

Module Detail	
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Module Name/Title	Public Service Delivery Policy In India: Challenges
Pre-requisites	
Objectives	<ul style="list-style-type: none"> • To describe the role of the State in Service Delivery and its significance. • To know about various factors which affect proper service delivery. • To analysis the advantages and disadvantage of using user feedback in assessing the public service delivery • Discuss the close nexus between service delivery and policy making
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PUBLIC SERVICE DELIVERY POLICY IN INDIA: CHALLENGES

I

Introduction

Delivery of public services forms an important part of good governance. “There is a broad agreement amongst most development professionals that human development, through improved access to basic services, is indispensable for sustainable and sound economic growth.”¹ Proper access to public services such as health, education, water and sanitation leads to a better quality of life and provides individuals opportunities to fully utilize their capabilities. “While the challenge is expressed in different ways—‘improving quality of public expenditures’ or ‘increasing institutional capacity’ or ‘more effective implementation’ or ‘better service delivery’—all agree that India’s core publicly provided services, such as water supply (both rural and urban), power, education, policing, sanitation, preventive and promotive health services, road construction, and implementation of poverty programs, face enormous pressures.”² The following sections would give an insight into the literature on public service delivery and try to explore the various issues related to it with the focus being on India.

II

Role of the state in service delivery

Despite the major debate between the capacity of the state and private actors to deliver public services more efficiently, it has been argued that core public services such as water, power, education health, policing etc should be left to the state. The reason which is put forward for such an argument is that “these goods and services have important benefits not captured in market returns. They are subject either to externalities (e.g., preventive care in the case of epidemics) or have equity or minimum service objectives (health, education and welfare). Given these features, it is well known that the market under provides them as market allocation based

¹ Paul, Samuel. *Who benefits from India's public services?: a people's audit of five basic services*. Academic Foundation, 2006. Page 29

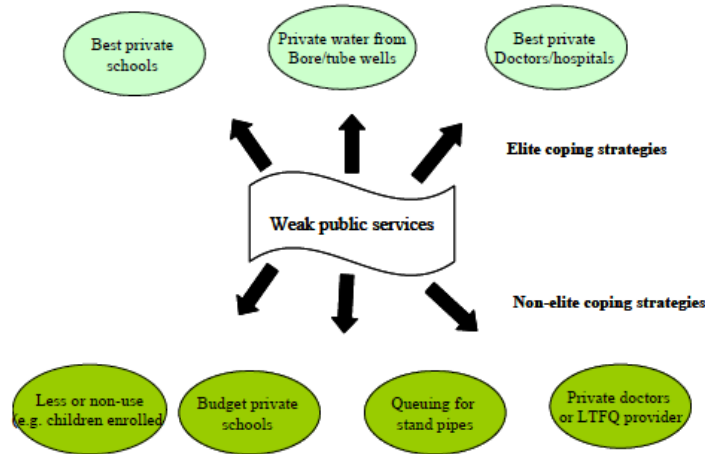
² World Bank. *India Inclusive Growth and Service delivery: Building on India's Success* Development Policy Review . 2006. Page x

on willingness to pay and the price system does not internalize externalities.”³ A similar argument is made by Samuel Paul when he states that “there are strong reasons why governments play a major role in providing basic services. The infrastructure to offer standardized and cost efficient service is usually large and complex, thus prone to uncertainties that private producers would be unable to bear. On the other hand many services such as law and order and preventive health are ‘public goods’, from the benefits of which no one can be excluded.”⁴ Thus in other words “few would argue, however, that the state should avoid responsibility for the quantity and quality of services in these core areas. But there is a growing sense among politicians, civil servants, and academics that the ability of India’s existing institutions to deliver on those responsibilities is deteriorating—even as the economy booms.”⁵ The Indian State in recent years has tried to maintain a balance between economic growth and public provision of basic services, with budgets being expanded for the same. “ While this shift has been taking place, there is also a widespread feeling that India’s performance in the social sector is far from satisfactory and the new investments have neither resulted in a more efficient and equitable delivery of public services nor helped reduce inter-state disparities.”⁶ As result of weak public services there has been a marked shift to turn to the private sector to meet the inadequacies of the public sector. The following diagram shows how the elites and non-elites in India cope when the State fails to provide efficient public services.

