ರಾಜ್ಯ ನಗರಾಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆ

QUALITY MANAGEMENT
&
PREPARATION OF CITIZEN CHARTER

ರಾಜ್ಯ ನಗರಾಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆ

ಆಡಳಿತ ತರಬೇತಿ ಸಂಸ್ಥೆ ಆವರಣ, ಲಲಿತಮಹಲ್ ರಸ್ತೆ, ಮೈಸೂರು - 570 011

ಫೋನ್ : 0821 - 2520116 ಫ್ಯಾಕ್ಸ್ : 0821 - 2520164

Website : www.siudmysore.gov.in, E-mail : directorsiud@yahoo.co.in

ಡಾ|| (ಶ್ರೀಮತಿ) **ಅಮಿತಾ ಪ್ರಸಾದ್**,

ಭಾ.ಆ.ಸೇ.,

ಮಹಾ ನಿರ್ದೇಶಕರು

Dr. (Smt) AMITA PRASAD,
I.A.S.,
Director General

ಕರ್ನಾಟಕ ಸರ್ಕಾರ
Government of Karnataka

ಆಡಳಿತ ತರಬೇತಿ ಸಂಸ್ಥೆ
ಲಲಿತ್‌ಮಹಲ್‌ರಸ್ತೆ, ಮೈಸೂರು - 570 011
ADMINISTRATIVE TRAINING INSTITUTE
LALITHA MAHAL ROAD, MYSORE - 570 011

<center>ಮುನ್ನುಡಿ</center>

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ಉತ್ತಮ ಆಡಳಿತ ವ್ಯವಸ್ಥೆಯನ್ನು ಕೈಗೊಳ್ಳುವುದು ಎಲ್ಲಾ ಸಾರ್ವಜನಿಕ ಇಲಾಖೆಗಳ ಮೂಲ ಗುರಿಯಾಗಿದೆ. ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳು ನೀಡುತ್ತಿರುವ, ನೀರು ಸರಬರಾಜು, ಕಸ ನಿರ್ವಹಣೆ, ನೈರ್ಮಲ್ಯತೆ, ಸಾರ್ವಜನಿಕ ಆರೋಗ್ಯ ಇನ್ನಿತರೆ ಸೇವೆಗಳಲ್ಲಿ ಇಂದು ಹೆಚ್ಚಿನ ಕಾಳಜಿ ವಹಿಸುವುದರ ಜೊತೆಗೆ ಉತ್ತಮ ಸೇವೆಗಳನ್ನು ನೀಡುವಲ್ಲಿ ಕ್ರಮ ಕೈಗೊಳ್ಳಬೇಕು. ಕರ್ನಾಟಕ ನಗರ ಮೂಲಭೂತ ಸೌಕರ್ಯ ಮತ್ತು ಹಣಕಾಸು ನಿಗಮದೊಂದಿಗೆ ರಾಜ್ಯ ನಗರಾಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆಯ ಹಲವು ಸುಧಾರಣಾ ಕಾರ್ಯಕ್ರಮಗಳ (Karnataka Municipal Reforms Project)ತರಬೇತಿಗಳನ್ನು ಹಮ್ಮಿಕೊಂಡಿದೆ. ತಮ್ಮ ಸಾಮರ್ಥ್ಯಾಭಿವೃದ್ಧಿ ಬೆಳೆಸಿಕೊಂಡಂತೆ ಸೇವಾ ನೈಪುಣ್ಯತೆಯನ್ನು ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳು ಹೆಚ್ಚಿಸಿಕೊಳ್ಳಬೇಕಾಗಿರುವುದು ಸಂವಿಧಾನದ 74ನೇ ತಿದ್ದುಪಡಿಯ ಬಹು ಮುಖ್ಯ ಅಂಶ. ಇಂದು ಸಾರ್ವತ್ರಿಕವಾಗಿ ಹೆಚ್ಚಿನ ಅರಿವು ಮತ್ತು ಜಾಗೃತಿ ಜನರಲ್ಲಿದೆ. ನೀಡುವ ಸೇವೆಗಳು ಜನರ ನಿರೀಕ್ಷೆ ಮತ್ತು ಆದ್ಯತೆಗಳಿಗೆ ಅನುವಾಗಿರಬೇಕು, ಇಲ್ಲದೆ ಹೋದಲ್ಲಿ ಅವುಗಳನ್ನು ಜನರು ತಿರಸ್ಕರಿಸುತ್ತಾರೆ ಮತ್ತು ಮುಂದೆ ಇದರಿಂದ ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಪ್ರಾಮುಖ್ಯತೆ ಕುಂಠಿತವಾಗಬಹುದು. ಹಾಗಾಗಿ ಇಂದು ನೀಡುವ ಸೇವೆಯಲ್ಲಿ ಹೆಚ್ಚಿನ ಕಾಳಜಿ ಮತ್ತು ಉತ್ತಮತೆಯನ್ನು ಕಾಪಾಡಿಕೊಂಡು ಬರುವುದು ಅನಿವಾರ್ಯವಾಗಿದೆ.

ರಾಜ್ಯ ನಗರಾಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆಯು ಈ ನಿಟ್ಟಿನಲ್ಲಿ ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಅಧ್ಯಕ್ಷರು ಮತ್ತು ಕಾರ್ಯನಿರತ ಅಭಿಯಂತರುರಗಳು ಒಳಗೊಂಡಂತೆ 350 ಅಧಿಕಾರಿ ಸೌಕರರಿಗೆ ಮೂರು ದಿನದ ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮವನ್ನು 2010–11 ಸಾಲಿನಲ್ಲಿ ಹಮ್ಮಿಕೊಳ್ಳಲಾಗಿದೆ. ಈ ತರಬೇತಿಗಳು ಗುಣಮಟ್ಟ ಸೇವೆಯನ್ನು ನೀಡುವಲ್ಲಿ ಅನುಸರಿಸಬೇಕಾದ ಕ್ರಮಗಳನ್ನು ತಿಳಿಯಲು ಸಹಕಾರಿ ಮತ್ತು ಸಾರ್ವಜನಿಕರು ಇಟ್ಟಿರುವ ನಂಬಿಕೆಯನ್ನು ಬಲಪಡಿಸುವುದರ ಜೊತೆಗೆ ಉಪಯುಕ್ತ ಸೇವೆಯನ್ನು ನೀಡುವಲ್ಲಿ ಸಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳು ಸಶಕ್ತವಾಗಬೇಕು. ನಾವು ನೀಡುವ ಸೇವೆಯು ಗುಣಮಟ್ಟದಿದ್ದರೂ, ಅದನ್ನು ನೀಡುವ ರೀತಿಯಲ್ಲಿ ವ್ಯತಿರಿಕ್ತವಾಗಿದ್ದರೆ, ಸೇವೆಯನ್ನು ನೀಡುವ ಒಟ್ಟಾರೆ ಅಭಿಪ್ರಾಯದಲ್ಲಿ ಅದೊಂದು ಕಪ್ಪು ಚುಕ್ಕೆಯಾಗುತ್ತದೆ. ಸೇವೆಗಳಲ್ಲಿ ಬದಲಾವಣೆಗಳನ್ನು ತರುವುದರ ಜೊತೆಗೆ ಅವುಗಳನ್ನು ನೀಡುವ ರೀತಿಯಲ್ಲಿ ಪರಿಣಾಮಕಾರತ್ವವನ್ನು ಅಳವಡಿಸಿಕೊಳ್ಳಬೇಕಿದೆ. ಇದಕ್ಕೆ ಸೂಕ್ತ ತರಬೇತಿ ಮತ್ತು ಮಾರ್ಗದರ್ಶನವನ್ನು ನಗರಾಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆ ತನ್ನ ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮಗಳಲ್ಲಿ ಅಳವಡಿಸಿಕೊಂಡಿದೆ. ಈ ತರಬೇತಿಗಳಿಗೆ ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಸಿಬ್ಬಂದಿ ಮತ್ತು ಚುನಾಯಿತ ಪ್ರತಿನಿಧಿಗಳು ಭಾಗವಹಿಸಿ ತಮ್ಮ ಕಾರ್ಯಕ್ಷೇತ್ರದಲ್ಲಿ ತರಬಹುದಾದ ಬದಲಾವಣೆಗಳನ್ನು ಮತ್ತು ಗುಣಮಟ್ಟ ಸೇವೆಗೆ ಹೆಚ್ಚು ಆದ್ಯತೆಯನ್ನು ಕೊಡುವುದರ ಬಗ್ಗೆ ತರಬೇತಿ ಪಡೆಯಬಹುದು. ತರಬೇತಿಗೆ ಪೂರಕವಾಗಿ ಓದುವ ಕೈಪಿಡಿ ತಯಾರಿಸಿದ್ದು, ಇದು ಗುಣಮಟ್ಟ ಸೇವೆಗಳ ಬಗ್ಗೆ ಮತ್ತು ಕಛೇರಿಯಲ್ಲಿ ಅಳವಡಿಸಿಕೊಳ್ಳಲು ಅನುಕೂಲವಾಗುವಂತಹ ಅಂಶಗಳ ಬಗ್ಗೆ ಹೆಚ್ಚಿನ ಮಾಹಿತಿಯನ್ನು ನೀಡುತ್ತದೆ.

ಈ ಕೈಪಿಡಿಯಲ್ಲಿ ಗುಣಮಟ್ಟ ಸೇವೆಗಳನ್ನು ನೀಡುವಲ್ಲಿ ಸಾರ್ವಜನಿಕ ಇಲಾಖೆಗಳು ಮತ್ತು ಸಂಸ್ಥೆಗಳು ಯಾವ ರೀತಿಯ ಕ್ರಮವನ್ನು ಅನುಸರಿಸಬೇಕು ಮತ್ತು ಅದರಿಂದಾಗುವ ಉಪಯೋಗಗಳ ಬಗ್ಗೆ ವಿವರಣೆಯನ್ನು ನೀಡಲಾಗಿದೆ. ನಾಗರಿಕ ಸನದು, ಮಾಹಿತಿ ಹಕ್ಕು ಅಧಿನಿಯಮ– 2005ರ ಸೆಕ್ಷನ್ 4 (1) (ಎ) & (ಬಿ) ಅನುಷ್ಠಾನ, ಕುಂದುಕೊರತೆಗಳ ನಿವಾರಣಾ ಕ್ರಮಗಳು ಹೀಗೆ ಸುಧಾರಣಾ ಹಂತಗಳನ್ನು ಇಂದು ಅಳವಡಿಸಿಕೊಳ್ಳಬೇಕಿದೆ. ಸೇವೆಗಳನ್ನು ನೀಡುವ ಸಿಬ್ಬಂದಿಯ ಕಾರ್ಯದರ್ಶಕತೆ ಹೆಚ್ಚಿಸಿಕೊಳ್ಳುವಲ್ಲಿ ಈ ಕೈಪಿಡಿಯು ಮಾಹಿತಿಯನ್ನು ನೀಡುತ್ತದೆ. ತರಬೇತಿಯ ಪ್ರಶಿಕ್ಷಣಾರ್ಥಿಗಳು ತಮ್ಮ ಕಾರ್ಯಕ್ಷೇತ್ರದಲ್ಲಿ ತರಬೇತಿಯಲ್ಲಿ ಪಡೆದ ಅಂಶಗಳನ್ನು ಅಳವಡಿಸಿಕೊಂಡು ತಮ್ಮ ಕಾರ್ಯ ಯಶಸ್ವಿಯಾಗಿ ನಿರ್ವಹಿಸಿದಲ್ಲಿ ನಮ್ಮ ಶ್ರಮ ಸಾರ್ಥಕ ಎಂದು ನಾನು ಭಾವಿಸಿದ್ದೇನೆ.

(ಅಮಿತಾ ಪ್ರಸಾದ್)

<center>0821-2443264, 2443863, 2443831, 2522142 Fax : (0821) 25233899 e-mail : dgatim@yahoo.com, dgatimysore-kamy@nic.in
Website : atimysore.gov.in</center>

ಪ್ರಾಣಲಿಂಗ ಶಿವಸಾಲಿ
ಕೆ.ಎಂ.ಎ.ಸ್.
ನಿರ್ದೇಶಕರು

PRANALINGA SIVASALI
K.M.A.S.
Director

ಕರ್ನಾಟಕ ಸರ್ಕಾರ
Government of Karnataka

ರಾಜ್ಯ ನಗರಾಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆ
ಆಡಳಿತ ತರಬೇತಿ ಸಂಸ್ಥೆ ಆವರಣ,
ಲಲಿತ ಮಹಲ್ ರಸ್ತೆ, ಮೈಸೂರು – 570 011

State Institute for Urban Development
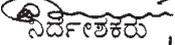ATI Campus, Lalitha Mahal Road, Mysore - 570 011

ಮೊದಲ ಮಾತು

ರಾಜ್ಯ ನಗರಾಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆಯು ಕರ್ನಾಟಕ ಮೂಲಭೂತ ಸೌಕರ್ಯ ಮತ್ತು ಹಣಕಾಸು ನಿಗಮದ ಸಹಯೋಗದೊಂದಿಗೆ ಕರ್ನಾಟಕ ಪೌರ ಸುಧಾರಣೆಯ ಯೋಜನೆಯ ಮೂಲಕ ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾಯಿತ ಪ್ರತಿನಿಧಿಗಳಿಗೆ ಮತ್ತು ಕಾರ್ಯನಿರತ ಅಧಿಕಾರಿಗಳಿಗೆ ಮತ್ತು ಇತರ ನೌಕರರಿಗೆ ಜ್ಞಾನ, ಕೌಶಲ್ಯದ ಅರಿವನ್ನು ಮತ್ತು ಅವರ ಸಾಮರ್ಥ್ಯಾಭಿವೃದ್ಧಿ ಪೂರಕವಾಗಿ ತರಬೇತಿಗಳನ್ನು ನೀಡುತ್ತಿದ್ದು, ಈ ಮೂಲಕ ಸುಧಾರಣೆಗಳು ಕಾರ್ಯಗತವಾಗಲು ಅನುವು ಮಾಡಿಕೊಟ್ಟಿದೆ.

ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳು ಇಂದು ಮೂಲಭೂತ ಸೌಕರ್ಯಗಳಾದ ನೀರು, ನಗರ ನೈರ್ಮಲ್ಯತೆ, ಕಸ ವಿಲೇವಾರಿ ಮತ್ತು ನಿರ್ವಹಣೆ ಮತ್ತು ನಗರ ಬಡತನ ನಿರ್ಮೂಲನೆಯಂತಹ ಪ್ರಮುಖ ಕರ್ತವ್ಯಗಳ ಜೊತೆಗೆ ಸಂಪೂರ್ಣ ಸೇವೆಗಳನ್ನು ನಗರದ/ಪಟ್ಟಣದ ಎಲ್ಲಾ ಜನಗೆ ತಲುಪಿಸುವಲ್ಲಿ ಬಹಳ ಅಡಚಣೆಗಳನ್ನು ಎದುರಿಸುತ್ತಿವೆ. ಇಂತಹ ಸಮಸ್ಯೆಗಳನ್ನು ಎದುರಿಸಲು ಮತ್ತು ಎಲ್ಲರಿಗೂ ಉತ್ತಮ ಸೇವೆಗಳನ್ನು ನೀಡುವುದು ಇಂದಿನ ಎಲ್ಲಾ ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಆದ್ಯ ಕರ್ತವ್ಯವಾಗಿದೆ. ಇದಕ್ಕೆ ಪೂರಕವಾಗಿ ಸಂವಿಧಾನದ 74ನೇ ತಿದ್ದುಪಡಿ ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳಿಗೆ ಹೆಚ್ಚಿನ ಸ್ವಾಯತ್ತತೆ ಮತ್ತು ಅಧಿಕಾರವನ್ನು ನೀಡಿದೆ. ಇದರ ಸಂಪೂರ್ಣ ಅನುಷ್ಠಾನ ಆಗಬೇಕಿದೆ.

