

# Effective Public Service Delivery

**Ravi Kant**

Formerly IAS (1985 batch)

**Director General**

Administrative Staff College of India, Hyderabad

Cell: 99890 22033

ravikant.ias@gmail.com

# What are Public Services?

- Public Service is a service which is provided by government to people:
  - ▶ either directly (through the public sector).
  - ▶ or by financing provision of services.
- Some key Public Services are:
  - ▶ Health care, Education, Social services for the poor and marginalized.
  - ▶ Infrastructure – Roads, Railways, Airports, Telecommunications, Electricity, Water.
  - ▶ Environmental protection, Waste Management, Sanitation (includes Toilets).
  - ▶ Law enforcement, Fire service, Public transportation, Postal Services.

# India – Reaching the under-privileged

POVERTY IN INDIA

- India's population is 125 crores.
- 29% Indians live below the poverty line .
- 68% Indians live in rural areas.
- 55% Indians defecate in open for want of toilets.
- 74% Indians are literate.
- 79% Indians possess mobile phones.



# MOBILE TOILET!







# Good Physical Infrastructure

- Infrastructure creation is the key – Services need Infrastructure to ride on.
- However, Governments are always short of money.
- The solution is PPP – Public Private Partnership.
- Given robust partnership models, the private sector will create infrastructure on market demand.
- The PPP will only work when the risk allocation is balanced and the Concessional Agreements are practical.
- Examples: Roads, Airports, Waste Management, Telecommunication, health, education etc.
- However, in absence of market demand, the government has to pitch in to create infrastructure.

# The Services Sector

- People want best service at least cost.
- In other words, the services have to be both effective and efficient.
- Here the private sector scores over the public sector.
- The services sector, the fastest growing (CAGR = 9%), is the dominant sector in India's GDP.
- Gross Domestic Product (GDP) composition by Sector:
  - ▶ **Services: 65%**
  - ▶ **Industry: 18%**
  - ▶ **Agriculture: 17%**
- Service sector attracts significant FDI, contributes to exports and provides large-scale employment.
- The Government of India, to promote growth in services sector, provides several incentives.
- We see more and more services being taken over by the private sector.
- Air Travel, Road transport, Telecommunications etc – Electricity, Railways will follow soon!

# Provision of Services – Priority before Government

- The government should create enabling environment & level playing field for private sector to enter service delivery.
- Government should concentrate on providing services in unreached areas and the unreached population.
- And governments need to provide services effectively, efficiently and on sustainable basis.
- Thus governments have to reinvent themselves and be innovative, accountable and responsive.
- Rather than creating vulnerable assets and employing teams of people, governments should leverage on PPP route to provide services.
- The Government, spending tax payers' money, should get full value for the money spent.

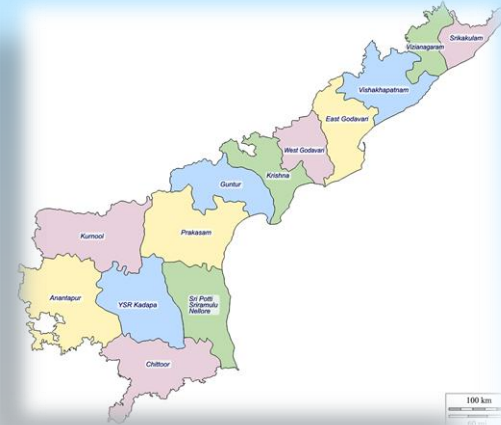


# Health Care Delivery – Government

- There is enormous pressure on government hospitals.
- While we have the best doctors in public sector, most hospitals have poor management and support staff.
- The housekeeping, sanitation and discipline are often neglected.
- The equipment lies defective or idle for want of technician etc.
- Ownership & accountability issues!
- There are avenues to bring in private sector for better and sustainable services.

# Health Care Delivery – PPP

- There is huge demand supply gap between dialysis care.
- Govt. of Andhra Pradesh entered into innovative public private partnership to enhance access to dialysis care.
- ‘Rajiv Aarogyasri’, a government initiated health insurance scheme in Andhra Pradesh. provides cashless treatment to almost 90 percent of the state population.
- The project is on BOOT model (Build , Own, Operate and Transfer).
- It was awarded to ‘B.Braun Medical India’ through tendering process.



# Health Care Delivery – PPP

[www.bbraun.co.in](http://www.bbraun.co.in)

- The Government only gives standard Ward to the Company.
- The Company brings in equipment and personnel to do dialysis.
- ‘B Braun’ is operating 18 Centres in Andhra Pradesh.
- This has created WIN – WIN situation for all stake holders including the end customer – the Patient.
- The project is viewed as sensible application of the management theory called as “Bottom of Pyramid”.



# Public Service Delivery – Environment

- Focus on “Bottom of the Pyramid”.
- Demand-driven rather than allocation-based.
- Simple, Measurable, Accountable, Responsive & Transparent (SMART).
- Comprehensive IEC – Information, Education & Communication to all stakeholders.
- Making the citizens know and understand their rights & obligations under the Rules.
- Making Services corruption free and make persons accountable and respond to feedback & complaints in time bound manner.
- The government of Telangana, in the recently launched ‘Industrial Policy’, has made provisions of fine in case the officers do not act within the defined time line.

