 38 per cent of households in the country are digitally literate.
- **Lack of Digital Infrastructure** - In numerous regions, particularly in rural and remote areas, reliable internet connectivity and digital infrastructure are lacking or non-existent.
- **Fragmented Services** - There is a lack of integration among most e-governance services provided by both state and central governments.
- **Privacy and Security Issues** – In the era of cyber-crimes and lack of data security legislation, further hinders the achievement of goals of e-governance.
- **Lack of Awareness** – Lack of awareness about the e-services among the masses is also a major concern.
- **Lack of Efficient Grievance Redressal Mechanism** - The lack of a quick and efficient system for addressing complaints is a significant issue.

Way Forward:

- **Infrastructure Development** - Focus on expanding internet infrastructure in rural and remote areas through public-private partnerships.
 - ❖ Initiatives like the BharatNet project can be accelerated to provide affordable broadband access to every village.
- **Digital Literacy Programs** – Ensure proper and mission-mode implementation of nationwide digital literacy campaigns, targeting both urban and rural populations.
 - ❖ E.g., Digital India Program.
- **Local Language Content** - Translate and offer government services in multiple Indian languages to overcome the language barrier.
 - ❖ An Indian research group called “Jugalbandi” is using AI to develop a mobile app that provides government scheme information in multiple languages.
- **Integrated Services** - Develop a unified platform for

e-governance services that integrates offerings from both state and central governments.

- ❖ E.g., the UMANG app offers access to over 1668 government services and a wide range of 20,197 bill payment services through a mobile platform.
- **Privacy and Security Measures** - Implement robust data protection and cybersecurity measures and establish dedicated cybercrime units.
 - ❖ E.g., Data Protection Bill of 2023.
- **Awareness Campaigns** - Launch nationwide awareness campaigns about the availability and benefits of e-services by using both traditional and digital media for outreach.
- **Efficient Grievance Redressal** - Establish a digital platform for citizens to submit and track their complaints and strengthen the existing platforms.
 - ❖ E.g., Centralised Public Grievance Redress and Monitoring System (CPGRAMS).
- **Community Engagement** - Involve local communities and grassroots organizations in promoting e-governance.
- **Incentives for Adoption** - Provide incentives, such as discounts on government services or cashback schemes, to encourage citizens to use digital services.

E-Governance can revolutionize India's governance, enhancing inclusivity, efficiency, and accountability. By overcoming challenges and embracing technology, India can ensure accessible government services and empower citizens in the democratic process.

LOCAL SELF GOVERNMENT

Local self-government refers to the administration of local matters by elected local bodies, entrusted with this responsibility by the local populace.

- This system encompasses governance in both rural and urban settings and constitutes the third tier of government.
- It is characterized by the operation of two distinct types of local government entities: Panchayats in rural regions and Municipalities in urban areas.

Panchayati Raj System (PRI)

- Panchayati Raj Institution (PRI) is a system of rural local self-government in India.
- The 73rd Constitutional Amendment Act provided the PRI with a constitutional status.

Significance of the Act:

- **Added New Schedule** - The act added the 11th schedule to the constitution. This schedule contains 29 function items of the panchayats.
- **Remove State's Hegemony** - PRI elections and tenure are now subject to judicial review, removing state legislature control.
- **Gram Sabha** - The act provides for the establishment of the Gram Sabha as the foundation of the PRI.
- **Three-Tier System** - It provides for a three-tier system of PRI, i.e., Gram Panchayats at the village level, Panchayat Samitis at the intermediary or block level and Zila Parishad at the district level.
- **Elections of the Members** - All the members of PRI are elected directly by the people.
- **Reservation of the Seats** - It provides for reservation of the seats for SCs, STs, and Women.
- **Duration of Panchayats** - The act provides for a five-year term of office to the Panchayats at every level.
- **Disqualification** - The act also provides for the disqualification of the members of the PRI.
- **Formation of State Election Commission** - It consists of the formation of State Election Commission to conduct, supervise and control the elections of PRI.
- **Provisions for Finance Commission** - It also provides for the formation of a Finance Commission by the Governor, after every five years to review the financial position of the Panchayats.
- **Powers and Functions** - The act also provides for the power and functions of the PRI.