ಇಂದು ಸಾರ್ವಜನಿಕರು ಹೆಚ್ಚಿನ ಅರಿವನ್ನು ಹೊಂದಿದ್ದು, ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳಿಂದ ಉತ್ತಮ ಸೇವೆಯನ್ನು ನಿರೀಕ್ಷಿಸುತ್ತಿದ್ದಾರೆ. ಸಾರ್ವಜನಿಕರ ನಿರೀಕ್ಷೆ ಮತ್ತು ಬೇಡಿಕೆಗಳ ಅನುಗುಣವಾಗಿ ತಮ್ಮ ಕರ್ತವ್ಯ ಮತ್ತು ಸೇವಾ ರೀತಿಯನ್ನು ಮಾರ್ಪಡಿಸಿಕೊಳ್ಳುವುದು ಎಲ್ಲಾ ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಗುರಿಯಾಗಬೇಕು. ಇದಕ್ಕೆ ಸರಿಯಾಗಿ ಪ್ರತಿಯೊಂದು ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಯೂ ತನ್ನ ನಗರ/ಪಟ್ಟಣದ ಮುಂದಿನ ಗುರಿಗಳ ಬಗ್ಗೆ ಚಿಂತಿಸಬೇಕೀದೆ. ಇದಕ್ಕೆ ಸಹಕಾರಿಯಾಗಿ ರಾಜ್ಯ ನಗರಾಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆಯು ತರಬೇತಿಗಳನ್ನು ಹಮ್ಮಿಕೊಂಡಿದ್ದು, ಜೊತೆಗೆ ಓದುವ ಕೈಪಿಡಿಯನ್ನು ತಯಾರಿಸಿದೆ. ಈ ಕೈಪಿಡಿಯ ಗುಣಮಟ್ಟ ಸೇವೆಯನ್ನು ನೀಡುವಲ್ಲಿ ತೆಗೆದುಕೊಳ್ಳಬಹುದಾದ ಕ್ರಮಗಳ ಬಗ್ಗೆ ಹೆಚ್ಚಿನ ಮಾಹಿತಿಯ ಸಿಗಲಿ ಎಂಬುದು ನಮ್ಮ ಉದ್ದೇಶ. ನಗರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾಯಿತ ಪ್ರತಿನಿಧಿಗಳಿಗೆ ಮತ್ತು ಎಲ್ಲಾ ಅಧಿಕಾರಿಗಳಿಗೆ ಹಾಗು ಅಧ್ಯಕ್ಷರು ಮತ್ತು ಚುನಾಯಿತ ಪ್ರತಿನಿಧಿಗಳಿಗೆ ಮಾಹಿತಿ ಮತ್ತು ಜ್ಞಾನವನ್ನು ನೀಡುತ್ತದೆ. ಈ ಕೈಪಿಡಿಯನ್ನು ತಯಾರಿಸಲು ಉತ್ತೇಜನ ನೀಡಿ ಮಾರ್ಗದರ್ಶನ ನೀಡಿದ ಆಡಳಿತ ತರಬೇತಿ ಸಂಸ್ಥೆಯ ಮಹಾನಿರ್ದೇಶಕರಾದ ಡಾ. ಶ್ರೀಮತಿ ಅಮಿತಾಪ್ರಸಾದ್, ಭಾ.ಆ.ಸೇ.,ರವರಿಗೆ ನಾನು ಅಭಾರಿಯಾಗಿದ್ದೇನೆ. ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮಗಳನ್ನು ರೂಪಿಸಿ ನಡೆಸಲು ಸಹಾಯ, ಮಾರ್ಗದರ್ಶನ ನೀಡಿದ ಕರ್ನಾಟಕ ನಗರ ಮೂಲಸೌಕರ್ಯ ಅಭಿವೃದ್ಧಿ ಮತ್ತು ಹಣಕಾಸು ನಿಗಮದ ವ್ಯವಸ್ಥಾಪಕ ನಿರ್ದೇಶಕರಾದ ಶ್ರೀ. ಅರವಿಂದ ಶ್ರೀವಾಸ್ತವ್, ಭಾ.ಆ.ಸೇ.ರವರಿಗೆ ಧನ್ಯವಾದಗಳು, ಮತ್ತು ತರಬೇತಿ ಮಾಡ್ಯುಲ್ ತಯಾರಿಯಲ್ಲಿ ಮತ್ತು ವಿಷಯ ಅಳವಡಿಕೆಯಲ್ಲಿ ಸಲಹೆ, ನಿರ್ದೇಶನದ ನೀಡಿದ ಪೌರಾಡಳಿತ ನಿರ್ದೇಶನಾಲಯದ ಆಯುಕ್ತರಾದಂತಹ ಶ್ರೀ. ಅಂಜುಂಪರ್ವೇಜ್, ಭಾ.ಆ.ಸೇ. ರವರಿಗೆ ಕೃತಜ್ಞನಾಗಿದ್ದೇನೆ.

ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮಗಳನ್ನು ವಿನ್ಯಾಸಗೊಳಿಸಿ ಈ ಕೈಪಿಡಿಯನ್ನು ತಯಾರಿಸಿ ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮ ಸಂಯೋಜಿಸಿದ ಸಂಸ್ಥೆಯ ಬೋಧಕರಾದ ಬಿ. ಯೋಗನಾಥ್ ಸಿಂಗ್ ರವರಿಗೆ ಮತ್ತು ಆಡಳಿತ ತರಬೇತಿ ಸಂಸ್ಥೆಯ ಬೋಧಕರಾದ ಶ್ರೀ. ಹೆಚ್. ಪಿ. ಶಿವಶಂಕರ್ ರವರಿಗೆ ನನ್ನ ಅಭಿನಂದನೆಗಳು.

ನಿರ್ದೇಶಕರು 1/6/2010

V

CONTENT

QUALITY MANAGEMENT

An introduction:

An Unprecedented Demographic Change

Early in the new millennium, our earth will be urbanized. For the first time in contemporary human history, more than half the world's population shall live in urban areas very soon. Many of them will live in poverty and squalor, deprived of their basic needs and rights

The world's urban population has been growing rapidly from under 300 million in 1950s to 2.7 billion in 2000. Currently, the urban growth rate stands at 2.5% annually adding around 55 million people to urban areas. Centres like Surabaya, Guadalajara and Bangalore who were secondary towns not so long ago have become metropolitan areas during the past few decades. Natural demographic increases have begun to overtake migration as the main cause of urban growth. Growing unemployment & poverty, malnutrition, social exclusion and environmental degradation are now the main issues to be tackled by urban decision-makers.

The Asian Scenario

Meanwhile, there are some major trends that will have a serious and lasting impact on Asian cities in the coming century. By the year 2010, 4.2 of the world's 7 billion population will reside in Asia and the Pacific; About half (45%) of the world's GDP growth will take place in Asia; Forty-three percent of the Asian population will live in cities; and thirty-three Asian cities will have populations of 5 million or more in the 21st century.

Urban Centres and National Development

The capacity of the nations to pursue their economic and social goals has begun to depend more and more on their ability to govern their cities. As a result, urban management has assumed increasing importance. This is largely due to the quantum and quality of contribution that urban centers make to the national income and to other spheres of development such as the creation of social and political ideals, transfer of information and technology, and creating social capital through fostering of human resources, arts and culture.

Cities are engines of economic growth and hubs of political and cultural fusion. Globalization and the attendant liberalization of economy in most Asian nations highlight the growing urban predominance over the national life and character. They are interdependent as never before.

"For better or for worse, the development of contemporary societies will depend largely on understanding and managing the growth of cities;

the city will increasingly become the test bed for the adequacy of political institutions, for the performance of government agencies and for the effectiveness of programme to combat social exclusion and to promote economic development." (UNCHS/Habitat Urban Indicators Programme Home Page, January, 1999)

Municipal Functions

As opposed to conventional functions that they have been used to, most city governments are today engulfed by many different demands by their citizens. Most of these are new and techno-centric functions. While handling the day to day management of the city within a macroeconomic framework over which the city governors have no direct control, urban local bodies are now expected to plan and coordinate and oft times manage a plethora of urban facilities and activities. They include urban environment, urban transport; anti poverty measures; facilitation of urban economy and productivity, and human settlements development.

These new responsibilities have been thrust on local administrations by superior governments so suddenly and without the necessary power, authority, resources and training to manage them as desired. With or without these new responsibilities, urban local administrations everywhere have generally shown a serious lack of ability and capacity to carry out their statutory responsibilities. They have failed to maintain their cities as clean, caring and responsive habitats. Also, there is much to be desired in the maintenance of the rule of law. In the Eighties, local governments attributed their failure to their lack of local autonomy. But the Nineties saw a substantive, though not adequate, transfer of authority from central to local governments yet, without much corresponding improvement in local government.

In some countries, some actions by higher levels of government have resulted in serious erosion of the existing municipal revenue base. An example is India where the State Governments have take over the collection of Octroi transport tax, which has been the main revenue earner of the urban local bodies for a long span of time. The local bodies are compensated for by a static annual payment in lieu of it. At a most critical time of the country's economic expansion, urban local bodies thus have lost an expanding revenue base

In most countries, central governments have been creating special statutory bodies, over the past thirty years or so, particularly for water, drainage, and transport, causing serious shrinking of power and revenue base of the municipalities thereby further impeding the development work of urban local governments.

Meanwhile, the nature of state too is changing towards democratic

and administrative decentralisation, greater local autonomy & control and community empowerment & community-based management. These are challenging new flight-paths for local governments.

The Response: Good Governance

Under the circumstances, effective governance within the available frame of power and resources appears to be the only solution to minimizing the managerial stress and maintaining an adequate level of urban services and facilities appears to be.

The response to these challenges lies in good governance. "Wherever change is for the better, wherever the human condition is improving, people point to good governance as the key. This better governance is not just national - it is local, regional and it is global. Few things are more sensitive - and more challenging - than improving governance." (James Gustave Speth, UNDP). Good governance makes accountability, transparency, participation and rule of law mandatory administrative functions. They are vital pre-requisites for sustainable urban development.

Governance - A Human Rights issue

Governance is a human rights issue. All human beings are born equal in dignity and rights. Everyone is entitled to all the rights and freedoms set forth in the Universal Declaration of Human Rights. According to its Art. No. 21, everyone has a right to take part in the government of his/her country, directly or through elected representatives. The will of the people shall be the basis of authority of government. Everyone has the right to social security and to a standard of living adequate for the health and well-being of himself and of his family. Motherhood and childhood are entitled to special care and assistance. Enjoying all these rights is possible only if societies nurture and ensure that their governments are responsive to their needs and aspirations, effective in helping everyone meet such needs, participatory in decision-making, transparent in whatever they say and do and, accountable for and equitable in all their actions. For all this, governments must have a long-term vision and strategy.

Managing a Vortex of Behaviour & Action

All human endeavor requires direction, guidance and discipline and, it is more so, when such endeavors are expected to impact on families, communities, societies and on their environment as whole. Urban management is no exception to this rule. As human needs and aspirations undergo change periodically, development thought and approaches similarly advance with expanding human knowledge. Resultantly, managing urban centres has become a complex responsibility with a broad and ever-growing network of functions and duties. The old styles of controls have passed away giving way to new and more dynamic managerial

imperatives. These imperatives call for critical changes in urban planning and administration. The old style of functioning can no more guarantee the delivery of the essentials for urban well-being.

Structures, Understanding & attitudes must change.

The primary call, therefore, is for attitudinal changes. Municipal and national governments will not be able to meet peoples' aspirations unless their decision-makers are prepared to look anew at urbanization, urban form, urban poverty and urban management systems. Such change in perspective must be accompanied by an in-dwelling change in their attitude, leadership style and goals. Only then will they be inspired and motivated to make the many changes required to the cantilevers of urban governance - the laws, institutions, and administrative processes & procedures.

Obviously, harmonizing the attitudes, structures and processes of government with the aspirations and needs of its urban citizens would not be enough. Such change will not necessarily or automatically lead to good human progress unless operationally-dynamic administrative mechanisms and legally valid checks & balances are in place to ensure that the peoples' aspirations are met through (a) productive facilitation of opportunities and (b) unimpeded enforcement of policies and legislation that such systems promulgate. In doing so, care must also be taken to ensure that their results will contribute to build a society that upholds justice, equity and peace. In the final reckoning, governance must not only appear to be effective but should also be measurably effective.

Good Governance Initiative

Since the early Nineties, the United Nations have pointed out that member countries need to pay greater attention to the way their government systems and procedures have been operating in order to ensure that theirs was good governance. They introduced the term 'governance' to the development vocabulary and made a conscious effort to popularize the concept of good governance. Their policy papers on Governance were explicit and inviting. Today, the concept has gained currency in many development arenas and agencies and nations have begun to work on improving their governance.

Technical inputs in support of the movement specifically for good urban governance came from UNDP's The Urban Governance Initiative (TUGI) and UNCHS' Urban Observatory Project. More recently, the latter has also launched a Global Campaign for Good Urban Governance.

Several other programmes in the region have been valuable in promoting good governance and TUGI has done a mapping of these. Among the key programmes are -the Benchmarking Project of the Asian

Development Bank (ADB), Community Action Planning, Technical Cooperation Among Developing Countries (TCDC) Transfer Process of Best Practices promoted by CityNet, Local Agenda 21 (LA21), the Local Environment Facility for Urban Environment (LIFE), Sustainable Cities Programme of UNCHS, Urban Development for Local Efforts (UDLE) introduced by GTZ, Urban Forums by ESCAP, Health Cities Project of WHO, the Urban Management Programme (UMP) of UNCHS, the Asia Pacific Cities Forum (APCF) and the Sustainable Penang Initiative. We estimated that at least 240 cities in the Asia Pacific region have adopted at least one of the programmes mentioned above. TUGI is pleased to launch a book called Action for Better Cities (ABC) - Tools and Methodologies for Good Urban Governance.

What is good governance?

A critical pre-requisite for measuring good urban governance is a full understanding of what governance is and the difference between Governance and Government. There are many different ways to describe government and governance.

Government is described as the repository of confidence and power of the people delegated by them for a fixed period of time for the express purpose of identifying, mobilizing, organizing, guiding and directing all available resources, human and other, to facilitate planned and participatory transformation of their society towards enhanced well-being of its people, via just enjoyment of all its needs, rights, aspirations and sustainable peace. Governments are necessarily political regimes pursuing a course of development action that they consider as most suited within the construct and form of their society and its constitution. Government comprises the constitution & laws, institutions & structures, management mechanisms & administrative processes. These are devolutionary instruments that make a government participatory and responsive.

Governance, on the other hand, is the sum of cumulative practice of behaviour and attitude of the government as seen in the manner they create and use the said devolutionary instruments. Form, style, systems, methods, and procedures of government generally reflect the pattern of governance in a nation or city. The quality and effectiveness of governance depend mostly on how judiciously the government uses the said instruments to help people achieve the ultimate goal of their progress - justice, equity and peace.

The term 'Governance' is derived from the Greek word 'kybernan' and 'kybernetes'. It means 'to steer and to pilot or be at the helm of things'. While the term 'government' indicates a political unit for the function of policy making as distinguished from the administration of policies, the word 'governance' denotes an overall responsibility for both - the political and

administrative functions. It also implies ensuring moral behaviour and ethical conduct in the task of governing, i.e., the continuous exercise of authority on both the political and administrative units of governments.

Some noteworthy definitions of 'governance' come from the World Bank, UNDP, OECD and The Commission of Global Governance. They are: 'The World Bank has identified three distinct aspects of governance: (i) the form of political regime; (ii) the process by which the authority is exercised in the management of a country's economic and social resources for development; and (iii) the capacity of governments to design, formulate and implement policies and discharge functions.' (World Bank, 1994)

'Governance is viewed as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises mechanisms, processes, an institution through which citizens and groups of articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences.' (UNDP, 1997)

'The concept of governance denotes the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development. This broad definition encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the distribution of benefits as the nature of relationship between the ruler and the ruled'. (OECD, 1995)

'Governance is the sum of the many ways individuals and institutions, public and private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and co-operative action may be taken. It includes formal institutions and regimes empowered to enforce compliance, as well as informal arrangements that people and institutions either have agreed to or perceive to be in their interest'. (Commission on Global Governance, 1995)

Good governance is both a goal and a process. It only can help us find solutions to poverty, inequality and insecurity. It creates an environment in which civil organizations, business community, private citizens and other institutions can assume ownership of the city development process and the management of their communities.