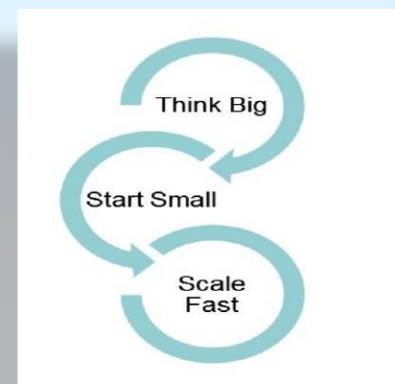
# Effective Public Service Delivery – Imperatives

- Public Service Delivery Guarantee Acts (by States) and Citizens' Charter.
- Understand that the 'customer is king' in the public sector too.
- Service delivery should reflect the changing economic needs, social customs and aspirations of the people.
- Empowering to deliver – building the capacity to deliver in public sector organisations (and in their people).
- Innovative Models of Public Service delivery should not become one person wonder.
- It is therefore essential that:
  - ▶ The interventions have political support from elected representatives.
  - ▶ Mechanism to discuss the schemes with all stakeholders and identify vested interests and ways to tackle these to ensure success of innovative ideas.
  - ▶ The good practices need to be institutionalized – not dependent on persons.
  - ▶ The good practices are reviewed at the apex level Central/State governments and this creates proper eco-system for replication elsewhere.
  - ▶ This Review gives good inputs to Policy makers to design schemes that deliver.
- Ensuring continuous innovation & improvement –using customer feedback to sustain relevance and benefits.



# Proven Success Stories – Replicate

- We have many success stories of robust public service delivery innovations in isolated pockets in India.
- There are many unsung heroes in the Indian Bureaucracy.
- Heroes are ordinary people, who do extraordinary things.
- There is a great need to replicate such innovative best practices.
- Encourage cross-fertilization of ideas through champions of change.
- Let us not waste time and resources in re-inventing the wheel.
- Think Global, Act Local.
- Think Big, Start Small, Scale Fast.





## Centre for Innovations in Public Systems

- The Centre for Innovations in Public Systems (CIPS) was setup in ASCI (Administrative Staff College of India, Hyderabad) on 21.05.10.
- It was setup in pursuance of the recommendations of the 13<sup>th</sup> Finance Commission with the following Mandate:
- Scout, scan and track different innovations that have made public service delivery effective & efficient.
- Create a public domain inventory (catalogue/database) of such innovations for dissemination of knowledge.
- Conduct training programmes and enable experience sharing for replication of successful models.
- Handhold state governments to replicate successful models as suited in their socio-economic environment.

# CIPS – Foundation Day (21.05.15)



# Prime Minister's Awards for Excellence in Public Administration

- Awards introduced in 2005 to encourage innovations in public service delivery.
- 'Administrative Staff College of India' is the *Knowledge & Implementation Partner*.
- Verifiable and sustainable improvements in the efficiency of processes and effectiveness of outcomes:
  - ▶ Quality of services or administration.
  - ▶ Simplification of procedures and processes.
  - ▶ Creation of productive assets of lasting nature.
- Recognizes performance and accomplishments that are truly – exemplary and worthy of replication.
- Awards for
  - ▶ Officers of Civil Service from Central and State Governments, including local bodies.
  - ▶ Individuals, Groups and Organizations.



# Public Service Delivery – The miracle of ‘e’

- Digital government is the path to deliver future public services— driving higher levels of citizen engagement and satisfaction.
- Countries are actively investing in key Information and Communications Technology (ICT) assets for empowering citizens through e – governance.
- We have lot of work to do in India.
  - ▶ India’s Smartphone penetration = 19.5%
  - ▶ India’s Internet penetration = 30%
- Information technology transforms the entire ecosystem of public services. It is a Game Changer!
- Government of India has launched the ‘Digital India Programme’ with a Vision to transform India into a digitally empowered society and knowledge economy.



# Explore Rural India



# Digital India Programme – 3 Key Vision Areas



## 1. Digital Infrastructure as a Core Utility to Every Citizen

- ❑ Availability of high speed Internet as a core utility for delivery of services to citizens.
- ❑ Easy access to a 'Common Service Centre'.

## 2. Governance & Services on Demand

- ❑ Seamlessly integrated services across departments or jurisdictions.
- ❑ Availability of services in real time from online & mobile platforms.
- ❑ Making financial transactions electronic & cashless.

## 3. Digital Empowerment of Citizens

- ❑ Universally access to digital resources.
- ❑ Availability of digital resources / services in Indian languages.

# Common Service Centre (CSC)

- Department of Electronics and Information Technology (DeitY) implements CSC under National e-Governance Plan (NeGP).
- CSCs are ICT enabled front end service delivery points at the local level.
- CSCs deliver government, financial, social and private sector services in the areas of agriculture, health, education, utility payments, entertainment, FMCG products, banking, insurance, pension etc.
- The public service delivery is no longer in silos – it is interconnected and holistic.
- And it is Single Window service.



**Public service is a  
Stimulating, proud and lively enterprise.**

**It is not just a way of life,  
It is a way to live fully !**

**Cheers !**

**&**

**Thanks for your attention**