Compulsory and Voluntary Provisions under the Act:

- **Compulsory Provisions:**
 - ❖ Organisation of Gram Sabhas.
 - ❖ Establishment of Panchayats at every level.
 - ❖ Direct Elections to all the seats.
 - ❖ Voting rights to the chairperson and other members of panchayats elected directly or indirectly.
 - ❖ Reservation of seats.
 - ❖ Fixing tenure of Panchayats at every level.
 - ❖ Establishment of State Election Commission and State Finance Commission.
- **Voluntary Provisions:**
 - ❖ Endowing powers and functions to the Gram

Sabhas.

- ❖ Determining the manner of elections of the chairpersons of the village panchayat.
- ❖ Giving reservations to the chairpersons of the intermediary panchayats in the district panchayats.
- ❖ Provide reservation of seats to OBCs.
- ❖ Devolution of powers and responsibility.
- ❖ Granting financial powers to the panchayats.
- ❖ Making grant-in-aid to the panchayats from the consolidated fund of the state.

Significance of Granting Local Relf Government in Rural areas:

- **Empowerment of Rural Communities** - It empowers rural communities by giving them a say in local governance, allowing them to make decisions on matters that directly affect their lives.
- **Effective Local Development** - Local governments can better address local issues and needs, leading to more efficient and effective development initiatives tailored to the specific requirements of the area.
- **Enhanced Accountability** - It promotes transparency and accountability in governance, as local leaders are directly accountable to the people they serve.
- **Promotion of Grassroots Democracy** - It fosters grassroots democracy by encouraging local participation in the decision-making process, thus strengthening the overall democratic framework.
- **Economic Development** - Local self-governments can facilitate economic development by planning and implementing local infrastructure projects, promoting local businesses, and attracting investments.
- **Social Inclusion** - It can help address social inequalities by ensuring that marginalized and underrepresented groups have a voice in local governance.
- **Cultural Preservation** - Local governments can play a role in preserving and promoting local cultures and traditions, which is often crucial in rural areas.

Various Issues Related to PRIs:

- **Lack of Adequate Devolution** - The state has not taken adequate steps to dissolve adequate fiscal powers, even after many recommendations of the State Finance Commission.
- **Limited Autonomy and State Oversight** - Gram Panchayats have limited control over their lone employee, while in Panchayat Samitis, the Block Development Officer (BDO) serves as the Ex-Officio Secretary, appointed by the State Government.
- **Tied Nature of Funds** - Activities in a certain scheme may not fit all parts of the district, causing

ineffective promotions and fund underutilization.

- **The Sarpanch Pati Syndrome** - The “Sarpanch Pati Syndrome” has undermined the core goal of women’s empowerment.
- **Corruption** - Corruption within Panchayati Raj Institutions (PRIs) has become widespread in recent times.
- **Reluctance to Use Fiscal Power** - An important power devolved to Gram- Panchayat is the right to levy taxes, but very few panchayats use their fiscal power to levy and collect the taxes.
- **Creation of Parallel Bodies** - Creating parallel bodies for speedy implementation and accountability often doesn’t prevent issues like partisan politics, corruption, and elite capture.
- **Poor Infrastructure** - A large number of Gram Panchayats in the state do not have even full-time secretaries. Many panchayats do not have basic office buildings
- **Lack of Awareness** - A large number of elected representatives of Panchayati Rajasthan are semi-literate or literate and know little about their roles and responsibilities, programme, procedure, and system.
- **Lack of Digital Infrastructure** - According to the e-Swaraj portal of the Ministry of Panchayati Raj, out of 3615 Panchayats in Himachal Pradesh, only 2031 i.e., 56% of Panchayats are connected to the internet

Way Forward:

- **Incentivizing Devolution** - Rewarding states that delegate more functions, funds, and functionaries to Panchayats.
- **Capacity Building** - Providing financial and technical assistance for enhancing Panchayat capabilities.
- **Financial Transparency** - Strengthening budgeting, accounting, and auditing systems to ensure fiscal transparency.
- **Technology Integration** - Development of software applications for efficient Panchayat management and imparting training for Panchayats to utilize these applications effectively.
- **Accountability Enhancement** - Promoting transparency, accountability, and efficiency in Panchayat operations.
- **Performance Recognition** - Granting incentive awards to outstandingly performing Panchayats.
- **Participatory Planning** - Assisting states in formulating guidelines for participatory Gram Panchayat Development Plans and empowering Gram Panchayats to utilize available resources effectively.