Measuring Good Governance

There is a popular myth that economic growth will automatically lead to equitable human development. It is true that it will lead to development of some and not the whole society. When good governance is absent, a greedy few will, by might and craft, can appropriate to themselves the best of the fruits and profits of economic growth leading the way to greater economic and social disparities. Responsive and

accountable governance systems and processes upholding equity and rule of law will prevent such polarization of resources, both material and human.

Three Interdependent Actors of Governance

There are three main actors involved in good governance. They are the State, the Civil Society and the Private Sector. All three are critical for sustaining human development. Because each has weaknesses and strengths, a major objective of good governance is to promote highest possible constructive interaction among the three in order to minimize individual weakness and utilize the strengths optimally. The intricate intercourse between and among these three domains will indicate the direction of the society's economic and social flight path. The more integral, balanced and inter-dependant the three are the better for that society.

The State provides the foundation of Justice, Equity and Peace, creating conducive political and legal environs for human progress. The Civil Society provides the foundation of Liberty, Equality, Responsibility & Self-expression. The Private Corporate Sector provides the foundations of economic growth and development. The three regimes carry out these responsibilities by performing multifarious tasks.

To register early and sustainable progress in development, a creative pact through cooperative alliances and partnerships among these three is necessary. The pact must describe (i) what creative responses will it contain to address the burning socio-economic issues, (ii) clearly defined roles for each of the three, collectively and severally, in monitoring the progress through yardsticks and indicators specifically identified for the purpose. These indicators must be scientifically prepared, methodically pre-tested and sensitively introduced.

Governance is the cumulative result of the interaction among the three regimes in society's political, economic and administrative domains described below. It will have a lasting impact on the life styles and living standards of its citizens. These regimes comprise the governance system through many different and complex mechanisms, institutions, and partners, processes and relationships which citizens use on daily basis to:

- articulate their needs, problems and aspirations;
- exercise their rights and duties;
- obtain redress or solutions, and
- Mediate to maintain law, order and justice.

Any attempt at measuring good governance must have indicators to assess the effectiveness of interplay among these regimes. Some of the results of this interplay may not be too easily discernible and measurable. Yet, the overall impact can be measured through peoples' own involvement

in the assessment process.

Results of Good Governance

Good governance results in:

- The orderly organization of the city's predominant political thought, vision & action,
- The administration of events & processes leading to the realization of the vision, and
- The maintenance of ethical rhythm and equity in the distribution of the fruits of realizing the vision, to the satisfaction of all.

The result of good governance is development that 'gives priority to poor, advances the cause of women, sustains the environment, and creates needed opportunities for employment and other livelihoods' (Re-conceptualizing Governance, UNDP, 1997. Pp. 1)

UNDP has observed that Governance is good and effective when it subscribes to, promotes and ensures the following Nine characteristics:

- Participation	- Consensus Orientation	- Effective & Efficiency
- Strategic Vision	- Responsiveness	- Equity Building
- Rule of Law	- Transparency	- Accountability

UNCHS Global Campaign for Good Urban Governance proposes that good urban governance is characterised by Seven norms that are interdependent and mutually reinforcing:

- Sustainability	- Equity	-Transparency & Accountability
- Decentralisation	- Efficiency	- Security
- Civic Engagement & Citizenship		

Lets take the nine characteristics of good urban governance as proposed by UNDP and how they can provide the primary yardsticks for measuring governance. Indicators must help assess the degree and quality of performance in each of these character domains. In other words, the assessment tools employed must lead us to measure the extent to which the governance of a particular urban local body is: participatory; sustainable, legitimate and acceptable to people, transparent; promotes equity and equality; able to develop the resources and methods of governance; promotes gender balance; tolerates and accepts diverse views and perspectives; able to mobilize and efficiently use resources for social purposes; operates by rule of law; commands public trust and respect; accountable; sensitive to the needs and aspirations of citizens; regulatory rather than controlling; and facilitating instead of providing.

Quality Management Systems

General Concepts

Introduction

All organization, large or small, has an established way or system of doing business. A quality management system is about how an organization manages its business activities which are associated with quality of service. Quality management system helps an organization to build systems which enable it to provide quality service consistently. It may be clarified that characteristics of the service(s) and their standards. Therefore, quality management system standards are not alternate to service standards. In fact, they are complementary to each other. The use of service standards together with quality management system standards help in not only maintaining but also continually improving quality of services, which may result in enhancing customers` satisfaction and competitiveness.

Quality management systems standards take into consideration eight quality management principles, namely, customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making, and mutually beneficial supplier relationships, which are relevant and applicable to all organizations providing service.

Quality management standards promote the adoption of a process approach when developing, implementing and improving the effectiveness of a quality management system, to enhance customer satisfaction by meeting customer requirements.

For an organization to function effectively, it has to identify and manage numerous linked activities. Set of inter-related or interacting activities which transforms inputs into outputs is termed as process. Often the output from one process is the input to the next process.

The application of a system of processes within an organization, together with the identification and interactions of these processes, and their management, can be referred to as the 'Process Approach'.

An advantage of the process approach is the ongoing control that it provides over the linkage between the individual process within the system of process, as well as over their combination and interaction. In addition, it highlights the value addition at every stage.

When used within a quality management system, such an approach emphasizes the importance of

- Understanding and meeting requirements,
- The need to consider processes in terms of added value,
- Obtaining results of process performance and effectiveness, and
- Continual improvement of process based on objective measurement.
  (Note - Introduction is an extract from IS: 15700, Foreword)

Eight Quality Management Principles

1. **Leadership**
   Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization`s objectives.

2. **Involvement of People**
   People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization`s benefit.

3. **Process Approach**
   A desired result is achieved more efficiently when activities and related resources are managed as a process.

4. **System Approach to Management**
   Identifying, understanding and managing interrelated processes as a system contributes to the organization`s effectiveness and efficiency in achieving its objectives.

5. **Continual Improvement**
   Continual improvement of the organization`s overall performance should be permanent objective of the organization.

6. **Factual Approach to Decision Making**
   Effective decisions are based on the analysis of data and information.

7. **Mutually Beneficial Supplier Relationships**
   An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

8. **Important Terms & Conditions**
   IS/ISO 9000 : 2005 Quality management systems - Fundamentals and vocabulary (Third revision) provides definitions and explanations, where relevant for general terms used in the context of quality management. Whenever in doubt, this International Guide should be referred. The following terms are frequently used in relation to the implementation of IS 15700 and are therefore reproduced with elaboration as necessary quality - Degree to which a set of inherent characteristics fulfils requirements.

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The earlier definitions of quality (see fig 1) described it as an attribute or a function of some variable. It should be noted that the present definition presents quality as a relational value (degree) based on its ability to satisfy all stated or implied requirements.

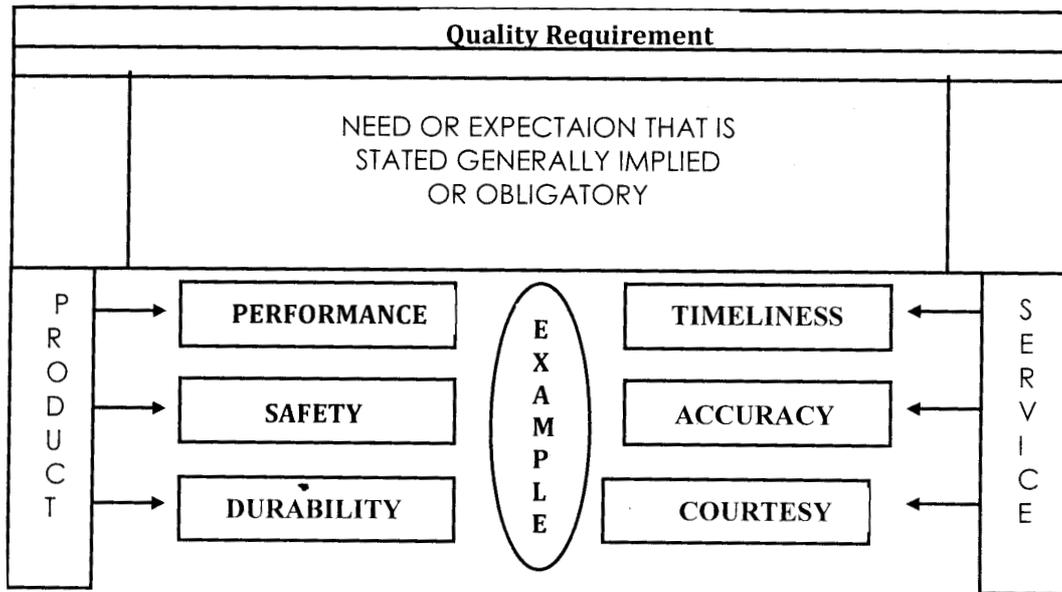Examples of quality requirements are shown in Fig 2.

Quality Requirement

NEED OR EXPECTAION THAT IS
STATED GENERALLY IMPLIED
OR OBLIGATORY

P R O D U C T	→	PERFORMANCE	E X A M P L E	TIMELINESS	←	S E R V I C E
	→	SAFETY		ACCURACY	←	
	→	DURABILITY		COURTESY	←	

Fig 1

QUALITY

Early definitions

Function of

Fitness for use

Value for money

| Performance |
| Reliability |
| Safely |
| Timelines |
| Aesthetics |

Present definition

THE DEGREE TO WHICH A SET OF INHERENT CHARECTERISTICS FULFILS REQUIREMENTS
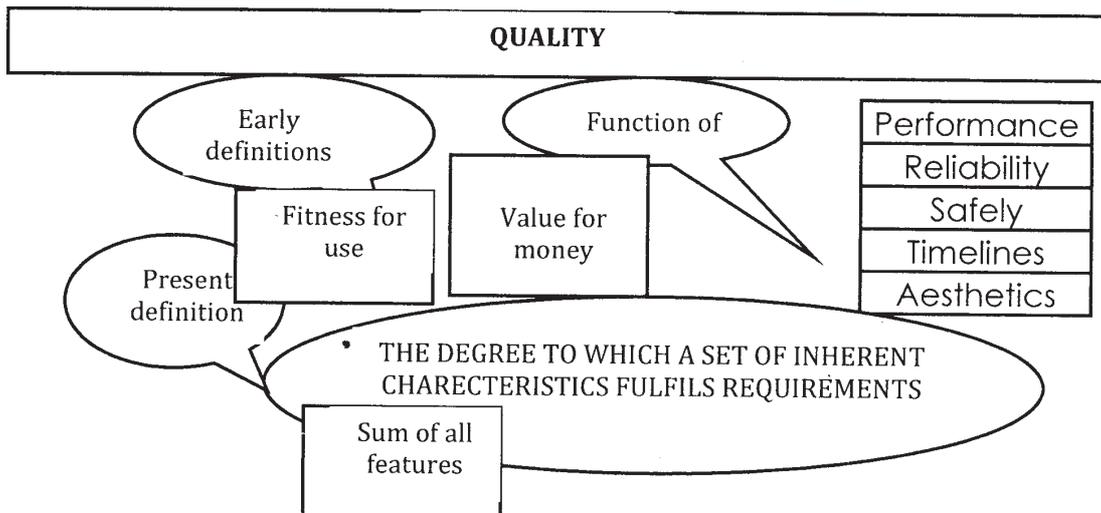
Sum of all features

Fig 2

Customer - Organization or person that receives a product and / or service. Example : Consumer, Client, Citizen, end-users, Beneficiary and Purchaser

Customer Satisfaction - Customer`s perception of the degree to which the customer`s requirements have been fulfilled.

Customer complaints are a common indicator of low customer satisfaction but their absence does not necessarily imply high customer satisfaction.

Even when customer requirements have been agreed with the customer and fulfilled, this does not necessarily ensure high customer satisfaction.

Complaint (Grievance) - Expression of dissatisfaction made to an organization related to its products, service and / or process(es), where a response or resolution is explicitly or implicitly expected.

Public Service Organization - An organization which provides service(s) to public at large and / or whose activities influence public interest.

Example : Government ministries and department, Regulatory bodies, Public utility service providers, etc.

Service - The result generated, by activities at the interface between the organization and he customer and by organization`s internal activities, to meet customer requirements.
Service Delivery - The organization`s activities, including those at the customer interface, necessary to provide the service.

Stakeholder (Interested Party) - Person or group having an interest in the performance or success of an organization.

Example: Customers, Owners, people in an organization, Suppliers, Bankers, Unions, Partners or Society.

Top Management - Person of group of people, who directs and controls an organization at the highest level

Several requirements specified for top management in IS 15700 shall apply to this person or group or persons collectively. Top management is subject is subject to both internal as well as external audits.

**Citizen`s Charter -** Citizen`s charter is a document declaring the intentions and the commitment of an organization for providing effective and efficient service, taking into account customer`s expectations and minimum acceptable levels of service, thereby providing assurance that the organization complies with the service quality standards.

Service Quality Policy - The overall intentions and direction of an organization as regards service quality, as formally expressed by top management.

An organization needs to establish both the Citizen`s charter which is a public declaration of intentions and commitments towards quality, and the Quality Policy which is a driving statement for the staff and other partners in service delivery that facilitates the framing of service quality objectives, which form a part of internal management.

Service Quality Objectives - Something sought, or aimed for, related to service quality

PDCA Cycle - It is a quality loop that can be applied for any quality initiative or programme, which is:

- **Plan:** establish the objectives and process necessary to deliver result in accordance with customer requirements and the organization`s policies;
- **Do:** implement the process
- **Check:** monitor and measure process and product against policies, objectives and requirements for the product and report the result;
- **Act :** take actions to continually improve process performance

Understanding the Process Approach

For organizations to function effectively, they have to identify and manage numerous interrelated and interacting processes. An activity using resources, and managed in order to enable the transformation of inputs into outputs, can be considered as a process. Often, the output from one process will directly from the input into the next process. The systematic identification and management of the process employed within an organization and particularly the interactions between such process is referred to as the "process approach".

Examples of inputs and outputs

- Equipment
- Materials
- Components
- Energy
- Information
- Financial resources
- Design

Process approach assumes greater significance when applied in the context of the service organization, because unlike manufacturing organizations, here due to simultaneous production and consumption of service, the related process and their interactions have to be managed with a greater degree of control and precision.

An advantage of the process approach is the ongoing control that it provides over the linkage between the individual process within the system of processes, as well as over their combination and interaction. In addition, it highlights the value addition at every stage.

When used within a quality management system, such an approach emphasizes the importance of

- Understanding and meeting requirements
- The need to consider process in terms of added value
- Obtaining results of process performance and effectiveness, and
- Continual improvement of process based on objective measurement.

In plain words process approach would mean recognizing that a series of process are needed to provide a service. The typical actions to manage the process (es) are:

- Systematically defining the activities necessary to obtain a desired result
- Establishing clear responsibility and accountability for managing key activities
- Analyzing and measuring of the capability of key activities
- Identifying the interfaces of key activities
- Focusing on resources, methods, & materials.

Quality in Service Sector

Understanding Services

Service has come to occupy a major share of the world economy. Over the past decade we have seen the spectacular increase in IT enable service transacted across continents. Even traditional services such as banking, telecom service have undergone exceptional changes, the chief driver being inflow of global service companies setting world class standards as benchmarks. A significant indicator of growing consciousness of service standards is the increasing adoption of ISO 9001 Standard by the service sector in recent times comprising a host of industries such as healthcare, hospitality, financial, education, construction, transportation and many others. Some of these developments have influenced sectors rendering public service and we have seen even government agencies subjecting themselves to the discipline of quality management.