³ Besley, Timothy, and Maitreesh Ghatak. "Reforming Public Service Delivery1." *Journal of African Economies* 16, no. suppl 1 (2007)Page 127-128

⁴ Paul, Samuel. *Who benefits from India's public services?: a people's audit of five basic services*. Academic Foundation, 2006. Page 29-30

⁵ World Bank. *India Inclusive Growth and Service delivery: Building on India’s Success* Development Policy Review . 2006. Page 10



World Bank. 2006. India Inclusive Growth and Service delivery: Building on India's Success
Development Policy Review

III

Factors affecting Public service delivery

India has a reasonable performance in asset creation and public spending however there exists a huge gap when it comes to satisfaction with the quality of services. It has been felt that it can be explained by Using James Scott's argument of "bureaucratic high modernism" as the constellation of (a) the belief in "the state" as the progressive social force, (b) the use of the "modern" civil service bureaucracy as the instrument of implementation, and (c) the belief that social problems are technical problems solvable by using government resources to create assets that meet "needs" in a cost-effective way.⁷ Such a scenario is found in India where "problems have been addressed with "schemes" and "missions" that are top down, with narrow objectives, and have been carried out by a civil service with exclusively internal accountability mechanisms. Overlaid on that "high modernist" approach has been a broadening and changing electoral politics, which has reduced the tendency of party politicians to take an "encompassing" view of the nation, the society, and the future and instead to focus on regional, identity-based, short-horizon politics. While any name is necessarily also an oversimplification, one way of characterizing the current Indian predicament with service delivery is that the system is

⁷ Ibid, Page 44

“captured high modernism.”⁸ According to the World Bank document on service delivery in India four elements of weak voice, weak citizen cohesion, blurred compact and weak client power fuel the concept of captured high modernism in India. Firstly, ‘*Weak voice*’ means that the citizenry has very little information on the workings and performance of the government which makes it difficult to hold the state accountable. Secondly comes the problem of *weak cohesion*, where in India we find that citizens are more interested in acquiring more benefits and control access of services from the state and rather than improving the services that they receive. Thirdly there is no clear demarcation when it comes to “state as a steward to ensure adequate services, and the other is the state as an organization that produces services. The result is that the exigencies (and temptations) of being a provider overshadow the responsibilities of being a steward. For instance, is the Ministry/Department of Health (at the center or state) responsible for improving health conditions in the population or merely the operator of one provider of some health services?”⁹ Fourthly there is **no client power** as the service providers are not dependent on the people who receive these services. “Since neither organizational nor frontline providers depend directly on the served citizens (either as individuals or communities) for their financing and since the served citizens have little capacity to enforce their preferences, the citizens’ information about provider performance plays little or no role in the prospects of the organization or frontline providers. As a result, “client power” plays almost no role in accountability.”¹⁰ Thus under the concept of “captured high modernism” there is no room for accountability and where the only beneficiaries are the service providers themselves or with the public sector. The following section looks into the consequences of such ‘capture’ and determines the broad problems that service delivery faces:

Management: In most of the Developing world public services are managed and owned by the state to due the nature of the services which are being offered. Since there is a single body which supervises and manages services it is highly overburdened with duties and responsibilities. This is further compounded by the rapid growth of population which puts an added pressure on the demand and delivery of services. “One the other hand, these agencies work under severe resource constraints with large number of incompetent staff deal with poorly organized citizenry

⁸ Ibid

⁹ Ibid, Page 45

¹⁰ Ibid

and weak civil society.”¹¹ Thus the issue of management plays a pivotal role in determining how weak or strong the public delivery system of a country turns out.