- **Infrastructural Development** – Ensure availability of proper staff, buildings and adequate digital availability.
- **Strict Action Against Sarpanch Pati Syndrome** – Periodic audits and reviews must be conducted to check and remove Sarpanch Pati Syndrome.

In summary, India's Panchayati Raj System, established by the 73rd Constitutional Amendment Act, decentralizes power, empowers rural communities, and enhances local governance. But, challenges like limited autonomy and corruption persist. Addressing these issues and promoting transparency is crucial for its success.

URBAN LOCAL BODIES

The 74th Constitutional Amendment Act provided the constitutional status to the Urban Local Bodies.

- These bodies are responsible for managing and providing various essential services and infrastructure in cities and towns.

The Salient Features of the 74th Constitutional Amendment Act are:

- **Added New Schedule** – It added the 12th schedule to the Constitution of India.
- **End the Hegemony of the State** – It brought the elections and tenure of municipalities under the preview of the justiciable part of the Constitution.
- **Three-Tier Municipalities** – The act provides for three types of municipalities, i.e., Nagar Panchayats, Municipal Councils and Municipal Corporations.
- **Composition** – The act also provides for the composition of the three-tier municipalities.
- **Ward Committees** – It provides for the establishment of ward committees, within a territorial area of municipalities, having a population of 3 lakhs or more.
- **Reservation of the Seats** – It provides for the reservation of seats for SCs, STs and Women at every level.
- **Duration of Municipalities** – The act provides for a five-year term of office for every municipality.
- **Disqualification** – The act also provides for the disqualification of the members of the municipality.
- **Formation of State Election Commission** – It consists of the formation of State Election Commission to conduct, supervise and control the elections of ULBs.
- **Provisions for Finance Commission** – It also provides for the formation of a Finance Commission by the Governor, after every five years to review the financial position of the ULBs.

- **Powers and Functions** – The act also provides for the power and functions of the ULBs.

Types of Urban Government:

- **Municipal Corporation** – Municipal corporations are created for the administration of big cities like Delhi, Mumbai, Shimla, etc.
 - ❖ They are established in the states by the acts of the concerned state legislatures and in the UTs by the acts of the parliament.
 - ❖ The Municipal Corporation has three authorities, namely the Council, the Standing Committees, and the Commissioner.
- **Municipalities** – The municipalities are established for the administration of towns and smaller cities.
 - ❖ They are also established in the states by the acts of the concerned state legislatures and in the UTs by the acts of the parliament.
 - ❖ Like a municipal corporation, a municipality also has three authorities, the Council, the Standing Committees and the Chief Executive Officer.
- **Notified Area Committee** – A Notified Area Committee is established to govern two types of areas; fast-developing towns undergoing industrialization and towns considered important by the state government but not meeting the conditions for municipality formation.
 - ❖ Its powers are almost equivalent to those of a municipality but unlike the municipality, it is an entirely nominated body.
 - ❖ It is neither an elected body nor a statutory body.
- **Town Area Committee** - The Town Area Committee is present in small towns and exercises limited jurisdiction, primarily overseeing tasks like street lighting, drainage, roads, and sanitation.
 - ❖ It may be wholly elected or wholly nominated, or partly elected or partly nominated body.
- **Cantonment Board** – A containment board is established for municipal administration for the civilian population in the containment area.
 - ❖ It is set up under the act of parliament.
 - ❖ It works under the administration control of the Defence Ministry.
 - ❖ It consists of partly elected and partially nominated members.

- **Township** - A Township is an alternative urban governance model designed to offer essential services to staff and workers residing in colonies near industrial plants.
 - ❖ It lacks elected representatives and essentially functions as an extension of the bureaucratic hierarchy.
 - ❖ It has no elected members.
- **Port Trust** - Port Trusts are set up in port regions like Mumbai, Chennai, Kolkata, and others.
 - ❖ They oversee and maintain the ports while also offering essential public services to the residents in the vicinity.
 - ❖ It consists of both elected and nominated members.
- **Special Purpose Agency** - These are established by the state government for special purposes.
 - ❖ These can be established as a statutory body by an act of state legislature or as departments by an executive resolution.