Over the years several attempts have been made to understand service as distinct from products so that that can be standardized and controlled with the objective of, meeting customer requirements and improving quality. The combined work of several researchers determined that there are fundamental differences between products and service and therefore they have to be treated differently. However, services rarely come in isolation. The overall product is generally a combination of goods and service, where their respective content keeps varying with the nature of service. Fig 3 gives a spectrum from pure goods to pure service, and their combinations:

Understanding difference between Goods and Services

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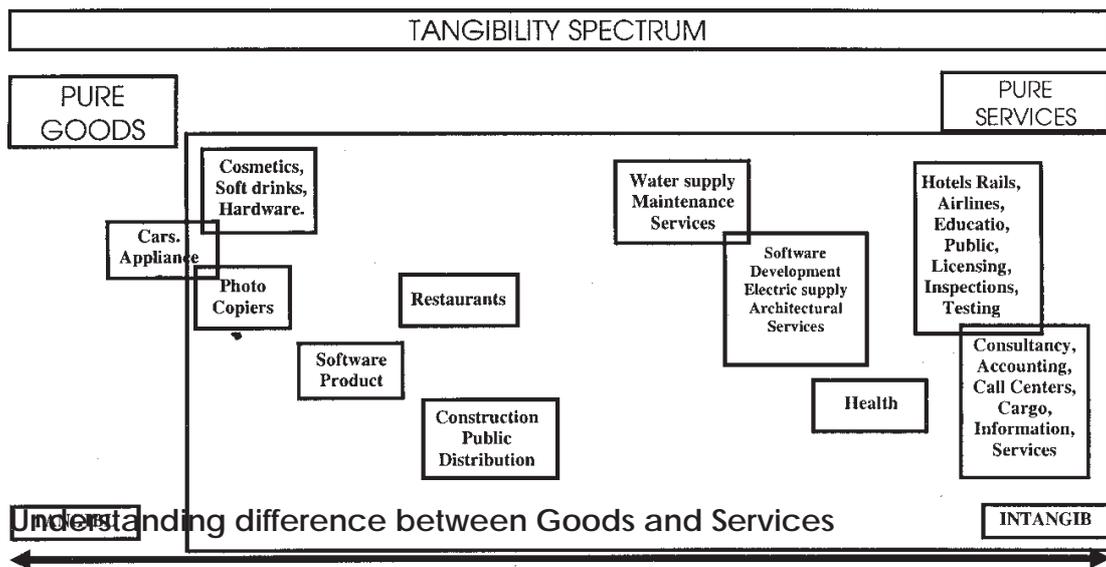
While analyzing the overall product of an organization, it is prudent to segregate the components of goods and services. The quality of goods can be ensured in the normal way, by having a set of technical specifications, controlling their design and manufacturing process (where relevant) or verifying them through inspection and testing, rectifying or rejecting the defectives and packaging them to reach the customer safety. The quality of services however is a function of many variables, for which it is essential to understand how they differ from products:

1. Services are intangible - Unlike products, which can be standardized, services are non material in nature and lack a physical form or shape. This means that the customer does not have the convenience of appraising the service, as he would do to a product, before purchasing. He can only 'experience' the service and later remember the experience as good or bad (in degree of satisfaction levels). The perception that remains in memory is the quality of service as far as the consumer is concerned.

2. Services are heterogeneous in nature - A Service outcome is a function of many variables and therefore not uniform. The variables could arise due to different in person delivering the service (his temperament, knowledge, mood), difference in person in receiving the service (his background, knowledge of service, previous experience, responsiveness), the setting (the environment in which the transaction takes place), back up support, circumstance etc. thus unlike products, which are assembly line made under identical conditions, the predictability of a service outcome being uniform is much lower. Besides, the perception for an otherwise uniform delivery may also vary from one consumer to another, for example people who come from higher social or economic strata have higher expectations.

3. Services are depending on the delivery person - While products are depending on good designing and production facilities, services are very often (through not always, such as through electronic medium) delivered by people. Thus personal attributes play a major role on the manner of delivery. A service outcome may be satisfactory, yet the behavior of the delivery person may leave a poor opinion of the overall delivery. In other areas, personal skills competence and knowledge of rules and procedures, attitude, fairness etc, all make the service quality dependent on him. Modern service organization, such as Call Centers tend to overcome this by careful training on the manner in which conversations are held, responses given and monitoring these.\

4. Customer is inseparable in the delivery process - One of the unique features of services is that the customer is a partner in the delivery process and must perform some role for the service to be delivered. Examples including the filling of application form, making oral requests or providing responses, obeying rules etc. A service is likely to fail or get affected if the

customer does not play his own part properly. This feature also leads to most service related disputes, as often the consumer is not aware of his own role. A proactive service organization is expected to also inform the consumer on their obligations (for example the display of a filled application form as a guide).

5. Simultaneous Production and Consumption - Another unique feature of service is that they are consumed as they are being produced. There is thus very limited opportunity to correct and deficiency, before delivery. Most of the time, the deficiency is known after the service performance. Organizations who realize the importance of this attribute, take proactive measures with their regular clients such as keeping them informed of changes in rules and procedures, the current status of service delivery etc.

6. Applying Quality Assurance to Services - As services are produced and consumed simultaneously it is difficult to assure their quality in the traditional sense as for products whose quality is assured on very high confidence levels. However, those elements of services that are tangible or where they are subject to prior evaluation can be brought under quality assurance. Examples of this include the goods associated with services (forms, documents, municipal drinking water), equipment (maintenance of public utilities) e.g. ATMS, pay phones, acknowledgement of letters, email etc.

7. Service cannot be Stocked - There is no means to produce services in advance, store them for future supply, or pre-inspect them before releasing in the market. Hence there are very limited buffers or cushion available to ensure a steady flow of quantum and quality of service as per market demand. This is the reason why on certain days, banks may have much longer queues with attendant strain resources and consequently on the patience of both consumers and the service providers. Organizations gain experience on such patterns and plan for re-allocation of resources.

8. Service is irreversible - Another unique feature of services is that they cannot be reprocessed or repaired as far as the transaction itself is concerned. Where a deficiency has occurred, it remains as an (bad) experience with the consumer. Service sectors therefore have to resort to damage control after the event, such as offering apology or compensation in some form. However, consumers are often more tolerant of service lapses and tend to accept apology\ or compensations.

Other difference between products and services relate to testing before delivery which is possible only for products, the transportability of products from production facility to consumer which is not possible for services. Waiting time in the case of services often becomes a crucial factor, while people are prepared to wait longer for products to be delivered. Because of these fundamental differences between products and services:

- People perceive greater risk in purchasing services than products.
- Because of their own involvement, people tend to complain less for deficient service as compared to products.
- There is a greater of prior information seeking and post evaluation of services.

Classification of Services

In order to understand the quality requirements for Services, it is first necessary to see whether all types of services can be treated as one or whether their requirements vary with context. As a first step in this direction let us examine how the context changes based on nature of service, type of demand, extent of customer involvement, service recipient, degree of customization, professionalism etc. The following table classifies them based on 12 variables and the extreme attribute for each with illustration. It should however this classification would help us in determining and prioritizing the service quality dimensions that follow.

S.No	VARIABLE	ATTRIBUTES	EXAMPLES
1.	What is the service result act	Tangible Intangible	Repair / Hotel Education / Advertising
2.	Who is the direct recipient of service	People Possessions	Healthcare Car maintenance
3.	What is the relationship of the service Provider with customers	Membership No formal Membership	Clubs / Resorts / Banks / Insurance Hotel / healthcare
4.	What is the nature of Service Delivery	Continuous	Electric / Water supply / News casting
	""	Discrete	Postal / Courier / Healthcare
5.	What is the degree of Service Customization	Low High	Water supply / Pollution control Architecture / Construction / Security
6.	What is the degree of Customer involvement in service delivery	Low	Media based information

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		High	services Interactive phone net based services
7.	What is the Nature of service Demand	Low variability	Postal / Telecom services
8.	How good is the supplier`s capability & capacity to meet peak demand services	High variability Good Bad	Electric supply / Hospitality Net based Many
9.	What are the Methods of Service delivery	Low contact	Public utility services ; Electric / Water supply ; Road maintenance
		High contact	Medical / Hospitality
10.	Extent of Availability of service Outlets	Single / restricted	Govt Officers e.g.RTO, Rigister,
		Multiple	Education Board, Town Development authority Post Officers, Bank (ATMs), Petrol Stations
11.	What is the Extent of equipment / facility attributes forming part of the service product	Low	Net based services, Consultancy, Accounting, Legal
		High	Gas cylinder refill services, Equipment maintenance
12.	What is the Extent of contribution of people attributes delivering the services	Low	Road maintenance, Cleaning services, Automated services, e.g.ATMs
		High	All across the counter service, Call centers, Audio / Visual presentation services

Service quality

The ISO 9000 definition of Quality is Degree to which a set of inherent characteristic fulfils requirements.

This definition applies both to product as well as service. However due to typical attributes of services such as intangibility, customer involvement, simultaneous production & consumption, difficulty of testing before delivery and irreversibility, the quality of services have to be understood as distinct from products. Service quality differs from product quality in 3 aspects:

- Service quality is more difficult for the consumer to evaluate than goods quality. It is hard to find precise and measurable variables of service attributes.

- Quality evaluations are not only based on result of services but also on the manner of delivery.

- Service quality perceptions result from a direct comparison of consumer`s expectations with actual service performance.

Service quality is therefore a function of the gap between the customer expectations and the customer perceptions. If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs.

While customer perceptions are based on direct experience (sometimes based on experience of others), Customers expectations are built from various sources. These include:

- Word of mouth communications from other customers
- The personal needs of each individual customer
- The customer`s past experience of the service
- External communications by the service provider - the expressed and implied messages in advertisements, brochures etc.
- Services offered by the competition

It is logical that any measurement of service quality therefore must examine the difference between expectations and perceptions. The overall difference of Gap in Service Quality is built up from several aspects within the organization that contribute to it. Figure 4 gives a representation of these Gaps:

Customer`s expectations	Gap 1	Supplier`s perception of customer expectations
Supplier`s perception of customer expectations	Gap 2	Service Quality Standards
Service Quality Standard	Gap 3	Level of service actually delivered
Level of service actually delivered	Gap 4	Service quality promised e.g. through claims, charters
Service quality promised / Customer`s expectations	Gap 5	Perception of service after consumption

Fig 4

The first four gaps (Gap 1, Gap 2, Gap 3, Gap 4), are identified as functions of the way in which service is delivered, whereas Gap 5 pertains to the customer and as such is considered to be the true measure of service quality. The measurement of service quality (Gap between expectations and perceptions) has to be carried out for those dimensions of quality that are significant and relevant to the organizations.

Service Quality Dimensions
When considering dimensions of service quality, it should be realized that customer`s perception is the only valid perspective. While management and employees should strive to understand the quality requirements, their own beliefs of judgment of quality dimensions cannot over-ride the customer`s expectations, neither should they attempt at measuring quality achievements only through internal means, as these would invariably leave major gaps. Consumer expectations of quality are varied and encompass a whole lot of considerations or dimensions. Several attempts have been made to standardize the dimensions. A general consensus has emerged in standardizing 5 basic dimensions of service quality which incorporate 5 additional dimensions within them. The following are the five dimensions of service quality:

- Tangibles associated with the service that bears on the quality of service being delivered. These relate to appearance of physical facilities, equipments, personal and communications aids.
- Reliability that is ability to perform the promised service dependably and accurately (including security, that is freedom from danger, risk or doubt),
- Assurance which includes credibility of service provider (trustworthiness, believability, honesty), knowledge and competence of personal.
- Responsiveness that is willingness to help customer and provide prompt service, accessibility of relevant personnel and methods of communicating with the customers.

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- Empathy which is the human element associated with the service delivery and includes the need of being heard and attended with dignity and understanding. It is the caring, individualized attention which the service firm provides to its customers and conscious efforts at understanding the special needs of customers.

It can be seen that the above 5 (including additional 5) dimensions of service largely cover all services including public services. Some of the important features of public services such as fairness and equity are covered by the dimensions of 'Assurance', timelines is covered under 'responsiveness', service outcome under 'reliability', etc. the measurement of service quality is in fact done on these five basic dimensions spread over the relevant activities and outreach of the organizations.

Building Service Quality

ISO 9000 defines Service delivery as 'The organization`s activities, including those at the customer interface, necessary to provide the service'. As the definition indicates, the service is dependent on a number of activities, some of them taking place at the service provider / customer interface.

Since service evaluation is based on the experience of the transaction which lasts only for a finite duration, it is essential that all components, all building blocks should be synchronized perfectly to contribute to the attainment of the service objectives. Numerous examples exist where the absence of a form, a person, or a piece of information leads to delays or complete service failure.

Within an organization, services are classified as Primary services and support services. Primary services are mostly rendered at the Supplier / Customer interface e.g. at the counter or in the front office or when a public inspector visits a site for checking compliance. In situations where the organization has registered members such as Bank account holders or income tax assesses, or telephone subscribers, the interface with the customer is of a continuous nature, as at every point of time, the customer is being serviced in some manner, e.g processing or holding information relating to customer, maintaining his account. The service experience in such case is passive and becomes active only a period of time based on the overall impact of their encounters and the outcome of the services being rendered.

Primary services are also rendered during interface with customer`s possessions that takes place at the back office (not visible to the customer) e.g. offsite repair service, handling of baggage by airlines, testing of samples. As a general rule, primary services are those that directly address the consumers.

Support services are those that are performed to make the primary service possible. These are located behind the interfaces. While some support services are directly connected to the primary services, others impact them indirectly.

Information in a computer network that is used for client servicing is a direct support service. On the other hand, maintenance of the computer hardware lends indirect support.

Support Services including
- Human resource management.
- Maintenance.
- Purchasing, inventory management.
- Inspections.
- Information processing.
- Technology management.
- Customer research and
- Planning for these

In order to ensure the quality of service, it is important that both primary as well as supporting delivery processes need to be effective and efficient and therefore all actions needed to identify them, determining their interactions and to monitor them need to be taken. The responsibilities of service provider will include.

Planning and Providing the input resources which are
- Human resources
- Equipment
- Information / Training to persons
- Facilities / Environment
- Finance
- Other resources such as Technology / Software

Controlling the processes. The service provider is required to Ensure timely availability of input resources
- Ensure proper sequence of activities
- Ensure accessibility of service outlet to intended customer
- Ensure courtesy, friendliness and willingness of server to respond to queries
- Maintain the equipment / environment / inventory / information

Monitoring the Output Service Quality
- Ensure conformance to service standards
- Record the compliance levels
- Measure and analyses the quantifiable variable e.g time, errors, internal process failure

- Obtain customer feedback / record complaints and analyse

Improving based on feedbacks

- Market research on customer perceptions
- Close the Service Quality Gaps
- Talking corrective actions on deficiencies and non-conformances
- Setting objectives and meeting them
- Updating of citizen`s Charter

TOTAL QUALITY MANAGEMENT

Total quality Management is concerned with the integration of all efforts in the organization towards quality improvement. Quality development and quality maintenance to meet full customer satisfaction at economical levels. Productivity needs to be improved by enhancing quality of products, services and all our activities. Total quality efforts enhance quality of work life, employee satisfaction through participation and involvement and consequently the image of the organization.

