

PUBLIC SERVICE DELIVERY

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UNDERSTANDING THE CONCEPT

❑ Public services

- ✓ Those public institutions and those public works which are of such a nature that the profits could never repay their expenses to any individual or small number of individuals and which it can not be expected, therefore, that any individual or small number of individuals would ever erect or maintain

■ ADAM SMITH

- ✓ Vital to the survival of the community

- ❑ A service that is performed for the benefit of the public or its institutions
- ❑ An item whose consumption is not decided by the individual consumer but by the society as a whole, and which is financed by taxation
- Eg: security, defense, law and order, health services, education, community services, employment, utilities, postal services and so forth

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TYPES OF SERVICES

- ❑ Services related to basic needs
 - Normally daily needs items like:
 - ✓ **Utilities like water and electricity,**
 - ✓ **Housing,**
 - ✓ **Nutrition,**
 - ✓ **Energy,**
 - ✓ **Security,**
 - ✓ **Clothing,**
 - ✓ **Hygiene and cleanliness,**
 - ✓ **Sewage and so forth**

❑ Services related to capacity development:
Mental and physical capability enhancement
activities like:

- ✓ Education,
- ✓ Training,
- ✓ Orientation,
- ✓ Awareness building,
- ✓ Symbolic policies,
- ✓ Library services,
- ✓ Planetariums,
- ✓ Museums and so forth
- ✓ Sports facilities and training

❑ Promotional services

✓ Community services,

✓ Various industry and commerce related provisions and facilities like free trade zone, dry port and so forth

❑ Welfare services

- ✓ Services dedicated for women, children, marginalized groups, economically backward groups, unemployed ones, ethnic and indigenous people, vulnerable groups, weak section of the society and so forth

❑ Amenities related services

- ✓ Art and craft
- ✓ Music houses and theatre
- ✓ Cinema halls
- ✓ Public parks
- ✓ Conservation parks
- ✓ Protected areas
- ✓ Cultural and religious activities

❑ Infrastructure related services

- All infrastructural related services to make a nation prosperous and developed like:
 - ✓ **Agricultural extensions**
 - ✓ Irrigation facilities
 - ✓ **Transport facilities**
 - ✓ **Financial services**
 - ✓ **Information and communication facilities**
 - ✓ **Power facilities**
 - ✓ **Fundamental laws and policies to run an economy**
 - ✓ **Institutional resources**

- ❑ Emergencies services
- ❑ Goods and/or services provided during and after disaster and a crisis (a time of intense difficulty, trouble, or danger) both man made and natural.

➤ Expected major attributes:

- Adequacy
- Timely
- Equity
- Equality
- Quality: citizens' satisfaction
- Economical
- Efficient
- Relevancy/Appropriateness
- Acceptable
- Accessible

NATURE OF PUBLIC GOODS

Non-excludable : individuals cannot be effectively excluded from use

Non-rivalrous: use by one individual does not reduce availability to others

Global in nature: Global public goods, i.e. available every where

Indivisibility: Can not be divided among individual citizens

Rejectability: The collective supply of a public good cannot be rejected by people, e.g. defense system.

Free-rider effect: Since it is available free, tendency of using it rampant is prevalent

IMPORTANCE OF PUBLIC SERVICES

1. Vital to the survival of the community
2. Developing trust on the government
3. Legitimization of the government in power
4. Symbol of good governance
5. Symbol of accountable and responsible government
6. Core objective of government as delivery of services and goods

❑ Delivery system

- ✓ Mechanism/means to provide services/goods to people
- ✓ Also a mechanism that allocates benefits of an organization in terms of goods and/or services
- ✓ A set of institutional arrangements adopted by the government to provide public goods and services to its citizens.

□ Components of a delivery system

- ✓ Target people

- ✓ Types of benefits (goods and/or services)

- ✓ Method of delivery

- ✓ Who to offer?