Issues Related to the ULBs:

- **Delay in Municipal Elections** - One significant issue affecting municipal self-governance in India is the frequent and arbitrary postponement of municipal elections by various states.
- **Hurdles for State Election Commission** - State Election Commissions are hindered by the delay in delimitation of municipal wards, controlled by state governments. This hampers timely elections due to the lack of necessary boundaries for polling.
- **Lesser Functional Autonomy** - ULBs are not provided with enough powers and functions to operate smoothly and independently.
 - ❖ E.g., in states like Uttar Pradesh, Punjab, Arunachal Pradesh, Manipur and Bihar, town planning continues to be performed by the state.
- **Lacking Financial Autonomy and Inadequate Revenue Base** - Urban Local Bodies (ULBs) rely heavily on state governments due to their lack of financial independence and the absence of a systematic process for resource allocation.
- **Lack of Adequate Skills of Municipal Employees** - Municipalities struggle with staff shortages and skill gaps, hindering their ability to efficiently deliver public services.
- **Poor Link with Urban Citizens** - The citizens in urban areas are rarely included or involved in decision-making, especially the marginalised and vulnerable sections of society who indeed are the

most affected by the emerging crisis of urbanisation.

- **Corruption** - Corruption, favouritism, and nepotism are prevalent issues in these bodies.

Way Forward:

- **More Autonomy** - More subjects, powers and functions should be allotted to the ULBs to ensure effective local self-governance.
- **Ensure People's Participation** - To enhance civic participation, organize society into groups, including neighbourhood associations and NGOs, and also encourage youth involvement for better municipal governance.
- **Capacity Building** - Implement capacity-building programs to enhance municipal personnel's governance and management skills.
- **Timely Election** - To bolster ULBs, ensure minimum staffing in metropolitan areas and limit election delays to six months at most.
- **More Financial Autonomy** - New measures should be adopted to provide more financial autonomy to the ULBs. E.g., Municipal Bonds.

These bodies play a crucial role in managing and providing essential services and infrastructure in cities and towns. By addressing these challenges and implementing these reforms, India can pave the way for better urban governance and improved quality of life for its urban citizens.

EFFECTIVE SERVICE DELIVERY

Effective service delivery in government means providing services efficiently and responsively to meet citizens' needs and expectations.

- It is a critical aspect of good governance and is essential for ensuring the well-being and satisfaction of the population.

Key Principles of Effective Service Delivery are:

- **Citizen-Centric Approach** - Effective service delivery should put citizens first, actively seeking their input to meet their needs and expectations.
- **Transparency** - Citizens should have access to information about government activities, budgets, and service standards.
- **Accountability** - Accountability ensures that government officials and agencies are held responsible for their actions and the use of public resources.
- **Effective Grievances Redressal Mechanism** - There should be mechanisms in place for citizens to report grievances and for government officials to respond to those grievances.

- **Efficiency** - Government agencies should strive to minimize wastage, reduce bureaucracy, and streamline processes.
- **Equity and Inclusivity** - Services must be distributed fairly to all, without discrimination. Special focus is needed on marginalized and vulnerable groups to meet their needs.
- **Quality** - Services should meet or exceed established quality standards.

Significance of the Effective Service Delivery:

- **Citizen Satisfaction** - High-quality service delivery directly impacts the satisfaction of citizens.
- **Trust and Legitimacy** - Effective service delivery builds trust in government institutions.
- **Social Equity** - Effective service delivery ensures that these services reach marginalized and vulnerable populations, reducing disparities in access to education, healthcare, and other critical services.
- **Economic Growth** - Efficient public services (e.g., infrastructure, transportation, education) boost business growth, attract investments, and drive economic development.
- **Political Stability** - Governments that fail to provide basic services face protests, demonstrations, and social unrest, undermining their stability and ability to govern.
- **Rule of Law** - Effective service delivery contributes to the rule of law.
- **Productive Human Capital** - Effective service delivery in health, education, training, etc. creates productive human capital and fosters overall development.