Management
Commitment

**Quality Tools &
Techniques**

**Team Work
Participation**

**Quality Tools &
Techniques**
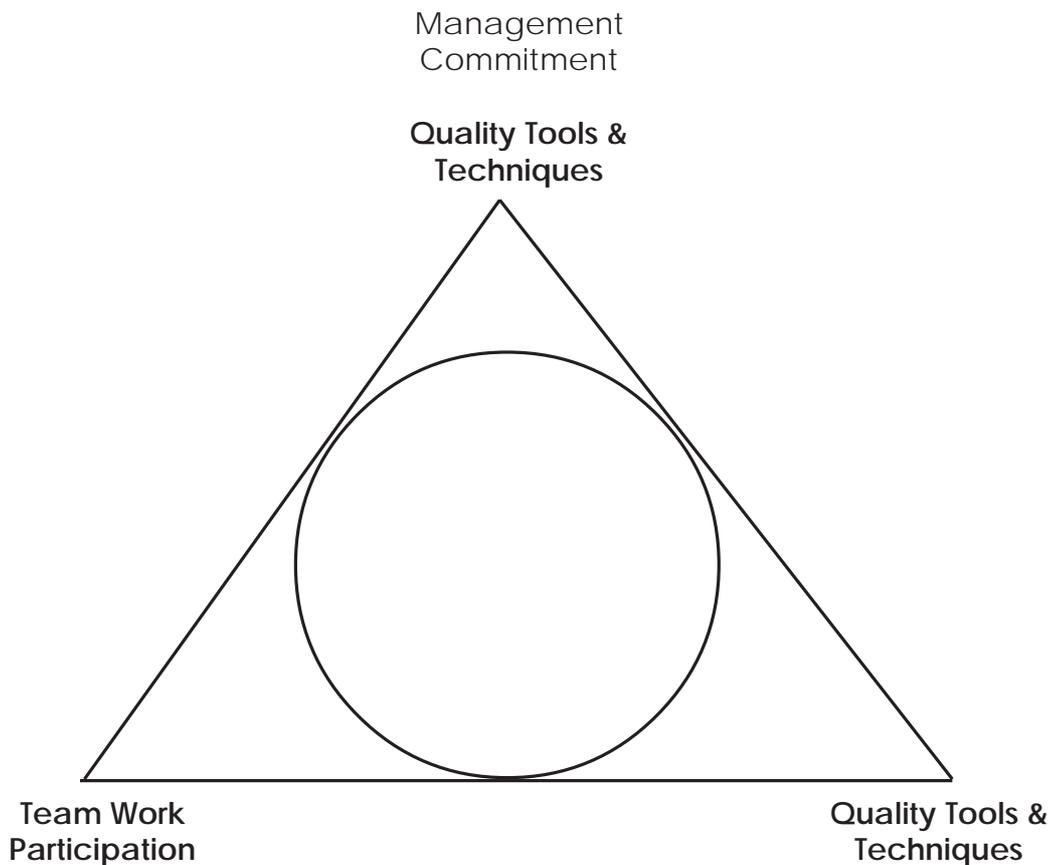
The TQM model provides a distinctly different way of looking at the management style. It develops a participate culture where each employee can directly participate in areas relating to his work and decisions concerning his work. It is organized through quality circles on voluntary basic and quality improvement teams. It builds positive attitudes of employees towards quality, organization and respect for each other leading to a work place meaningful to be in.

TQM Culture

Total quality is a new approach to improve the effectiveness and flexibility of organization as a whole. It basically aims to involve every person I every department, of an organization working together to eliminate errors and prevent waste. It is an organizational culture to ensure things are done right first time.

The industrial revolution took place in the eighteenth century. Perhaps the Computer revolution happened in a early 1980`s but we are now without doubt, in the midst of the 'quality revolution' a period of change affecting every type of business enterprise, organization and person.

Active Participation

Simply stated, TQM means activities involving everyone in a company Management and workers in a totally integrated effort towards. Improving performance of every level. This improved performance is directed towards satisfying cross functional goals as Quality Cost, Manpower Development, Quality of Work life etc. These activities ultimately lead to increased Customer and Employee Satisfaction.

TQM model provides distinctly a different way of looking at management style as depicted below.

	TQM Approach	Traditional Approach
BELIEFS	" There are no workers, no managers, they are only facilitators and team members " Employees join voluntarily to look at problems " Involvement, not participation, is the key world. Involvement means participation plus commitment plus pride " Address organizational needs, especially those of meeting customer requirements	" All blue collar employees are normally workers, senior white collar employees are managers " Worker participation must be legislated " Participation because it is convenient for bargaining " Primarily address the welfare needs of the employees
BEHAVIOURS	" Integrated co-operative style " Workers are empowered and do what is right	" Conflict win loss style " Fights on who is right " Economic relationship

VALUES	" Family oriented relationship where everyone gives his best " Openness " Trust " Discipline " Patience " Respect	" Where everyone gives only as the gets " Secretive " Distrust " Lack of discipline " Short sightedness " hatred

People Empowerment

❖ TQM approach provides an answer to transform not only employee employer relationship but also focuses attention on Economic Development.

❖ History shows that attempts at worker`s participation have not proved successful. Both unions and employees use such mechanisms as a boxing ring. Someone always losses.

❖ TQM is a win-win approach: recognition of employee rights and needs redesign of work to benefit people, participate decision making and problem solving and integrated approach to change.

❖ TQM involves everyone the worker, the clerk, the manager, the management, everyone is equal and everyone works as a part of a team.

❖ In that sense it builds on the synergies of all not merely elected representatives as envisaged in some other forms of worker`s participation

Evolution of total quality management

Morris Foster and Susan Whittle in their article "The Quality Management Maze" reviewed the development of TQM. In attempting to reduce some of the confusion which arose from ill-defined and inconsistent terms of quality control and quality management, they remarkably classified quality management into four phases.

Quality Control (QC) Phase

QC recognizes that "Inspection is not the answer" and that "the entire manufacturing process must be committed to meeting the quality needs of the design". QA focuses on procedure compliance and product conformity to specifications through production and operations management, often using Statistical Process Control (SPC) as a "tracking" tool.

Total Quality Control (TQC) Phase

TQC Programmers attempt to expand the QA philosophy beyond manufacturing operations into other areas of organizational life. TQC incorporates many of the tools used in QA, but the purpose of problem analysis is to develop long term solutions rather than respond to short-term variations. Concerns with direct cost reduction and a preoccupation with efficiency are ousted in favor of the pursuit of quality through the elimination of waste and non value added procedures and assuring continuous improvement through the refinement and expansion of quality control systems and procedures. The utilization of computer integrated manufacturing systems and just in-time operations management methods also facilitate this control. Management of the manufacturing system then extends outside the factory gate to tie-in suppliers, distributors and customers in the "Chain of Quality" but problems have arisen in the adoption, as TQC is supposed to be a companywide movement but, actually, is largely limited to the manufacturing department.

Total Quality Management (TQM) Phase

TQM is a fundamental shift from what has gone before. The systematic analysis, preplanning and blueprinting of operations remains essential, but the focus switches from a process driven by external controls through procedure compliance and enhancement to a process of habitual improvement, where control is embedded within an is driven by the culture of the organization. Senior and management`s role is to provide leadership and support. In TQM, a customer orientation achieved through continuous quality improvement becomes a valid "taken for granted" atmosphere shared by everyone. Unquestioned and habitually enacted. As the atmosphere is increasingly taken for granted by everyone, it becomes non debatable and drops out of awareness to be embedded in the organizations culture.

Total Quality Management - now

During the first half of the twentieth century, customers expected to pay extra for quality. However, in the competitive business climate of the late 1930s quality is no longer an option, it is a positive requirement without which an organization cannot survive. Quality products and services demand total commitments and a new management system. Total Quality Management. As Dr. Steve Smith points out in his article in TQM journal, "Ten compelling reasons for TQM", the result are almost invariables.

" Committed customers
" Improved productivity

" Reduced costs
" Improved certainty in operations
" Improved company image
" Dedicated management
" Increased employee participation

However, the only way to achieve these result is through commitment by management starting with the top management. TQM must be management led, companywide in implementation dedicated to continuous improvement and the responsibility of every employee.

Today, many organizations recognize that they have a change the way they manage their business, because their traditional customer base is being eroded. They have to become more competitive. They recognize that they have to follow the leaders in business, those companies who have searched for and achieved "excellence". They in turn seek to become organizations which promote Total Quality in Very activity.

The above arguments may explain in part why TQM now. As a further explanation we may note that in 1981, an ASOC sponsored survey showed that American business leaders were uninformed about quality. The survey clearly indicated that while senior business executives recognized quality as being somewhat important, they normally did not get involved in quality management did not sponsor formal quality statements or policy, and did not understand the potential effect of quality on key business objectives. Therefore, it was uncommon to find quality measurements playing a significant role in day-do-day business to find quality management being an integral part of strategic business planning or to find quality performance being used as an important part of personal performance appraisals.

Conclusions

A clear understanding of Total Quality Management shows that although TQM got evolved from control but it represents a basic shift in management philosophy and is a complete way of managing an organization. Quality control and standards of course, remain an important component of TQM. TQM tries to build on organizational culture where quality improvements are imbedded into the work and activities.

As compared to some others forms of workers participations, TQM provides an opportunity to workers to directly participate in their work and decisions concerning their job. Job satisfaction and employee satisfaction are important outcomes of TQM implementation as the people participate voluntarily in quality circles and quality improvement teams. In this respect, TQM may be a viable alternative to proposed legislation on worker`s participation.

Every one who is connected with an organization (consumers, employee & their families, shareholders, sub-contractors, people in the distribution system) must be able to feel comfortable and happy with the organization and be able to make use of capabilities and realize their potential. TQM is the management philosophy based on humanity that lets the unlimited potential of human beings blossom one of the basic ideas of Total Quality Management is to create a workplace where humanity is respected.

CITIZEN CHARTER

Basic Concept, Origin and Principles

It has been recognised the world over that good governance is essential for sustainable development, both economic and social. The three essential aspects emphasised in good governance are transparency, accountability and responsiveness of the administration. The "Citizen's Charters initiative" is a response to the quest for solving the problems which a citizen encounters, day in and day out, while dealing with organisations providing public services.

The concept of Citizen's Charter enshrines the trust between the service provider and its users. It aims at continuously improve the quality of public services for the people of the country so that these services respond to the needs and wishes of the users. "Services First" motto should be adopted by all the service sector organisations.

The basic objective of the Citizen's Charter is to empower the citizen in relation to public service delivery. The six principles of the Citizen's Charter movement as originally framed were:

(i)   Quality: Improving the quality of services;
(ii)   Choice: Wherever possible;
(iii)   Standards: Specifying what to expect and how to act if standards are not met;
(iv)   Value : For the taxpayers' money;
(v)   Accountability: Individuals and Organisations; and
(vi)   Transparency: Rules/Procedures/Schemes/Grievances.

The aim and objective of the "Citizen Charter" is to make a citizen aware about the functioning of welfare Government in respect of various departments run and managed by them. Though our country has achieved a lot towards information and technology, still a common citizen is unaware about the working system of Government, thereby often cheated by the miscreants and harassed. In order to streamline the system of governance transparent and get the feedback of the doorsteps is the intension of the Administration to introduce the citizen charter.

What is a Citizen's Charter?

Citizen's Charter is 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. This also includes expectations of the Organisation from the Citizen for fulfilling the commitment of the Organisation.

Who is a 'Citizen' with reference to Citizen's Charter?

The term 'Citizen' in the Citizen's Charter implies the clients or customers whose interests and values are addressed by the Citizen's Charter and, therefore, includes not only the citizens but also all the stakeholders, i.e., citizens, customers, clients, users, beneficiaries, other Ministries/ Departments/ Organisations, State Governments, UT Administrations etc.
Whether Ministries/ Departments/ Agencies of State Governments and UT

Administrations are also required to formulate Citizen's Charters?

Citizen's Charter initiative not only covers the Central Government Ministries/ Departments/ Organisations but also the Departments/ Agencies of State Governments and UT Administrations. Various Departments/ Agencies of many State Governments and UT Administrations have brought out their Charters. More than 600 Citizen's Charters have so far been issued by Agencies/ Organisations of 24 States/ Union Territories.

Whether Citizen's Charter is legally enforceable?

No. The Citizen's Charter is not legally enforceable and, therefore, is non-justiciable. However, it is a tool for facilitating the delivery of services to citizens with specified standards, quality and time frame etc. with commitments from the Organisation and its clients.

What are the components of a Citizen's Charter?

A good Citizen's Charter should have the following components:-

(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.

I want to formulate a Citizen's Charter of my Organisation. How I should go about it?

Road map 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 which inter-alia may include Top Management, Middle Management, cutting-edge level, staff representatives, strategic partners, Customers/ Clients etc.;

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 Department

(vii) Consideration of the Charter by Core Group

(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.

The six important areas to be covered in every Citizen's Charter

The Six Principles of Citizen's Charters:

i.   Published Standards;

ii.   Openness and Information;

iii.   Choice and Consultation;

iv.   Courtesy and Helpfulness;

v.   Redress when things go wrong;

vi.   Value for money;

What are the do's and don'ts for an Organisation in formulation and implementation of Citizen's Charter?

S. No. DOs	DONTs
1 Make haste, slowly.	Don't merely make haste.
2 List areas of interface.	Don't be unrealistic in making commitments.
3 Phase out areas for introduction of small steps.	Don't take on more than you can commit.
4 Involve customer and staff in formulating and implementing it	Don't involve only senior officers in the formulation and implementation.
5 Prepare a Master Plan for formulation and implementation over five years and budget for it.	Don't rush into an overall package for the whole Ministry/ Department/ Organisation.
6 Win consumer confidence with small, highly visible measures.	Don't promise more than you can deliver at a given point of time.
7 Remember Citizen's Charter is a constantly evolving process.	Don't look upon it as a one-time exercise, with a final outcome.
8 Inform the customers of the unless proposed commitments.	Don't inform the customer you are sure of delivering the service.
9 Use simple language.	Don't use jargon, abréviations etc.
10 Train your staff about their role and responsibility in the implementation of the Charter.	Don't leave yourself out.
11 Delegate powers to the Staff to enable them to discharge their responsibilities.	Don't centralise.
12 Set up systems for feedback and independent scrutiny.	Don't continue blindly without regular periodic reassessment of performance.

Need to Evaluate, Monitor and Review

It is critically important that the evaluation system for performance in line with the Citizen's Charter standards is congruent with the department's broader performance information system. Thus, the standards in the charter should not be different from those of individual officials as per their job description or as set out in their departmental indicators.

Evaluation should take place regularly, ideally quarterly. This should be IT-enabled so that data can be analysed in real-time and reports on service failure against the charter standards can be generated automatically.

A practice of self-assessment should be put in place enabling the staff to assess how well they think they are delivering services. This can be compared with feedback from customers. The charter mark system is another way to evaluate the citizen's charters. Other forms of evaluation, such as exit polls for user groups and surveys and feedback forms give a good indication of the quality of services.

A Citizens' Charter represents the commitment of the Organisation towards standard, quality and time frame of service delivery, grievance redress mechanism, transparency and accountability.

COMPLAINTS HANDLING

The organization shall establish a documented procedure for complaint handling process. Various steps in the complaints handling process shall include the following;

a) Identification of complaint prone areas in a systematic manner and determine the time norms for their redress;

b) Providing information concerning complaints handling process in clear language and formats accessible to all. Such information shall include:

1. Where and how the complaints can be made,
2. Minimum information to be provided by complainant, and
3. Time limits within which the complaint will be closed.

c) Widely publicizing the information about complaints handling process through print, web and other media. The name, address, telephone number and other contact details of the public grievance officer of the organization shall also be displayed prominently at the reception and other convenient places in the organization;

d) Unique identification of the complaint and recording necessary information including relevant details of complaint, remedy requested, due date of redress, relevant data related to the complaint and immediate action to be taken (if any);

e) Scrutiny of the complaint and its categorization as critical, major or minor depending upon its seriousness and severity;

f) Acknowledgement of each complaint promptly giving the complaint number along with an indication of the redress time and the name, designation and telephone number of the employee to be contacted for all future correspondence;

g) Investigation of relevant circumstances and information relating to the complaint. The level of investigation shall be commensurate with the seriousness and severity of the complaint. If the complaint cannot be immediately resolved, it shall be dealt in a manner which would lead to its effective redress as soon as possible and the complainant shall be intimated;

h) Communication of the decision to the complainant regarding his complaint immediately after the decision is taken and getting his feedback. In case the decision is not in line with the remedy requested by the complainant, the justification for the decision taken along with alternative internal and external recourse available for appeal shall also be intimated and the complaint shall then be closed; and

i) Nominating `Ombudsman' who could be approached if normal service delivery mechanism does not respond

The terms "complaint" and grievance" have been used synonymously in IS 15700 (as well as in guideline document) and the implementing organization may use the term applicable to them.

