TOWARDS A SERVICE DELIVERY POLICY

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WHAT IS PUBLIC SERVICE?

GOVT EMPLOYMENT OR
GOVT SERVICE
ESSENTIAL GOODS OR SERVICES
OFFERED BY GOVT INSTITUTIONS

Kinds of Public Services

I. Civic Services:
Water Supply, Sanitation, Road, Canal etc

II. Welfare Services:
Social Security Pensions, ICDS,
Protection of Child and Women etc

III. Human Development Services:
Health, Nutrition, Education etc

IV. Basic Minimum Services:
Housing, Life Cycle Certificates, Rationing etc

ATTRIBUTES OF SERVICE

1. Intangibility
2. Irreproducibility
3. Perishability
4. Inseparability
5. Non-delayability

STATE'S ROLE IN SERVICE DELIVERY

Government which is committed to the welfare of its people and the development of the State has to provide high quality services to its citizens in an equitable and fair manner.

HOW THIS IS POSSIBLE?

STRATEGIES FOR EFFECTIVE SERVICE DELIVERY

- Developing partnership
- Mobilizing civil society groups
- Repositioning bureaucracy
- Decentralization
- Use of ICT – potential tool of effective public service delivery
FACTORS INVOLVED IN QUALITY OF SERVICE DELIVERY

- GOVT POLICY
- REGULATORY DEVELOPMENT
- INFRASTRUCTURE
- EMPLOYEE BEHAVIOUR

QUALITY SERVICE ATTRIBUTES

- Reliability
- Responsiveness
- Competence
- Courtesy
- Credibility
- Security
- Access
- Communication
- Understanding the customer

NOTE THE BEHAVIOURAL ASPECTS

PRINCIPLES OF SERVICE DELIVERY

- People centeredness
- Equity
- Inclusiveness
- Rationality
- Efficiency
- Transparency
- Accountability
- Responsiveness
- Fairness
- Convergence
- Grievance redressal
- Effectiveness
- Sustainability
- Integrity
- Continuous Improvement
- Changing attitudes and improving skills
- Right to service Delivery
- Holistic approach

PEOPLE CENTEREDNESS

This is the core principle of service delivery, which calls for recognition of a new relationship between providers and recipients of public service. Every citizen has a basic right to expect high quality public service. The people-first approach has the following elements:
- Listening to people
- Modifying services according to needs
- Respecting people and individuals
- Responding to complaints
- Seeking feedback and providing improvement
- Involving people in monitoring

EQUITY

The focus would be on the poor and other disadvantaged groups who would be given the most favoured treatment not only through easy access but also through deliberate outreach. Equity also envisages affirmative action and positive indiscrimination in favour of the disadvantaged.

INCLUSIVENESS

- Not all people can access services in their present status. So the policy would provide for conscious reaching out to include the marginalised in the spirit of ‘antyodaya’ or ‘unto the last’.
RIGHT TO SERVICE DELIVERY

- Quality service delivery should be recognised as a right of a citizen. Towards this end, a legislative framework for enforcement of this right would be developed through experience gained in the first few years of the implementation of the policy.

FAIRNESS

- There would be a conscious attempt in achieving fairness in providing services. The principle of ‘first-come-first-served’ would be followed in all cases. Wherever exceptions are made they would be in favour of the poor and disadvantaged through a well-published due process.

RESPONSIVENESS

- The service delivery interface between the citizens and the state has to be made sensitive to citizen needs.

RATIONALITY

- All decisions of service delivery would be taken on the basis of facts and data. Measurements would be against base lines, wherever possible.

EFFICIENCY

- The cost of service would be continuously monitored to optimize resource use and to avoid waste.

EFFECTIVENESS

- It should bring about desired outcomes and make a significant difference to people’s lives in the ways envisaged in the policy.
TRANSPARENCY

- The whole process would be transparent. The citizens will have the right to know the standards expected to be achieved, the cost of service, identity of service providers, outputs and the outcomes achieved.

ACCOUNTABILITY

- Service providers would be accountable not only to the Government but also to the citizens. Therefore, accountability should be clearly defined to specify:
  - The agency which makes the implementation (e.g. State Government)
  - The agency which provides the service (e.g. departments and institutions)
  - The beneficiaries of the services
  - The relationship between them (i.e. State Government, departments / institutions and the beneficiaries)

INTEGRITY

- Delivery of public services would be built around high standards of integrity in public institutions. This can be achieved through setting healthy policies that do not afford opportunities for behaviour that can subvert high standards of integrity, through better information dissemination and institutional strengthening.
- Government will give shape to a legislation that protects those who come forward to furnish information about deviations from high standards of integrity.

GRIEVANCE REDRESSAL

- There would be a well-defined system for redressing grievances of those who are dissatisfied with service delivery.

CONTINUOUS IMPROVEMENT

- Continuous improvement of methods, processes and standards would be put into practice. This will be achieved through a process of modernisation based on adoption of e-governance tools, emphasis on simplification of rules, reducing redundant multiple levels in decision making and greater delegation of authority to levels that actually deliver public services.

CHANGING ATTITUDES AND IMPROVING SKILLS

- The whole process would be backed by capacity building efforts to upgrade skills, change attitudes and improve performance.
CONVERGENCE

- Wherever required convergence of services would be attempted to enhance impact facilitating horizontal and vertical linkages. This would be achieved through better planning and also through a demand led process.

SUSTAINABILITY

- The service delivery improvements would be made sustainable by linking them with the planning and budgetary process.

HOLISTIC APPROACH

- When improvements in service delivery are designed, the modes and procedures would be appraised in full even going into the administrative process reengineering.

INDIVIDUAL EXERCISE

Identify one service delivery area in your department or you are familiar with and suggest improvements with reference to any three of the guiding principles of service delivery.

PRESENT YOUR ANSWERS IN 3 MINUTES EACH

CITIZEN’S EXPECTATIONS

- Accessible services with user friendly access points
- Efficient services in terms of time, procedures and communication
- Result oriented services that focus on outcome
- More transparent and accountable service delivery

CITIZENS’ SUGGESTIONS FOR IMPROVING SERVICE DELIVERY

1. Reduce red tape
2. Reduce waiting in lines and on phone
3. Simplify forms and documents
4. Make information easier to get and
5. Create a “one-stop” centre.
Citizens expect the quality of government service to be as high or higher than service provided by the private sector.

CUSTOMER DISSATISFACTION WHICH COULD ERODE SERVICE DELIVERY
- Counter service personnel being rude and unfriendly
- Service delivered not according to promises
- Waiting period too long
- Work process not customer friendly
- Office environment not conducive and with too many customers
- Office preparedness not systematic – location of counter service
- Office too far from public transport
- Agencies information not updated.

THANK YOU FOR PATIENT HEARING