CITIZEN ANALYSIS

1. Target group: Three categories
 - I. **Paying clients:** Purchase a service by paying the charge for that particular service
 - II. **Obligatory clients:** Government must provide services to them
 - III. **Beneficiary clients:** Weak, vulnerable, marginalized, economically backward communities

BENEFIT AND METHODS

2. Types of benefits

Both tangible and intangible [Six areas mentioned above]
or mix of both

3. Methods of offer

- i. Contracting out
- ii. Internally produced (Governmental offices)
- iii. Co-production:
Public and public or public and private

✓ Some additional methods

❑ Task force

❑ Project approach

❑ Board

❑ Committees

❑ Commissions

❑ Authority

- ❑ Mobile service
- ❑ Service centre
- ❑ Citizen's charter
- ❑ Help desk
- ❑ Public hearing
- ❑ Public debate
- ❑ Hello Sarakar
- ❑ PM with people initiative
- ❑ Nodal officer provision
- ❑ E governance
- ❑ Citizen's score card
- ❑ Social accountability: tools and techniques

- ❑ Citizen Shops (CS): Several public services concentrated in a single building whose management follows the practices of the private sector concerning service delivery and opening times, rather like a ‘shopping centre’.

‘Citizen Shops’: a kind of agencification and an attempt to avoid the constraints of civil service red tape and bureaucratic resistance to change.

4. Who to deliver or offer?

- ✓ Traditionally government bureaucracy from central to illaka level and elected bodies (From district, city and village levels to users groups level)
- ✓ Private sector (market organizations)
- ✓ Non-governmental sector/not for profit organization including civil society organizations

MONITORING

❑ Who to monitor?

- Parliament: Parliament committees, parliament and through the vote of no confidence
- Members of parliament
- Press and media: providing both forum for expressing needs for quality and quantity of services and disseminating vital information to public

- The individual citizen
- Judicial system
- The world of academia
- Pressure groups/interest groups

- Constitutional bodies like CIAA, NHRC, OAG and others
- National Vigilance Centre: Technical audit
- Respective Ministries and Departments

MAJOR PROBLEMS

1. Public services are not of a high quality
2. Citizens should not have to beg for public services and goods
3. The process of providing services is unnecessarily complicated
4. Information related to the delivery of public services is not easily accessible
5. Services do not reach those they are targetted to reach
6. Services are not always relevant to the needs and interests of the target groups
7. It is difficult to receive services promptly
8. Openness and transparency are not maintained in the distribution of resources

MAJOR PROBLEMS

9. Citizens are unable to hold service providers accountable
10. Citizens are not properly informed about the times, the fees, the processes and their responsibilities when receiving services
11. Government employees who work against the wishes of citizens are not penalised
12. Compensation is not given to citizens negatively affected by the unnecessary delays of service providers
13. Even though services are mentioned in Citizen's Charters, they may not be accessible
14. No clear information is provided about the services that citizens are entitled to from government offices
15. The budgets of public bodies are not easily known
16. It is not easy to track public expenditure

MAJOR PROBLEMS

17. The standards for public service delivery are not well known
18. Citizens do not know how to monitor or complain about public services, or about revenue and expenditure
19. It is not well known how citizens and government can work together as joint stakeholders
20. Citizens do not know about participatory planning and joint budget preparation
21. Citizens do not know about how communities can make procurements with public money
22. Citizens do not understand the disadvantages that arise when assets are not declared
23. Citizens do not understand the importance of conflicts of interest and integrity pacts

EXISTING PROVISIONS

❑ Directives on ensuring effectiveness in service delivery system of HMG/N, 2061 (;/sf/L ;]jf tyf ;'ljwf k|efjsf/L t'Nofpg] lgb]{lzs, @)^!) with the following objectives:

1. Quick and prompt services and facilities of government, semi-government, organized sector and agencies at the service of people
2. Effective implementation of development projects
3. Translating good governance into action
4. Translating the motto of democracy as “for the people, by the people and of the people”
5. Providing justice to general populace through controlling the evils of corruption, red tapism and negligence prevailing in all level of governments and development

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प्रस्तावना:

सार्वजनिक निकायहरूद्वारा सहज, सरल, छिटोछरितो तथा पारदर्शीढले सेवा तथा सुविधा प्रदान गरी सर्वसाधारण जनतालाई सेवा सन्तुष्टी प्रदान गर्नका लागि सेवा प्रदायकलाई सक्षम, सेवाग्राही प्रति बढी जिम्मेवार र उत्तरदायी बनाउन तथा सेवा प्रदायकप्रतिको जनधारणामा परिवर्तन ल्याई लोकतन्त्रको जगलाई अभू दरिलो बनाउन नेपाल सरकारले सुशासन व्यवस्थापन तथा संचालन ऐन, २०६४ को दफा ४५ ले दिएको अधिकार प्रयोग गरी यो निर्देशिका जारी गरेको।

EXISTING PROVISIONS

- ❑ Some arrangements as also per this directive:
 - a. **Citizen charter**
 - b. District level monitoring and supervision committee under the leadership of CDO
 - c. Regional level monitoring committee
 - d. **Central monitoring and steering committee under the chairmanship of chief secretary**
 - e. **Grievance lodging system**
 - f. **Toll free grievance lodging system against gender violence**
 - g. **“Hello sarkar”**
 - h. **Premier with people program from Radio Nepal etc**

CITIZENS RIGHTS AND DUTIES

- ✓ Citizens have every right to get services from the government of the day
- ✓ Public are entitled to get services as stipulated in the directives of 2065
- ✓ Time for active consumers association
- ✓ Civil society to speak the voices of common people than being partisan

CITIZENS RIGHTS AND DUTIES

- ✓ They are also to speak a strong voice regarding the public service delivery
- ✓ Also exemplify good citizenship
- ✓ Respect other's right while enjoying own right

HOW TO MAKE DELIVERY SYSTEM EFFECTIVE?

- ❑ The focus must be citizen not the producers or the suppliers. Demand of the people must be taken care
- ❑ Customer satisfaction must be central
- ❑ Wide spread involvement of the citizens must be ensured to assess the needs of the people
- ❑ Delivering the outcomes that matter than short term reaction to stress.

- ❑ Meeting the needs of the citizens than delivering the services convenient to the provider
- ❑ People's demands and concerns listened carefully and incorporated in the system
- ❑ Complain and grievance lodging system be made more simple and getting the results when things go wrong

- ❑ As far as practicable, other possible partners be involved so that varied needs are met and efficiency gain is obtained
- ❑ Public agencies responsible for delivery of services be made fully accountable
- ❑ Holistic/integrated approach be encouraged for generating synergy
- ❑ Zeal for continuous improvement should be always there.

CITIZEN'S CHARTER

- ✓ The **Citizen's Charter**, a British political initiative launched by the then Prime Minister, **John Major**, on **22 July 1991**
- ✓ The main objective is to improve the quality of public services.

AIM OF CITIZEN'S CHARTER

1. Making administration accountable and citizen friendly.
2. Ensuring transparency and the right to information.
3. Taking measures to cleanse and motivate civil service.
4. Adopting a stakeholder approach.
5. Saving time of both executant and the clientele.
6. Easily understandable and quantified works

- ✓ The Citizen's Charter does not by itself create new legal rights, but it surely helps in enforcing existing rights.

1. In 1998 the Government introduced '**Service First: The New Charter Programme**' with a re-evaluation of the Citizen's Charter scheme with its core purpose and principles remaining broadly similar.
2. Responding to the needs and wishes of people who use them on a daily basis and giving public servants the chance to show their dedication, enthusiasm and initiative, and working together to improve the service delivery.
3. All public services—nationally and locally—should set out clear standards of service, and report on their performance; should consult and involve their users in carrying out these tasks; and should provide effective remedies when things go wrong.

A document which represents a systematic effort to focus on the commitment of the Organisation towards its Citizens in respects of Standard of Services, Information, Choice and Consultation, Non-discrimination and Accessibility, Grievance Redress, Courtesy and Value for Money.

- ✓ It is the commitment of the organisation towards standard, quality and time frame of service delivery, grievance redress mechanism, transparency and accountability
- ✓ This is done by:
 - a. letting people know the mandate of the concerned Ministry/ Department/ Organisation,
 - b. how one can get in touch with its officials
 - c. what to expect services and
 - d. how to seek a remedy if something goes wrong.