Complaints are an expression of dissatisfaction, oral or in writing, about the service or actions of an agency or its staff as well as the complaint handling process itself affecting an individual or group. It can also concern a failure by an organization to comply with its service standards in its citizen charter or other pledges made by the organization regarding services it provides to the public.

Various efforts are undertaken on a continual basis to ensure quality services; but in reality there is always the possibility of service failures arising out of service standards not met or when pledges made in the citizen charters are not fulfilled. When there is a service failure or deficiency in any aspect of service delivery, a good complaint redressed system will readily provide essential feedback on the quality of services provided to rectify any gaps in service delivery. In doing so, there is also the need to assure the citizens that their complaints are taken seriously and that the complaints are resolved in a responsive and timely manner to the satisfaction of the users. Hence to ensure customer satisfaction, the organization should institutionalize a good service recovery system through effectively handling of complaints. For example, online web-enabled system for lodging of complaints/grievances, like the Public Grievances Redress and Monitoring System (PGRMS) developed by National Informatics Centre (NIC) in association with Department of Administrative Reform and Public Grievances (DARPG), would ensure online availability of complaint redressed system to the citizen and also help in creating database for analysis of complaints.

The purpose of the Complaints Handling Mechanism can be broadly defined as follows:

a) Citizens have a right to complain and seek redress for a decision that is unfair or wrong.
b) Organizations can identify areas that need improvement.
c) It is a valuable tool for collecting information about specific complaints and their trends and for providing feedback to the organization.
d) Effective complaints management can promote customer satisfaction.
e) They save money and time by resolving problems internally, close to the source.
f) They can prevent complaints from escalating and multiplying, a situation that can be resource-intensive and lead to adverse publicity.
g) They are fundamental to good administrative practice for the public service.

h) It is part of good governance.

Public complaints may include complaints made by members of the public on their dissatisfaction with any service delivery process including administrative action such as:

a) Unjust/ not in accordance with the existing laws and regulations,
b) Causing excessive delays in service delivery,
c) Abuse of power,
d) Mal administration
e) Ineffective service delivery,
f) Lack of transparency and discrimination in the delivery of the services.
g) Service devoid of any courtesy and human touch

At times, someone may make a comment that highlights a part of the service that could be improved, and may not be termed as a complaint. Thus, a feedback can be a complaint but could also take the form of a compliment or suggestion.

Complaints serve as valuable sources of information that organizations use to assess their performance and improve programmes service delivery. It is a well-known established factor that relatively only a few dissatisfied clients bother to complain. Thus, for every disgruntled client, there are many more who do not complain although they may be in a similar predicament. It is also generally acknowledged that many of these complaints could have been resolved quickly and efficiently at the 'point of service' where front line staff is interacting with the users. To ensure that this takes place, staff should be delegated the required authority and motivated to settle complaints at their level. The Head of Department should take the decision regarding the category of complaints that can be handled at the 'point of service'. Quite often, the complaints are received orally or face to face at customer interface. For 10 simple steps to deal with such complaints, refer to Annex P.

It may be desirable to have routine or less complex complaints heard and dealt with where they originate, while complaints on more complex decisions may require review by a senior manager or committee from that of the original decision maker. The trust and confidence of the public on the public complaints system depends on the management of complaints in a systematic way and that they are resolved fairly, efficiently and within a reasonable time frame. For establishing and documenting a procedure on complaints handling, guidance may be drawn from IS/ISO 10002:2004 Quality management-Customer satisfaction-Guidelines for complaints handling in organizations. While scrutinizing the complaint, it should be categorized as critical, major or minor as defined below:

a) Critical: On the basis of objective scrutiny, if it is observed that the

complaint leads to doubts about the credibility, image of the organization and the declarations made by the organization in the Citizen Charter or otherwise, are of no value then the complaint should be categorized as Critical.

b) Major: The absence of, or failure to implement or maintain one or more requirements of a key service or service delivery process, or a situation that leads to doubts about the quality of the service being provided by the organization.

c) Minor: Not having adequately maintained one or more requirements of service or service delivery process or a situation that leads to doubts regarding the assurance of quality of services being provided by the organization.

One major confidence measure to customers is the publicity on how well the organization has managed the complaints. In service delivery, it is hard to undo the damage done. It can best be compensated by a damage control exercise which in most of the cases of service delivery is not possible. This publicity for the management of complaints can be a powerful tool of public accountability. By publicizing the complaints and the results thereon through a public report, the organization can inform the public about the effectiveness of its complaint management system.

The organization needs to publish information on complaints received periodically and it should include:

a) Numbers and types/categories of complaints;
b) Average redressed time for complaints;
c) Action taken as a result of complaints to improve services.
d) Complaints resolved and pending

PUBLIC GRIEVANCES REDRESSAL (PGR)SYSTEM

Introduction

The Municipalities are responsible for providing basic civic services to the Citizens viz., drinking water, sewage, maintenance of street lights, roads, drains, parks, markets, building Bye-law enforcement and several other functions. There is a notion among the general public that the municipalities do not perform their duties efficiently. On the other hand the municipalities express that the citizens unnecessarily violate law and do not understand the immense pressure and constraints within which the municipality functions. In absence of proper interface between Municipality and its Citizens, the level of satisfaction of Citizens is low. There is urgent need to set right this anomaly.

Background & Need for streamlining the system

Earlier manual system of grievance registration and redressal was a single track system wherein the citizen would approach the municipality with a complaint; register it through a paper form or over the phone and keep wondering about the status of the complaint and its redressal. There was absolutely no mechanism to track the status of complaint for citizens or even in some cases ULB officials, which resulted in the deterioration of credibility of the Municipality.

Details of good Governance steps initiated

In order to streamline the Municipal systems, a new mechanism was devised called the "Public Grievance and Redressal system" which was made functional on 1st July 2005, for the 57 larger cities of Karnataka. This is a Web enabled system built in the respective city website which can be accessed by the citizens anywhere anytime.

1. The PGR module is a citizen friendly complaint registration and tracking system that functions over internet, Phone and Paper form. Through the Public Grievance and Redressal System citizens can register their grievances and be able to track progress of its redressal in a structured and efficient manner. Upon registration, the computer system generates a "Complaint tracking Number" using which the status and progress of the complaint can be checked by the citizen over internet "24X7".

2. Complaints are categorized into three types

Immediate - to be replied, problem solved and attended within 24 hrs.
Priority - to be replied, problem solved and attended within 7 days.
Normal - either to be replied or problem solved or attended within 30 days based on the complaint type.

After prioritizing, complaints are assigned to the appropriate official / department based on the complaint type and categorization. Complaints are auto-routed to the appropriate redressal officer. If complaints are not redressed within the allotted time they automatically get escalated to the higher level officer.

The PGR helpline functions 24/7 and envisages private participation i.e., through local NGOs. The complaints are received by a NGO who manages the PGR cell on an honorarium. Grievance applications are received through E-mail/Telephone/Fax/Post or Paper form and are directly registered online. The registered complaints are printed and segregated department wise based on the nature/type of the Complaint. The PGR system assigns a unique computer-generated Complaint-ID, which Citizens can use to track and monitor the progress on their complaints redressal. Complaints are also auto-routed to the appropriate person and depending on the urgency of complaints, SMS alerts are directly sent to city officials, for its speedy redressal.

The Directorate of Municipal Administration office constantly monitors the status, generates weekly report of PGR system across the 57 cities. The efficiency of the redressal of grievances is also measured and accordingly cities are ranked. In 57 towns so far we have registered 91,600 complaints and out of which 85,600 complaints have been redressed.

The PGR module developed with assistance of e-Governments foundation is also being periodically evaluated to understand the functioning of the system as against the design concept.

BENEFITS

These are live reports which can be generated at any point of time. Rich reporting capability has been provided so that Municipal Commissioners/Chief Officers as well as citizens can see the department wise complaint breakdown, ward wise breakdown as well as GIS reports that show the distribution of complaints over the city. These reports aid the Municipal Commissioners and other officials to streamline the Municipal functions through process re-engineering, proper planning and in turn bring about transparency of information and smoother delivery of Municipal services to Citizens of Karnataka.

The changed scenario

o   Citizen friendly, responsive and responsible Public grievance registering system.
o   NGO participation.
o   Efficient tracking of Complaints.
o   Accountability of Municipal Staff.

o   Improvement of response time.
o   Enable Performance measurement of Municipal Staff.
o   Helps Municipal authorities in decision making.

The benefits of PGR system have been that it has introduced transparency and accountability of the Municipal Staffs. This is a most successful module of direct NGO participation, most efficient and cost effective. This system is not only useful to redress individual citizen's complaints but also useful to understand "what kind of problems occur at which parts of the city at what time of the year" Since much of this information is freely available online, citizens and other city stakeholders can understand the city's problems and constructively participate in the governance of the city.

Hubli- Dharwad Case study
NEED FOR THE INITIATIVES....
Earlier there was no system to record complaints lodged by the citizens. The field staff were not available for redressal of complaints, the approach for redressal was unplanned and unscientific which was more of damage control or knee-jerk responses to the situations. It was almost impossible for a common man to get work done without political influence or monetary loss. Corruption had taken roots and the entire system was chaotic. The Corporation had lost its credibility with the general public.

24 X 7 PUBLIC GRIEVANCE REDRESSAL/ EMERGENCY RESPONSE CENTRE

HDMC established a 24 X 7 Emergency Response / Public Grievance Redressal Centre in June 2004 with a commitment of 30 minutes Response time. A control room was set up in the Corporation Premise which works for 24 X 7/365 Days. 100 wireless sets (Walkie -Talkie) were procured and given to all the concerned officers. The control room receives around 60-80 complaints from Hubli and Dharwad City every day.
The common grievances that are redressed at the PGR Centre are Road repairs, Under ground, Drainage cleaning, Maintenance of street lights, Removal of garbage, Unauthorized constructions / encroachments and removal of Carcass of stray dogs/pigs In case of an Emergency the PGR Centre functions as an Emergency Response Centre. All the necessary Disaster Management Tools have been procured and put to use by HDMC

OPEN HOUSE DISCUSSIONS
Certain complaints registered in the Corporation involve capital expenditure, require inter departmental coordination and approvals at different level within and outside the Corporation. To address such

grievances HDMC has come up with a new initiative called open house discussion.

Every month Open house discussion is held in three places, one in Dharwad and two in Hubli on a specified date at a specified venue. The complainant has to lodge a complaint at the reception centre in HDMC central office giving the details of the complaint in triplicate and obtain an acknowledgement stating the date of hearing the complaint in the open house. On the scheduled day all the officers of HDMC should be present at the venue compulsorily. The officers of the other departments would be called for the discussion if there is a need depending on the complaint types received. The complainant is required to be present in person, discuss the issue and get a solution for the same.

KEY OUTCOMES…

1. Increased Credibility of the Corporation among the General Public
2. Improved efficiency of the staff
3. There has been a reducing trend in the number of days taken to resolve the complaint
In the past one year citizens have indicated high level of improvement in the services of HDMC with 62% general households and 46% slum households saying there is an improvement.

- Citizen Report Card, PAC, Bangalore

ನಾಗರಿಕ ಸನದು

ನಾಗರಿಕ ಸನದು ಎಂದರೇನು?

ಒಂದು ಸಂಸ್ಥೆಯು ತಾನು ನಂಬಿರುವ ಧ್ಯೇಯೋದ್ದೇಶಗಳಿಗೆ ಬದ್ಧವಾಗಿ ಗ್ರಾಹಕರ/ಜನರ ಆಶೋತ್ತರಗಳಿಗೆ ಅನುಸಾರವಾಗಿ ಕನಿಷ್ಟ ಪ್ರಮಾಣದ ಗುಣಮಟ್ಟದ ಸೇವೆಗಳನ್ನು ಒದಗಿಸುವ ಚೌಕಟ್ಟುಗಳೊಂದಿಗೆ ನರಂತರವಾಗಿ ಸುಧಾರಿಸುವ ಘೋಷಣೆಯೇ ನಾಗರಿಕ ಸನದು ಎಂದು ವ್ಯಾಖ್ಯಾನಿಸಲಾಗಿದೆ.

ಕರ್ನಾಟಕದಲ್ಲಿ ಚಾರ್ಟರ್ ಅನುಷ್ಠಾನ:ವಿಶ್ಲೇಷಣೆ

ಕರ್ನಾಟಕದಲ್ಲಿ ರಾಜ್ಯ ಸರ್ಕಾರದ ವಿವಿಧ ಇಲಾಖೆಗಳಲ್ಲಿ ನಾಗರಿಕ ಸನದು ಅಳವಡಿಸುವ, ನಿರೂಪಣೆ ಮಾಡುವ ಜವಾಬ್ದಾರಿಯನ್ನು ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಮತ್ತು ಸಿಬ್ಬಂದಿ ಸುಧಾರಣೆ ಇಲಾಖೆ (ಡಿಪಿಎಆರ್)ಗೆ ವಹಿಸಲಾಗಿದೆ. ಈ ಇಲಾಖೆಯು ರಾಜ್ಯದ ವಿವಿಧ ಇಲಾಖೆಗಳಲ್ಲಿ ಸನದು ರಚನೆ ಕೈಗೊಳ್ಳಲು ಪೂರಕವಾದ ಮಾರ್ಗದರ್ಶನ/ಸುತ್ತೋಲೆ/ಸೂಚನೆಗಳನ್ನು ನೀಡಿ ಬಹುತೇಕ ಇಲಾಖೆಗಳು ಸನದು ರಚಿಸಿ ಅಳವಡಿಸಿಕೊಳ್ಳಲು ಸಹಕಾರಿಯಾಗಿದೆ. ಲಭ್ಯವಿರುವ ಮಾಹಿತಿ ಪ್ರಕಾರ ರಾಜ್ಯದ ೨೫ ಇಲಾಖೆಗಳಲ್ಲಿ ಸನದು ರಚನೆಯಾಗಿದೆ. ಅಲ್ಲದೆ ಸರ್ಕಾರದ ಸ್ವಾಯತ್ತ ಸಂಸ್ಥೆಗಳು, ಮಹಾನಗರಪಾಲಿಕೆಗಳು, ನಗಮ– ಮಂಡಳಿಗಳು ಸನದು ಅಳವಡಿಸಿಕೊಂಡಿರುವುದನ್ನು ಕಾಣಬಹುದು. ಈ ಇಲಾಖೆಗಳು ಸನದು ರಚನೆಗೆ ಕೈಗೊಂಡ ಕ್ರಮಗಳೇನು, ಯಾವ ರೀತಿ ಸನದುಗಳನ್ನು ರಚಿಸಲಾಯಿತು, ರಚನೆಯಲ್ಲಿ ತೊಡಗಿಸಿಕೊಂಡ ಆಸಕ್ತ ವ್ಯಕ್ತಿಗಳಾರು, ಭಾಗಿದಾರರ ಪಾತ್ರವೇನು, ರಚನೆಗೊಂಡಿರುವ ಸನದುಗಳು ಎಲ್ಲ ಮೂಲಭೂತ ಅಂಶಗಳನ್ನು ಹೊಂದಿವೆಯೇ, ನಂತರ ಕೈಗೊಂಡ ಪ್ರಚಾರ ಕ್ರಮಗಳೇನು, ಇವು ಯಾವ ರೀತಿ ಅನುಷ್ಠಾನಗೊಂಡಿವೆ, ಇವುಗಳ ಕಾರ್ಯವ್ಯೆಖರಿ ಮತ್ತು ಪ್ರಯೋಜನ/ಉಪಯುಕ್ತತೆಗಳನ್ನು ಅಭ್ಯಸಿಸಲಾಗಿದೆಯೇ, ಜನರಿಗೆ ಇದರಿಂದ ಆದ ಪ್ರಯೋಜನಗಳೇನು ಎಂಬ ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರ ಅಗತ್ಯವಿದೆ.