Role of the service provider: Service provider agencies enjoy a high level of protection which gives them freedom to make their own rules such as of expansion and expenditure without having a parallel increase in the quality of services that they provide. “Antiquated systems and practices, which originated in colonial times, do not lend to professional work ethics in government, much less to service orientation. Many believe that inadequate reforms in the provider agencies and the limited ‘exit’ options available to the people who use the services, continue to make it difficult for the weaker sections of the society to access these services.”¹²

Subsidies: When it comes to core basic services there is an ample amount of subsidy which is offered to make it more affordable to the poorer sections of society. However measures which are aimed at expanding the outreach and universality of services has been prone to corrupt practices. “The differential has provided room for widespread corruption, and excuse for substandard service, particularly for the poor who are unable to afford private alternatives. Since these services are often provided under conditions of material scarcity and excess demand, service standards are neither specified by the provider nor sought by poor clients.”¹³

Overlap of functions: Very often it’s a single agency which provides the service, makes policies for the same and also supervises the whole process. Instilling all these functions in one body creates complications when it comes to accountability, as it is difficult to determine who is the culprit when it comes failure to deliver, plus it leads to patronage and corruption.

Oversight and Supervision¹⁴: Absence of close and timely scrutiny with regard to expenditures which are incurred by way of delivery of services poses a challenge. Governments typically monitor the progress of expenditure on each and every service and scheme and measure achievement in terms of physical assesses and benefits created and recorded by officials.”¹⁵ However it is difficult to determine if the quality, reach and benefits of the assets so created.

¹¹ Paul, Samuel. *Who benefits from India's public services?: a people's audit of five basic services*. Academic Foundation, 2006. Page 32

¹² Ibid

¹³ Ibid

¹⁴ Ibid

“Policy statements may declare certain services as freely available, yet in hidden reality costs such as bribes and delays may negate these benefits”, putting a major dent on delivery of services.

Evaluation techniques: When it comes to accessing the working of a particular service which is being provided the usual route which is followed is that of looking at the larger outcomes. Such a practice does not provide one with an idea about as stated above the reach of a service, the quality etc. Another issue in such an approach pointed out by Samuel Paul is that outcomes which are measured are long term in nature which may be influenced by a plethora of other factors. Samuel Paul gives the example of infant mortality, where he says it can come down over the years but it may not be due to the policies which were formulated by the state but can be due to other factors such as more public awareness, role of NGOs etc. Samuel Paul also points that such findings come after a long time gap hence it making it difficult for the government to have mid term corrective measures which can improve the efficiency of the services being delivered.

Timothy Besley gives the following suggestion on improving evaluation:

One important method of evaluation is the use of randomised interventions. This is particularly important in health and education. These can be used to study the impact of policy interventions. We illustrate this by discussing some recent studies concerning incentives to improve teacher attendance and performance. Seva Mandir is an NGO that runs non-formal single-teacher primary education centres in tribal villages in the rural Udaipur district. They did an experiment using an impersonal method of recording absence, and then basing rewards or penalties on that data. The programme was evaluated by Duflo and Hanna (2005). At the baseline of this study in August 2003, the absence rate was 44%. Seva Mandir selected 120 schools to participate in the study. In 60 randomly selected schools, the organisation gave the teacher a camera, instructed him/her to take a picture of himself or herself and the students every day at opening time and at closing time. The cameras had a tamper-proof date and time function. Teachers received a bonus as a function of the number of valid days they actually attended. A valid day was defined as a day where the opening and closing pictures were separated by at least five hours and a minimum number of children were present in both pictures. The absence rate of teachers was cut by half in the treatment schools, dropping from an average of 36% in the comparison schools to 18% in the treatment schools. Also, interestingly, grades improved. One problem with this approach is that an impersonal monitoring makes no allowances for the circumstances of the absence. An alternative scheme one where is

someone in the institutional hierarchy (like the headmaster of a school) is given the task of keeping an eye on the teacher and penalising absences. The problem with a person doing the monitoring is that he/she may either be too lazy to monitor, or might collude with workers. This finding points to a more general problem in evaluation. It fails if the evaluator does not have a strong interest in revealing failure. Even where the needed conflict of interests does exist it is hard to keep it intact over long periods.¹⁶