The components of a Citizen's Charter

- (i) Vision and Mission Statement of the Organisation
- (ii) Details of Business transacted by the Organisation
- (iii) Details of 'Citizens' or 'Clients'
- (iv) Statement of services including standards, quality, time frame etc. provided to each Citizen/ Client group separately and how/ where to get the services
- (v) Details of Grievance Redress Mechanism and how to access it
- (vi) Expectations from the 'Citizens' or 'Clients'
- (vii) Additional commitments such as compensation in the event of failure of service delivery.

नागरिक वडापत्र

“नागरिक वडापत्र” भन्नाले सेवाका किसिम, सेवा प्राप्त गर्दा लाग्ने शुल्क तथा दस्तुर, सेवा प्रदान गर्ने जिम्मेवार व्यक्ति, सेवाको गुणस्तर, सेवा प्रदान गर्दा लाग्ने समयवधि, सेवा प्रवाहको शर्त र कार्यविधि, सेवा उपलब्ध हुन नसकेको अवस्थामा उपचारको विधि जस्ता कुराहरु खुलाई सेवाग्राहीको जानकारीका लागि सेवा प्रदायक निकायमा टांगिएको सार्वजनिक सूचनालाई जनाउँछ ।

यस शब्दले कुनै खास सेवाविशेषका सन्दर्भमा लक्षित सेवाग्राहीलाई सेवा पुर्‍याउनका लागि सेवाप्रदायकले जारी गरेको प्रतिज्ञापत्रसमेतलाई बुझाउँदछ

जस्तै: स्वास्थ्य संस्थाको वडापत्र, हुलाक सेवाको वडापत्र, प्राथमिक शिक्षा सम्बन्धी वडापत्र, आदि ।

SUGGESTIONS FOR IMPROVEMENT

1. Make haste, slowly.
2. List the areas of interface, but do not be unrealistic in making commitment to citizens
3. Involve customer and staff in formulating and implementing it
4. Don't involve only senior officers in the formulation and implementation.
5. Prepare a Plan and budget for it.
6. Win consumer confidence with small, highly visible measures

SUGGESTIONS FOR IMPROVEMENT

7. Don't promise more than you can deliver at a given point of time.
8. Remember Citizen's Charter is a constantly evolving process.
9. Inform the customers of the proposed commitments.
10. Use simple language.

SUGGESTIONS FOR IMPROVEMENT

11. Train your staff about their role and responsibility in the implementation of the Charter.
12. Delegate powers to the Staff to enable them to discharge their responsibilities.
13. Set up systems for feedback and independent scrutiny.
14. Reward the high performer based on actual performance

FORMULATION OF CITIZEN'S CHARTER

Following road map may be adopted to formulate the Citizen's Charter:-

- (i) Setting up of a Task Force in the Organisation to formulate the Citizen's Charter
- (ii) Identification of all stakeholders in the Organisation and major services provided by Organisation
- (iii) Setting up of a Core Group in the Organisation consisting of representatives from all stakeholders such as:
 - I. Top Management
 - II. Middle Management
 - III. Cutting-edge level staff
 - IV. Staff representatives
 - V. Strategic partners
 - VI. Customers/ Clients etc.

FORMULATION OF CITIZEN'S CHARTER

The Core Group shall oversee the formulation of the Citizen's Charter and approve it. It shall monitor its implementation thereafter.

- (iv) Consultation with Clients/ Stakeholders/ Staff
(Primarily at cutting-edge level) and their representative associations;
- (v) Preparation of Draft Citizen's Charter;
 - (a) Circulation for comments/suggestions
 - (b) Modification of Charter to include suggestions.
- (vi) Submission of draft Charter to relevant office (In India: Department of Administrative Reforms and Public Grievances)
- (vii) Consideration of the Charter by Core Group

FORMULATION OF CITIZEN'S CHARTER

- (viii) Modification of Charter by the Ministry/Department on the basis of suggestions/observations by the Core Group
- (ix) Approval by Minister-in-charge
- (x) Formal issue/release of Charter and putting up on website
- (xi) Sending copies to People's Representatives and all stakeholders
- (xii) Appointment of a Nodal Officer to ensure effective implementation
- (xiii) Budget for compensation if stipulated service is not provided

Thank you
and
good luck