Various Initiatives by the Government to Provide ESD:

- **Citizen Charters** - A Citizens' Charter represents the commitment of the Organisation towards standard, quality and time frame of service delivery, grievance redress mechanism, transparency and accountability.
- **Umang Portal** - UMANG is a mobile app offering 1,570+ government services and 22,000+ bill payment services to citizens.
- **Jal Jeevan Mission** - Jal Jeevan Mission, is envisioned to provide safe and adequate drinking water through individual household tap connections by 2024 to all households in rural India.
 - ❖ E.g., Jal Jeevan Mission (JJM) has achieved a new milestone by providing 10 Crore rural households with safe and clean drinking water through taps on 19th August 2022.
- **Ayushman Bharat Scheme** - Ayushman Bharat

Yojana was established to offer medical benefits to underprivileged segments of society, providing healthcare coverage of Rs. 5 lakh per family annually to promote equity in society.

- ❖ E.g., every minute, 177 Ayushman cards are issued, and 30 beneficiaries access services. Additionally, 48% of hospitalizations under the PM-JAY program are utilized by women.
- **Pradhan Mantri Awas Yojana (Gramin)** - Pradhan Mantri Awas Yojana is a government initiative in India, that provides affordable housing access to low and moderate-income citizens through a credit-linked subsidy scheme.
 - ❖ As of 15 December 2022, 2.50 Crore houses have been sanctioned and 2.11 crore houses have been constructed under the Scheme.
- **SVAMITVA Scheme** - The SVAMITVA Scheme of the Ministry of Panchayati Raj provides ownership to property owners in village-inhabited areas by using the latest drone and GIS technology.
 - ❖ The Property Cards facilitate the monetization of rural residential assets for bank loans and other financial benefits and help in the settlement of land-related disputes through the preparation of 5cm accuracy maps.
 - ❖ Recently scheme won the National Award for e-Governance 2023 (Gold) for the Application of Emerging Technologies for Providing Citizen Centric Services.
- **NAMASTE Scheme** - The Ministry of Social Justice and Empowerment (MoSJE) and the Ministry of Housing and Urban Affairs (MoHUA) have jointly formulated a Scheme called National Action for Mechanised Sanitation Ecosystem (NAMASTE).
 - ❖ Aim to eliminate hazardous cleaning and ensure the safety and dignity of sewer and septic tank workers, preventing their deaths.
 - ❖ The scheme is to be implemented in all 4800+ Urban Local Bodies (ULBs) of the country, during the three years up to 2025-26 with an outlay of Rs. 349.70 crore.

Challenges to the Effective Service Delivery:

- **Resource Constraints** - Limited budgets and resources can hinder the government's ability to provide quality services.
- **Bureaucracy and Red Tape** - Excessive bureaucratic processes can slow down service delivery and increase inefficiencies.
- **Infrastructure Deficits** - Inadequate infrastructure,

such as roads and communication networks, can impede the timely delivery of services.

- **Corruption** - Corruption within the system can divert resources away from their intended beneficiaries and erode trust in service delivery.
- **Geographic Barriers** - Serving remote or isolated areas can be logistically challenging, leading to delays and inefficiencies.
- **Capacity and Training** - Insufficient training and capacity-building among service providers can affect the quality and effectiveness of services.
- **Technology Gaps** - Lack of access to modern technology or outdated systems can hinder data management and service delivery processes.
- **Public Awareness** - Limited awareness among the target population about available services and how to access them can be a barrier.

Measures to Improve Quality of Service Delivery:

- **Invest in Employee Training and Development** - Providing ongoing training and professional growth opportunities ensures government employees have the necessary skills for high-quality service provision.
- **Utilize Data for Continuous Improvement** - Regularly collecting and analysing performance data helps identify areas for improvement, driving ongoing enhancements in service delivery.
- **Cultivate a Customer-Centric Culture** - Creating a culture focused on customer service within government agencies ensures that employees prioritize meeting citizens' needs and expectations.
- **Simplify Policies and Procedures** - Streamlining policies and procedures reduces bureaucracy and enhances service efficiency.
- **Engage Citizens in the Service Process** - Involving citizens in the delivery process ensures that services align with the needs and expectations of the people they serve.
- **Establish Clear Objectives and Performance Standards** - Clearly defining goals and performance standards is essential for consistent and effective service delivery.
- **Leverage Technology for Efficiency** - The use of reliable and user-friendly technology can significantly enhance the efficiency and effectiveness of service delivery.

As governments continue to evolve their approaches to service delivery, the ultimate goal remains the same: to provide responsive, efficient, and high-quality services that enhance the well-being of

their citizens and contribute to the overall development of society.



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