Accountability: “Accountability is one of the buzz words in service delivery. The main idea is that service providers should have better incentives to respond to the needs of beneficiaries.”¹⁷ Another definition of accountability has been provided by Samuel Paul who states that “accountability implies taking responsibility for the tasks one has undertaken to do. Tasks which are under the purview of the state are implementation of policy, managing budgets etc. Samuel Paul goes on to say that “it is not of much use to the current policymakers if the assessment of their work shows u 10 years later that it did not contribute to the desired outcome. Thus it is best to get the feedback to them as soon as possible when the project is still under their purview.” Hence in order ot have accountability it becomes necessary that policymakers are involved at all points of a project. Another factor which can contribute to greater accountability is the separation of function which was stated earlier. All tasks such as of making the policy, implementing it and evaluation should not be confined to one agency. Proper delegation can overcome this problem of bundling all tasks with one agency. As stated earlier it is also imperative that the service providers be given clear objectives and proper guidelines to fulfill the objectives. This in turn would help to hold the agency providing the service accountable for non-fulfillment of the task which was assigned to it. Lack of information also poses a threat to proper service delivery.

Hence, “Regular, reliable, relevant information is the key to any accountability relationship. This is true inside an organization (so that monitoring systems are essential), between parts of the government (so that a line agency can achieve goals cost-effectively), and between citizens and the state (transparency) and the citizen and providers (informed consumers).”¹⁸ Incentives also

¹⁶ Besley, Timothy, and Maitreesh Ghatak. "Reforming Public Service Delivery1." *Journal of African Economies* 16, no. suppl 1 (2007) Page 150

¹⁷ Paul, Samuel. *Who benefits from India's public services?: a people's audit of five basic services*. Academic Foundation, 2006. Page 34

¹⁸

play a key role in delivery of services. If corrupt practices are not taken into account and be served with proper punishment then it can prove to be demoralizing to actors who are striving hard to fulfill their responsibilities.

Corruption: In most developing countries corruption poses a serious threat to efficient delivery of public services. Corruption reduces the scope of benefits that a service provider is able to provide. Curbing corruption requires change both at the level of policy and also at the institutional level. However reform is mostly initiated at the policy which does not provide a solution to the problem of corruption. "Anti-corruption programs sponsored by development agencies emphasize macro-level initiatives such as economic and sector policy reforms (e.g., liberalizing trade and reducing subsidies) and transformation of critical institutions such as the judiciary. Large-scale reforms are, of course, critical in reducing corruption, but they also require time and considerable political will to implement Much of the anti-corruption advice at the organizational level, however, implicitly assumes that a backdrop of such macro-reforms is in place. The result is a set of recommendations drawn from "New Public Management (NPM)" tenets that are generally infeasible in the highly constrained institutional environment of many developing countries."¹⁹

IV

Reforming public service delivery

Suggestions for improvement of public service delivery have two broad dimensions. First, coming in of alternative actors other than the state in the delivery of services and secondly administrative and capability enhancing reforms. The following section would try to look at the various ways in which the Indian State deals with public service delivery reform and various methods by which it can improve it further.

¹⁹ Davis, Jennifer. "Corruption in public service delivery: Experience from South Asia's water and sanitation sector." *World Development* 32, no. 1 (2004)Page 54

Privatisation: A very popular trend which has been observed the world over is to bring in the private sector as service providers. The main argument that is provided for such a move is that private providers are more efficient as compared to their public counterparts. Poor quality public services create a *de facto* that privatization is more efficient. For example, “when canal irrigation fails, tubewells result; when power is unreliable private firms and households buy backup systems; when railways are ineffective shippers use trucking. The question is not whether or not the private sector will be involved in services, but on what terms and how to make that engagement as productive as possible.”²⁰ Private here does not mean only for profit firms it can also include not for profits firms communities and even user groups. “Engagement with non-state providers doesn't mean less government, but it requires different government, in the sense of a different role, with different skills and capacities to develop, manage, and monitor service agreements. But a commitment to effective provision and a commitment to a particular set of providers (e.g. the current employees of line agencies) are not synonymous.”²¹ The most glaring issue which comes into focus when it comes to bringing in non state actors is the question of accountability.