ನಾಗರಿಕ ಸನದಿನ ತಾತ್ವಿಕ ಅಂಶಗಳೇನು?
ಗುಣಮಟ್ಟದ ಸೇವೆಗಳು:

ನಾಗರಿಕ ಸನದಿನ ಮೂಲಕ ಸೇವೆಗಳನ್ನು ಒದಗಿಸುವ ಒಂದು ಸಂಸ್ಥೆಯು ತಾನು ಎಂತಹ ಗುಣಮಟ್ಟದ ಸೇವೆಗಳನ್ನು ಒದಗಿಸುತ್ತೇನೆಂದು ಬಹಿರಂಗವಾಗಿ ಹೇಳಿಕೆ ನೀಡುವ ಮೂಲಕ ಸೇವೆಗೆ ಮತ್ತು ಗುಣಮಟ್ಟಕ್ಕೆ ತನ್ನ ಬದ್ಧತೆಯನ್ನು ವ್ಯಕ್ತಗೊಳಿಸಬೇಕಾಗುತ್ತದೆ. ಇದರಿಂದಾಗಿ ತಾನು ಎಂತಹ ಗುಣಮಟ್ಟದ ಸೇವೆಯನ್ನು ಒದಗಿಸುತ್ತೇನೆ ಎಂದು ಪ್ರಕಟಮಾಡಬೇಕು. ಗುಣಮಟ್ಟದ ಸೇವೆ ಎಂದರೆ ಏನು ಎಂದು ಗೊಂದಲವಿಲ್ಲ. ಅತ್ಯುತ್ತಮ ಗುಣಮಟ್ಟದ ಸೇವೆಗಳಿಂದ ಜನರು ಸಂತೃಪ್ತರಾದರೆ ಅದು ಗುಣಮಟ್ಟದ ಸೇವೆ ಎಂದೇ ಅರ್ಥೈಸಬಹುದು. ಉದಾ: ಗ್ರಾಹಕರು ಮೂರು ಫೇಸಿನ ವಿದ್ಯುತ್ ಅನ್ನು ದಿನನಿತ್ಯ ಕನಿಷ್ಟ ೮ ಗಂಟೆ ಬಯಸಿದರೆ ವಿದ್ಯುತ್ ಕಂಪನಯ ಸಿಂಗಲ್ ಫೇಸ್ ವಿದ್ಯುತ್ ಅನ್ನು ಕೇವಲ ೪ ಗಂಟೆ ನೀಡಲು ಸಮರ್ಥವಾದರೆ ಅದನ್ನು ಗುಣಮಟ್ಟದ ಸೇವೆ ಎಂದು ಅರ್ಥೈಸಲಾಗದು. ಅದೇ ರೀತಿ ಜನಸಾಮಾನ್ಯರು ಪ್ರತಿನಿತ್ಯ ಶುದ್ಧ ಕುಡಿಯುವ ನೀರನ್ನು ಬಯಸಿ ನಗರ ಸಭೆ ವಾರಕ್ಕೊಮ್ಮೆ ನೀರು ಕೊಡುವುದಾದರೆ ಅದು ತೃಪ್ತಿಕರ ಸೇವೆ ಎಂದು ಹೇಳಲು ಸಾದ್ಯವಿಲ್ಲ. ಗ್ರಾಹಕರು ಬಯಸುವ ರೀತಿ, ಗುಣದಲ್ಲಿ ಸೇವೆಗಳನ್ನು ಒದಗಿಸಲು ಸಮರ್ಥವಾದರೆ ಅದು ಗುಣಮಟ್ಟದ ಸೇವೆ ಎನಿಸಿಕೊಳ್ಳುತದೆ. ನಾಗರಿಕ ಸನದಿನಲ್ಲಿ ಸೇವೆಗಳ

ಗುಣಮಟ್ಟ ಎಂತಹದ್ದು ಎಂದು ಸ್ಪಷ್ಟವಾಗಿ ಗುರುತಿಸಿರಬೇಕು.

ಮಾಹಿತಿ ಮತ್ತು ಮುಕ್ತತೆ: ಸೇವೆಗಳಿಗೆ ಸಂಬಂಧಿಸಿದ ಎಲ್ಲ ಮಾಹಿತಿ ಲಭ್ಯವಾಗಬೇಕು. ಅದು ಸೇವೆಗಳಾಗಿರಬಹುದು ಅಥವಾ ಸರ್ಕಾರದ ವಿವಿಧ ಇಲಾಖೆಗಳ ಕಾರ್ಯಕ್ರಮಗಳಾಗಿರಬಹುದು. ಎಲ್ಲ ವಿವರಗಳು ಅಂದರೆ ಸೇವೆಗಳ ವಿವರ, ಅರ್ಹತೆ, ಆಧ್ಯತೆ, ಪಾವತಿಸಬೇಕಾದ ಶುಲ್ಕ, ಪಡೆಯಲು ಒದಗಿಸಬೇಕಾದ ದಾಖಲೆಗಳು ಇತ್ಯಾದಿ ಎಲ್ಲ ವಿವರಗಳು ಗ್ರಾಹಕರು/ ಜನರಿಗೆ ತಿಳಿಯುವ ಭಾಷೆಯಲ್ಲಿ ಪ್ರಕಟಮಾಡಬೇಕು. ಯಾವುದೇ ಗ್ರಾಹಕ ಮಾಹಿತಿ ಅಭಾವದಿಂದಾಗಿ ಸೇವೆಯಿಂದ ವಂಚಿತರಾಗಬಾರದು. ಸೇವೆಗಳ ವಿತರಣೆ ಅಥವಾ ಪಡೆಯುವ ವಿಧಾನ ಮುಕ್ತವಾಗಿ ಮತ್ತು ಪಾರದರ್ಶಕವಾಗಿರಬೇಕು.

ಆಯ್ಕೆ ಮತ್ತು ಸಲಹೆಗಳಿಗೆ ಅವಕಾಶ:

ಜನರು ತಮಗೆ ಎಂತಹ ಸೇವೆಗಳು ಬೇಕೋ ಅಂತಹ ಸೇವೆಗಳನ್ನು ಆಯ್ದುಕೊಳ್ಳುವ ಸ್ವಾತಂತ್ರ್ಯವಿರಬೇಕು. ಆಯ್ಕೆಗಳು ಎಂದರೆ ತಮ್ಮ ಶಕ್ತ್ಯಾನುಸಾರ ಎಂತಹ ಸೇವೆ ಪಡೆಯಲು ಸಾದ್ಯವೋ ಆ ಸೇವೆಗಳನ್ನು ಅವರು ಆಯ್ಕೆ ಮಾಡಿಕೊಳ್ಳುವಂತಿರಬೇಕು. ಆಯ್ಕೆಗಳೇ ಇಲ್ಲದಿದ್ದರೆ ಅವರು ಅನಿವಾರ್ಯವಾಗಿ ಒಲ್ಲದೆ ಸೇವೆಗಳನ್ನು ಪಡೆಯಬೇಕಾಗುತ್ತದೆ. ಉದಾ: ಹೆಚ್ಚು ಲಾಭದಾಸೆಯಿಂದ ಎಲ್ಲ ಪ್ರಯಾಣಿಕರು ಸುಖಾಸೀನ ಬಸ್ಸುಗಳಲ್ಲಿಯೇ ಪ್ರಯಾಣ ಮಾಡುವಂತೆ ರಾಜ್ಯ ಸಾರಿಗೆ ಸಂಸ್ಥೆ ಹೇಳಲು ಸಾಧ್ಯವಿಲ್ಲ. ಪ್ರಯಾಣಿಕರ ಅಗತ್ಯ ಹಾಗೂ ಸಾಮರ್ಥ್ಯವನ್ನು ಆಧರಿಸಿ ಬಸ್ಸುಗಳನ್ನು ಒದಗಿಸುವ ಸಾರಿಗೆ ಸಂಸ್ಥೆಯ ವ್ಯವಸ್ಥೆ ಉತ್ತಮ ಉದಾಹರಣೆ. ಗ್ರಾಹಕರಿಗೆ ಎಂತಹ ಸೇವೆ ಬೇಕು ಎಂದು ಕೇಳಿ ನಂತರ ಸೇವೆಗಳನ್ನು ಒದಗಿಸಲು ಅವಕಾಶವಿರಬೇಕು.

ಸೇವೆ ಒದಗಿಸುವವರ ಮನೋಭಾವ:

ಗ್ರಾಹಕರ ಸಂತೃಪ್ತಿಯೇ ಸೇವೆಯ ಪರಮಗುರಿ ಎನ್ನುವ ಮನೋಭಾವ ಇರಬೇಕು. ಸಾರ್ವಜನಿಕ ಸೇವೆಗಳನ್ನು ಉಚಿತವಾಗಿ ಅಥವಾ ದಾನ ರೂಪದಲ್ಲಿ ಕೊಡುತ್ತಿದ್ದೇನೆ ಎಂದಾಗಲೀ, ಸೇವೆ ಪಡೆಯುವವರು ಅಶಕ್ತರು ಎಂಬ ಭಾವವೇ ಅಸಮರ್ಥನೀಯ. ಪ್ರಜೆಗಳೇ ಪ್ರಭುಗಳು ಎನ್ನುವ ಮನೋಭಾವಿರಬೇಕೆಂದು ಗಾಂಧೀಜಿ ಹೇಳುತ್ತಿದ್ದರು. ಅವರ ಸಂತೃಪ್ತಿಯೇ ಆದ್ಯ ಕರ್ತವ್ಯವೆಂದು ಸೇವೆ ಒದಗಿಸಬೇಕು. ಇದರಿಂದ ಜನಪರ ಕಾಳಜಿ ವ್ಯಕ್ತವಾಗುತ್ತದೆ.

ಕುಂದು ಕೊರತೆಗಳ ನರ್ವಹಣೆ:

ಯಾವುದೇ ಸಾರ್ವಜನಿಕ ಸೇವೆಗಳನ್ನು ಒದಗಿಸುವಲ್ಲಿ ವ್ಯತ್ಯಯವಾದರೆ, ಗ್ರಾಹಕರಿಗೆ ಅನಾನುಕೂಲತೆಗಳಾದರೆ ಅಥವಾ ನಷ್ಟವಾದರೆ ಪರಿಹಾರ ಒದಗಿಸುವ ವ್ಯವಸ್ಥೆಯನ್ನು ಕುಂದುಕೊರತೆಗಳ ನಿರ್ವಹಣೆ ಎನ್ನುತ್ತಾರೆ. ಉತ್ತಮ ಸೇವೆಗಳನ್ನು ಒದಗಿಸುವ ಎಲ್ಲ ಸಂಸ್ಥೆಗಳೂ ಇಂತಹ ಪದ್ಧತಿಯನ್ನು ರೂಪಿಸುವುದು ಇಂದಿನ ಅಗತ್ಯವಾಗಿದೆ. ಇಲ್ಲವಾದರೆ ಸೇವೆಗಳನ್ನು ಪಡೆಯಲು ಆಗುವ ಅನಾನುಕೂಲ/ ತೊಂದರೆಗಳನ್ನು ಬಗೆಹರಿಸಿಕೊಳ್ಳುವುದಾದರೂ ಹೇಗೆ? ಪರಿಹಾರ ಪಡೆಯುವ ವ್ಯವಸ್ಥೆ ಇಲ್ಲವಾದರೆ ಗ್ರಾಹಕರು ತೊಂದರೆ ಅನುಭವಿಸಬೇಕಾಗುತ್ತದೆ. ಆದುದ್ದರಿಂದಲೇ ನಾಗರಿಕ ಸನದು ಇಂತಹ ಕುಂದು ಕೊರತೆಗಳ ನಿವಾರಣೆ ಪದ್ಧತಿ ರೂಪಿಸುವಲ್ಲಿ ಸಹಕಾರಿ.

ವ್ಯವಸ್ಥಿತ ಸೇವಾ ಪದ್ಧತಿ:

ಸಾರ್ವಜನಿಕ ಸೇವೆಗಳನ್ನು ಜಾರಿಗೊಳಿಸಲು ವ್ಯವಸ್ಥೆ ಸನ್ನದವಾಗಿರಬೇಕು. ಒಂದುವೇಳೆ

ಯಾವುದಾದರೂ ತೊಂದರೆಗಳು ಕಾಣಿಸಿಕೊಂಡರೆ ಸಕಾಲಿಕ ಕ್ರಮಗಳನ್ನು ತೆಗೆದುಕೊಳ್ಳುವ ಮೂಲಕ ಸೇವಾ ಯಂತ್ರವನ್ನು ಸ್ವಸ್ಥ ಸ್ಥಾನದಲ್ಲಿರಿಸಬೇಕು. ತುರ್ತು ಸ್ಥಿತಿ ನಿರ್ವಹಣೆಗಾಗಿ ಒದಗಿಸುವ ಆಂಬುಲೆನ್ಸ್ ಸದಾಕಾಲ ಸುಸ್ಥಿತಿಯಲ್ಲಿರುವಂತೆ ನೋಡಿಕೊಳ್ಳುವ ಜವಾಬ್ದಾರಿ ಅಲ್ಲಿನ ಆಸ್ಪತ್ರೆಯ ಮುಖ್ಯಸ್ಥರದ್ದಾಗಿರುತ್ತದೆ. ಅದೇ ರೀತಿ ಚಾಲಕ ಕೂಡ ಲಭ್ಯವಿರುವಂತೆ ವ್ಯವಸ್ಥೆ ಮಾಡುವುದು ಉತ್ತಮ ಆಡಳಿತದ ಜವಾಬ್ದಾರಿ. ನಾಗರಿಕ ಸನದು ಇಂತಹ ಜವಾಬ್ದಾರಿಯನ್ನು ನರ್ವಹಿಸಲು ಪ್ರೇರೇಪಿಸುತ್ತದೆ.

ಹಣಕ್ಕೆ ತಕ್ಕ ಮೌಲ್ಯ:

ಒದಗಿಸುವ ಸೇವೆಗೆ ವಿಧಿಸುವ ಶುಲ್ಕ ಅದರ ಮೌಲ್ಯಕ್ಕೆ ಹತ್ತಿರವಿರಬೇಕು. ಇಲ್ಲವಾದರೆ ಸೇವೆಗೆ ತೆರುವ ಬೆಲೆ ಜಾಸ್ತಿ ಎಂದಾದರೆ ಗ್ರಾಹಕ ತಾನು ಮೋಸ ಹೋದೆನೆಂದು ಭಾವಿಸಬಹುದು. ತಾನು ಪಡೆದ ಸೇವೆಗೆ ತೆತ್ತ ಬೆಲೆ ಸರಿ ಎನ್ನುವ ಭಾವನೆ ಗ್ರಾಹಕರಿಗೆ ಬರುವಂತೆ ಸೇವೆಗಳು ರೂಪಿತವಾಗಬೇಕು. ಸನದು ಈ ನಂಬಿಕೆಯನ್ನು ಬಲಗೊಳಿಸುತ್ತದೆ. ಪಡಿತರ ವ್ಯವಸ್ಥೆಯಲ್ಲಿ ಒದಗಿಸುವ ಅಕ್ಕಿ, ಗೋಧಿಯ ಬೆಲೆ ಮುಕ್ತ ಮಾರುಕಟ್ಟೆಯ ಬೆಲೆಗೆ ಸಮನಾದರೆ ಗ್ರಾಹಕರು ಸಾಮಗ್ರಿಗಳನ್ನು ಪಡೆಯಲು ಬಾರದೇ ಇರಬಹುದು. ನಗದಿ ಪಡಿಸುವ ಬೆಲೆ ವಸ್ತುವಿನ ನೈಜ ಮೌಲ್ಯಕ್ಕೆ ಹತ್ತಿರವಿರಬೇಕು. ಗುಣಮಟ್ಟ ನಗದಿ ಪಡಿಸುವ ಹಂತದಲ್ಲಿ ಈ ಅಂಶ ನೆನಪಿರಬೇಕು.