Engaging communities. “One mode of improving services is to push for greater community involvement—particularly by the users of the services. Particularly in rural water supply (but also in other rural infrastructure) there has been a shift towards demand-driven schemes in which the communities take responsibility for functions.”²² A recent study estimated that in Uttar Pradesh rural water supply schemes that are demand-driven schemes, such as *Swajaldhara*, see 90% of funds reaching beneficiaries in terms of new capital expenditures, whereas for supply-driven schemes the figure is as low as 40%. The use of communities is not unique to infrastructure. Madhya Pradesh's innovative development of Rogi Kalyan Samiti's (RKS), local health facility committees to manage fund-raising has been copied in several other states. The national Reproductive and Child Health program will now support the development of RKS's for primary level health facilities such as Community Health Centers (CHCs) and Primary Health

²⁰ World Bank. India Inclusive Growth and Service delivery: Building on India's Success Development Policy Review . 2006. Page 88

²¹ Ibid, Page 87

²² Ibid, Page 88

Centers (PHCs) as well.²³ Such a scenario where the users are involved in improving the quality and effectiveness of services are more accountable as compared to services which are vertically managed.

Contracting out. “In a traditional, competitive, contracting-out approach, government dictates the terms and conditions for service production and delivery. The government agency (the purchaser) defines what it needs, specifies the desired product or service, and then issues a request-for-proposal to allow those in the private (or non-profit) sector (vendors) to bid on the good or service being sought. The vendors are invited to offer proposals for providing the good or service in the most cost-effective or efficient manner, given the constraints and specifications imposed by the government.”²⁴ In such a system there is no transfer of ownership of assets. “The recent moves towards management of airports are an example. Again, contracting out is not limited to infrastructure and there are numerous examples from the health sector. A number of states (Karnataka, Gujarat, Tamil Nadu, among others) contract NGOs to run primary health care facilities (PHCs, CHCs). The RCH program made extensive use of contracting out to nongovernmental organizations (NGOs) of specific maternal and child health services. The Revised National Tuberculosis Control Program (RNTCP) contracts NGOs and private physicians and medical laboratories to provide specific services as part of tuberculosis control efforts. Services include case finding, diagnosis, and treatment. The National AIDS Control Organization (NACO) which finances state- and local-level HIV/AIDS control activities operates largely through service delivery contracts to NGOs for targeted interventions, behavior change communication, and other services.”²⁵

Public-Private Partnerships (PPPs) According to van Ham and Koppenjan a PPP is a “cooperation of some sort of durability between public and private actors in which they jointly

²³ Ibid

²⁴ Forrer, John, Edwin Kee and Kathryn E. Newcomer and Eric Boyer. May June 2010. Public- Private Partnerships and the Public Accountability Question. Public Administrative Review. Pg 476

²⁵ World Bank. India Inclusive Growth and Service delivery: Building on India’s Success Development Policy Review . 2006. Page 88

develop products and services and share risks, costs and resources which are connected with these products.”²⁶ Collin and Hansson view PPP as “an arrangement between a municipality and one or more private firms, where all parties share risks, profit, utilities and investments through a joint ownership of an organization.”²⁷ Teisman and Klijn see “PPPs as involving joint decision making rather than having a principal–agent relationship, with both parties being involved early on in developing effective joint outputs and arrangements rather than government alone defining both the problem and the solution, and then choosing the most cost-efficient private company for production.”²⁸ Koppenjan provides us with another definition for PPP when he says that it is “a form of structured cooperation between public and private partners in the planning/construction and/or exploitation of infrastructural facilities in which they share or reallocate risks, costs, benefits, resources and responsibilities.”²⁹ According to Grimsey “PPP’s can be defined as arrangements whereby private parties participate in, or provide support for, the provision of infrastructure, and a PPP project results in a contract for a private entity to deliver public infrastructure-based services.”³⁰

According to the approach paper presented by the Indian government “PPP means an arrangement between a government or statutory entity or government owned entity on one side and a private sector entity on the other, for the provision of public assets and/ or related services for public benefit, through investments being made by and/or management undertaken by the private sector entity for a specified time period, where there is a substantial risk sharing with the private sector and the private sector receives performance linked payments that conform (or are benchmarked) to specified, pre-determined and measurable performance standards.”³¹

²⁶Hodge, Graeme and Edward Elgar. (2005). The Challenge of Public–Private Partnerships Learning from International Experience.Pg.4

²⁷ Ibid. Pg 5

²⁸ Ibid. Pg 6

²⁹ Ibid

³⁰ Ibid

³¹ Ibid. Pg 6

In India at present there are 785 PPP projects with the total project cost being estimated to be around Rs. 383,332.06 Crore. PPP projects have come up in sectors like airports, ports, roads railways, education, energy, forest, health, information technology, tourism, urban development, industries, agriculture, water and sanitation. Karnataka has the highest number of PPP projects at 104 and Uttarakhand and Chandigarh having the lowest number at two each. The highest numbers of PPP projects have come up in roads which accounts for 53.4% of the total number of projects (405) with Rs. 176,724 Crore as the total estimated cost. PPP's in soft sectors have not been so aggressive as compared to hard sectors such as roads.

PPP's have been accused of being very discriminatory towards the vulnerable sections of the population. "Abuse and fair access to services is never a certain and abuse is possible from both the public and the private providers."³² PPP's have been accused of not having enough social capital and that PPP projects emerge without giving enough attention to the context in which they emerge. The reason why there is lack of social capital is the fact that "PPP's change the relationship from government provision of services to citizens, to one of private provision to consumers/customers."³³ Thus only those citizens benefit who have the monetary resources to purchase the service. Since "many vulnerable populations are not able to meet the skilled, critical, purchaser requirement of the buyer beware market vulnerable populations may not be able to respond appropriately and aggressively to demand service. Hence such citizen's falls on the wayside as businesses in the private sector are not altruistic in nature.

Many have argued that issue of accountability of such partnerships can be traced to a three way inference. Where the two side of the spectrum would include- the private and the government, while the third side would need engagement of the people. Engagement of the masses could be indeed a difficult task, but indirect involvement could be done. The judicial interventions and RTIs are such instances that can raise issues of accountability. Hence what is needed is that PPPs should be accompanied by a robust governance model which ensures transparency and accountability. "The extensively documented experience of the Janani Program in Bihar, which has managed to set up a very large network of primary and secondary level service delivery

³² Ibid. Pg 15.

³³ Hodge, Graeme and Edward Elgar.(2005). The Challenge of Public-Private Partnerships Learning from International Experience. Pg 89

points using a social franchising model is a case in point. In some cases, private Janani-linked facilities can be found operating successfully in close proximity to virtually defunct government facilities, which still draw significant budget”³⁴

Strengthen Regulatory Bodies One of the key issues that has to be kept in consideration when bringing in non-state actors in the provision of public services is that proper and regulatory mechanism are also in place to ensure that the service providers are able to meet the goals which have been set out for them. “For instance, in water and sanitation clarifying and separating policy, regulatory, financing, and service provision roles, which are presently usually combined in one agency, is an important step. Sector regulatory agencies, now present in telecommunications and ports at the national level and in power at the state and national level, have been an important part of attempts to increase accountability and performance. An independent regulatory agency is a crucial step in unbundling government roles as it clearly separates the “policy maker” function of government from the “provider” function so that, even if both are public sector bodies this creates checks and balances by creating incentives for generating performance information.”³⁵ Regulatory mechanisms in India can be further improved by having clear mandates for agencies better funding and having separate tribunals for the resolution of disputes.

NGOs and service delivery Bringing in NGOs is also seen as another mechanism by which service delivery can be improved. “In the last two decades, NGOs have been increasingly involved in the provision of relief and welfare, social services and various development projects (e.g., agricultural extension and microlending) in less developed countries.” It has been argued that NGO are able to perform better than for profit firms and government agencies. The reasons for this are manifold. It has been observed that NGO are able to “foster public service motivation by providing a better match between the ends of the organization and its workers. A government that is buffeted around by electoral concerns may result in some public servants having to carry out policies which they do not believe in.”³⁶ This undermines public service motivation. The

³⁴ World Bank. India Inclusive Growth and Service delivery: Building on India’s Success Development Policy Review . 2006. Page 90

³⁵ Ibid

³⁶ Besley, Timothy, and Maitreesh Ghatak. "Reforming Public Service Delivery1." *Journal of African Economies* 16, no. suppl 1 (2007)Page 140

enthusiasm for NGOs in the developing world is manifest. However, despite the positive view of the involvement of NGOs in delivery of services there can also be opportunistic behaviour by such organizations as well. This is also confounded by the fact that NGOs have very weak accountability structures and are not accountable to people as compared to a private organisation or the state. “Also, NGOs with strong ideological views may not improve the welfare of the poor (unless they share the ideology). The weak accountability structures of NGOs become apparent in this context. Unless there are many NGOs operating in the area, the beneficiaries are not in a position to vote with their feet. The same is true of government provision.”³⁷

The Role of Competition Creating competition between the various service providers is an effective mechanism of reforming public service delivery. “The well-known effect of competition in the context of private goods is to retain existing consumers or attract new ones, an organization has to either cut costs or improve quality. To the extent cutting costs or increasing quality is at the expense of monopoly rents, consumers are better off, even though individual members of the organization can be worse off because they lose a quiet life, one of the most attractive perks of a monopolist according to a famous quote by J.R. Hicks. Cutting costs can be at the expense of quality.”³⁸ However this competition only serves the purpose if the consumers are well informed of their rights as beneficiaries and are also able to access mechanisms to hold accountable service providers. “The scope for effective competition (which depends on economies of scale and scope, extent of network linkages), desirability and feasibility of user charge recovery, and possibility of direct cooperation of users varies enormously. Even if increased competition and private sector entry has worked wonders in telecommunications--it does not mean the same approach will work for power or highways. Even if greater community engagement is the most promising way forward in improving rural water supply—it doesn’t mean the same mechanisms would work in urban settings, or for highways.”³⁹

Feedback of citizens: The experience of citizens and their opinion and level of satisfaction with a service proves to be a valuable input when it comes to monitoring a particular service. However such attempts to gauge citizens experience is mostly neglected in the process of

³⁷ Ibid, Page 141

³⁸ Ibid, Page 149

³⁹

evaluation. Citizens can “comment on aspects of quality, cost, delay in services, repeated visits to the agencies to solve problems, the investments people make to compensate for the unreliability of services and corruption in the services which entail most costs to the citizens.”⁴⁰ Such inputs on the level of satisfaction of the user reflects on the quality of the service so provided and the also points towards gaps in the policy so framed. Such feedback also prove to be a cost effective as they help in conserving scarce national resources, i.e. if the users are not satisfied with the service it points towards the fact that the expenditure so made is of no use. Hence, “citizen feedback can thus provide early warning signals that could be used by governments to redesign services and make mid-course corrections so as to improve the service outcomes.”⁴¹

V

Conclusion

Effective public service delivery includes a number of components. Before any reforms are introduced in the delivery of services the context in which a service is being introduced needs to be kept in mind. Thus public service delivery has to take into account all factors and the opinion of all stakeholders. This where the concept of making a sound policy come into the picture. Effective public service delivery is closely related to the policy process. Formulation of policy should avoid the high modernist approach and follow a bottom up approach. Policy should be well informed and should be flexible enough to make changes in a crisis. Thus effective delivery of public services goes hand in hand with the principle of good policy making.

⁴⁰ Paul, Samuel. *Who benefits from India's public services?: a people's audit of five basic services*. Academic Foundation, 2006. Page 34

⁴¹ Ibid, Page 37