ನಾಗರಿಕ ಸನದು ಮುಖ್ಯ ಲಕ್ಷಣಗಳು:

ಒಂದು ನಾಗರಿಕ ಸನದು ಉತ್ತಮವಾಗಿ ರೂಪಿತಗೊಳ್ಳಬೇಕಾದರೆ ಈ ಕೆಳಕಂಡ ಮುಖ್ಯ ಲಕ್ಷಣಗಳನ್ನು ಹೊಂದಿರಬೇಕು.

ಸಂಸ್ಥೆಯ ಗುರಿ/ಧ್ಯೇಯೋದ್ದೇಶಗಳು:

ನಾಗರಿಕ ಸನದು ರಚನೆಗೊಳ್ಳಲು ಮೂಲ ಆಧಾರ ಸಂಸ್ಥೆಯ ಯಾವ ಘನ ಧ್ಯೇಯೋದ್ದೇಶಗಳನ್ನು ಹೊಂದಿದೆ ಎಂಬುದರ ಮೇಲೆ ಅವಲಂಬಿಸುತ್ತದೆ. ಉತ್ತಮ ಸೇವೆಗಳನ್ನು ನಾಗರಿಕರಿಗೆ ಒದಗಿಸುವ ಸಂಸ್ಥೆಯ ಆಶಯವು ಸನದಿನ ಮೂಲಕ ವ್ಯಕ್ತಗೊಳ್ಳುತ್ತದೆ. ಆದುದ್ದರಿಂದ ಸಂಸ್ಥೆಯ ಧ್ಯೇಯೋದ್ದೇಶಗಳು ಸ್ಪಷ್ಟವಾಗಿರುವುದು ಅಗತ್ಯ.

ನಿರ್ದಿಷ್ಟ ಗುರಿಗಳು ಅಥವಾ ಜವಾಬ್ದಾರಿ:

ಸನದು ಪ್ರಕಟಿಸುವ ಇಲಾಖೆಯ ಜವಾಬ್ದಾರಿ ಏನೆಂಬುದು ಸ್ಪಷ್ಟವಾಗಿರಬೇಕು. ನಗರ ಪ್ರದೇಶಗಳಲ್ಲಿ ಸ್ವಚ್ಛ ಹಾಗೂ ನಿರ್ಮಲ ವಾತಾವರಣ ಕಾಯ್ದುಕೊಳ್ಳುವ ಜವಾಬ್ದಾರಿ ಹೊಂದಿರುವ ನಗರಸಭೆ ಈ ಜವಾಬ್ದಾರಿಯನ್ನು ಖಾಸಗಿಯವರಿಗೆ ವಹಿಸಿ ಜನರು ಈ ಬಾಬ್ತು ತಗಲುವ ವೆಚ್ಚವನ್ನು ಪಾವತಿಸಬೇಕೆಂದು ಸನದಿನಲ್ಲಿ ನಮೂದಿಸಲು ಸಾಧ್ಯವಿಲ್ಲ. ಉದ್ದೇಶ ಮತ್ತು ಜವಾಬ್ದಾರಿಗೆ ನೇರವಾದ ಸಂಬಂಧವಿದೆ. ಸನದು ಈ ಪಾತ್ರವನ್ನು ಸ್ಪಷ್ಟಗೊಳಿಸಬೇಕು.

ಸೇವಾ ಗುಣಮಟ್ಟ ಮತ್ತು ಅಗತ್ಯವಾದ ಕಾಲಾವಕಾಶ:

ಸಂಸ್ಥೆಯ ಒದಗಿಸುವ ಸೇವೆಗಳ ಗುಣಮಟ್ಟ ನಿರ್ಧಾರವಾಗಿರಬೇಕು. ಗೊಂದಲವಿರಬಾರದು. ಅಲ್ಲದೆ ಆ ಗುಣಮಟ್ಟ ಅಳೆಯುವಂತಾದ್ದು, ಅನುಭವಿಸಬಹುದಾದ್ದು ಮತ್ತು ನಿರ್ದಿಷ್ಟವಾದದ್ದೂ ಆಗಿರಬೇಕು. ಈ ಸೇವೆಗಳನ್ನು ಎಷ್ಟು ಅವಧಿಯಲ್ಲಿ ಒದಗಿಸಲಾಗುತ್ತದೆ ಎಂದು ತಿಳಿಸಬೇಕಾಗುತ್ತದೆ. ಅರ್ಜಿ ಸಲ್ಲಿಸದ

ಒಂದು ವಾರದೊಳಗೆ ಉತ್ತರ ನೀಡಲಾಗುವುದು ಎಂದು ನಮೂದಿಸಿದರೆ ಸ್ಪಷ್ಟವಾಗಿ ೭ ದಿವಸಗಳಲ್ಲಿ ಅರ್ಜಿ ವಿಲೇ ಆಗಬೇಕಾಗುತ್ತದೆ. ಇಲಾಖೆ ಒದಗಿಸುವ ಎಲ್ಲ ಸೇವೆಗಳಿಗೂ ಗುಣಮಟ್ಟ ನಿಗದಿಪಡಿಸುವುದು ಮತ್ತು ಕಾಲಾವಕಾಶ ನಿಗದಿಪಡಿಸುವುದು ಸರಳ ಪ್ರಕ್ರಿಯೆ ಅಲ್ಲ. ಅಗತ್ಯ ಸಿದ್ಧತೆ ಮತ್ತು ಬದ್ಧತೆ ಅಗತ್ಯ.

ಎಂತಹ ಮಾಹಿತಿ ಗ್ರಾಹಕರಿಗೆ/ನಾಗರಿಕರಿಗೆ ಅಗತ್ಯ?

ಸೇವೆಗೆ ಸಂಬಂಧಿಸಿದ ಎಲ್ಲ ಮಾಹಿತಿ ಒದಗಿಸುವುದು ಎಂದರೆ ಗ್ರಾಹಕರು ಸೇವೆ ಪಡೆಯಲು ಅಗತ್ಯವಿರುವ ಎಲ್ಲ ಮಾಹಿತಿ ಒದಗಿಸುವುದು ಸೂಕ್ತ. ಆದರೆ ಎಲ್ಲ ಮಾಹಿತಿಯನ್ನೂ ನಾಗರಿಕ ಸನದಿನಲ್ಲೇ ಒದಗಿಸಬೇಕೆಂಬ ನಿಯಮವೇನಿಲ್ಲ. ಹೆಚ್ಚಿನ ವಿವರಗಳನ್ನು ಪ್ರತ್ಯೇಕವಾಗಿ ಒದಗಿಸಬಹುದು. ಸರಳವಾಗಿ ಹೇಳುವುದಾದರೆ ಸೇವೆ ಪಡೆಯಲು ಬರುವವರಿಗೆ ಹೆಚ್ಚಿನ ತೊಂದರೆ ಇಲ್ಲದೆ ತಾವೇ ಸೇವೆಗಳನ್ನು ಪಡೆಯಲು ಅನುಕೂಲವಾಗುವಂತೆ ಅಗತ್ಯವಾದ ಮಾಹಿತಿ ನೀಡಬೇಕು. ಅಂದರೆ ಸಮಾಜ ಕಲ್ಯಾಣ ಇಲಾಖೆಯಲ್ಲಿ ದೊರಕುವ ನೂರಕ್ಕೂ ಹೆಚ್ಚು ಸೇವೆಗಳ ಎಲ್ಲ ವಿವರವನ್ನು ಸನದಿನಲ್ಲಿ ಹೇಳುವ ಅಗತ್ಯವಿಲ್ಲ.

ಸೇವೆಗಳನ್ನು ಪಡೆಯಲು ಯಾರನ್ನು ಸಂಪರ್ಕಿಸಬೇಕು?

ಸಂಸ್ಥೆ ಒದಗಿಸುವ ಸೇವೆಗಳನ್ನು ಜನರು ಪಡೆಯಲು ಯಾರನ್ನು ಎಲ್ಲಿ ಸಂಪರ್ಕಿಸಬೇಕು, ಅವರು ಎಲ್ಲಿ ಯಾವಾಗ ಲಭ್ಯ ಎಂದು ಸನದಿನಲ್ಲಿ ಸ್ಪಷ್ಟವಾಗಿ ಹೇಳುವುದು ಅಗತ್ಯ. ಇಲ್ಲವಾದಲ್ಲಿ ಸೇವೆಗಳು ದೊರಕುವ ಸ್ಥಳ ಮಾಹಿತಿ ಇಲ್ಲದೆ ತೊಂದರೆ ಅನುಭವಿಸಬೇಕಾಗುತ್ತದೆ. ಅಲ್ಲದೆ ಈ ಸೇವೆಗಳನ್ನು ಪಡೆಯಲು ನಾಗರಿಕರ ಕರ್ತವ್ಯಗಳು ಅಥವಾ ಜವಾಬ್ದಾರಿಗಳ ಏನೆಂದು ಕೂಡಾ ನಮೂದಿಸುವ ಅಗತ್ಯವಿದೆ. ಜನನ/ ಮರಣ ಪತ್ರ/ಜಾತಿ ಪ್ರಮಾಣ ಪತ್ರ ಪಡೆಯಲು ನಾಗರಿಕರು ಸಲ್ಲಿಬೇಕಾದ ದಾಖಲೆಗಳು ಯಾವುವು ಎಂದು ಮೊದಲೇ ನಮೂದಿಸಿರಬೇಕು. ಶುಲ್ಕ ಎಷ್ಟು, ಹೇಗೆ, ಯಾವ ರೂಪದಲ್ಲಿ ಪಾವತಿಸಬೇಕು ಎಂದು ಸನದಿನಲ್ಲಿ ತಿಳಿಸಬಹುದು.

ಸೇವೆ ಪಡೆಯಲು ತೊಂದರೆ ಆದರೆ ಯಾರನ್ನು ಸಂಪರ್ಕಿಸಬೇಕು?

ಸಂಸ್ಥೆಯು ತನ್ನ ಪ್ರಮಾಣಿಕ ಯತ್ನದಿಂದ ಸೇವೆ ಒದಗಿಸಿದ್ದಾಗ್ಯೂ ತೊಂದರೆಗಳು ಕಾಣಿಸಿಕೊಂಡರೆ ಏನು ಮಾಡಬೇಕು, ಸರಿಪಡಿಸಲು ಯಾರನ್ನು ನೋಡಬೇಕು, ಅದನ್ನು ಸರಿಪಡಿಸಲು ಗ್ರಾಹಕರು ಮಾಡಬೇಕಾದ್ದೇನು ಎಂದು ಸನದಿನಲ್ಲಿ ನಮೂದಿಸುವುದರಿಂದ ಸಮಸ್ಯೆಗಳನ್ನು ಪರಿಹರಿಸಿ ಉತ್ತಮ ಸೇವೆ ಪಡೆಯಲು ಸಹಕಾರಿ.

ನಮ್ಮ ಸಹಾಯ ಬೇಕೇ?

ಇನ್ನೂ ಉತ್ತಮ ಸೇವೆ ಒದಗಿಸಲು ನಾವು ಏನು ಮಾಡಬಹುದು ಎಂದಾಗಲೀ ಅಥವಾ ಗ್ರಾಹಕರು ಸಲಹೆ ನೀಡುವುದು ಇದ್ದಲ್ಲಿ ಸಹಾಯವಾಣಿ ವ್ಯವಸ್ಥೆ ಕೂಡ ಒಂದು ಉತ್ತಮ ಪ್ರಯತ್ನ. ನಾಗರಿಕ ಸನದು ಇಂತಹ ಅವಕಾಶ ಮಾಡುವುದು ಪ್ರೋತ್ಸಾಹಕಾರಿ.

ಉತ್ತಮ ಸೇವೆಗಾಗಿ ರಚಿಸುವ ನಾಗರಿಕ ಸನದಿನಲ್ಲಿ ಇರಲೇಬೇಕಾದ ಅಂಶಗಳೇನು?

ನಾಗರಿಕ ಸನದು ಪರಿಣಾಮಕಾರಿಯಾಗಿರಬೇಕಾದರೆ ಆದರಲ್ಲಿ ಇರಲೇಬೇಕಾದ ಕೆಲ ಪ್ರಮುಖ ಅಂಶಗಳನ್ನು ಗಮನಿಸುವುದು ಸೂಕ್ತ. ಇಲ್ಲವಾದಲ್ಲಿ ಅದೊಂದು ಅರ್ಥ ರಹಿತ ಪ್ರಕ್ರಿಯೆ ಎನಿಸುತ್ತದೆ. ನಾಗರಿಕ ಸನದು ಕೇವಲ ಒಂದು ಔಪಚಾರಿಕ ಪ್ರಕ್ರಿಯೆ ಆಗಬಾರದು. ಅದರಿಂದ ಸಂಸ್ಥೆಗೂ ಮತ್ತು ಸೇವೆ

ಪಡೆಯುವವರಿಗೂ ಪ್ರಯೋಜನವಾಗಬೇಕು. ಅಂತಹ ಉತ್ತಮ ನಾಗರಿಕ ಸನದಿನ ಗುಣ ಲಕ್ಷಣಗಳು ಈ ರೀತಿ ಇವೆ.

ಮುನ್ನೋಟ(Vision):

ಯಾವುದೇ ನಾಗರಿಕ ಸನದು ರಚನೆಗೂ ಮುನ್ನ ಅದನ್ನು ರಚಿಸುವ ಸಂಸ್ಥೆಯು ತನ್ನ ಘನ ಧ್ಯೇಯೋದ್ದೇಶಗಳೊಂದಿಗೆ ಒಂದು ಮುನ್ನೋಟ ಹೊಂದಿರುವುದು ಅಗತ್ಯ. ಏಕೆಂದರೆ ಅತ್ಯುತ್ತಮ ಸೇವೆ ಒದಗಿಸುವ ಸಂಕಲ್ಪ ಒಂದು ದಿವ್ಯ ಕನಸಾಗಿರಬೇಕು. ಆ ಕನಸು ನನಸಾಗುವಂತಾಗಬೇಕು. ನಾಗರಿಕರಿಗೆ ಶ್ರೇಷ್ಠ ಸೇವೆ ಒದಗಿಸುವ ಸದಾಶಯ ಕೇವಲ ಕನಸಿನಿಂದ ಸಾಧ್ಯವಿಲ್ಲ. ಅದೊಂದು ದೀರ್ಘ ಅಥವಾ ಅಲ್ಪಾವದಿಯಲ್ಲಿಯೇ ಸಾಧ್ಯವಾಗಬಹುದಾದ ಭವ್ಯ ಮುನ್ನೋಟವಾಗಬೇಕು. ಅದನ್ನು ವಿಷನ್ ಎಂದು ಕರೆಯಲಾಗುತ್ತದೆ. ಈ ವಿಷನ್ ಕೇವಲ ಸಂಸ್ಥೆಯ ಮಾಲೀಕರ ಹೇಳಿಕೆಯಲ್ಲ. ಅಲ್ಲಿ ತೊಡಗಿಸಿಕೊಂಡ ಎಲ್ಲರ ಕನಸೂ ಕೂಡಾ ಇದೇ ಆಗಿರಬೇಕು.

ಮಿಷನ್(Mission) ಹೇಳಿಕೆ:

ಭವ್ಯ ಮುನ್ನೋಟವನ್ನು ಸಾಕಾರಗೊಳಿಸಬಹುದಾದ ವ್ಯವಸ್ಥೆಯ/ ಕಾರ್ಯತಂಡದ ಬದ್ಧತೆಯನ್ನು ಮಿಷನ್ ಎಂದು ಕರೆಯಬಹುದು. ಸಂಸ್ಥೆಯು ಯಾವ ಘನ ಉದ್ದೇಶವನ್ನು ಸಾಧಿಸಲು ಹೊರಟಿದೆಯೋ ಅದನ್ನು ಮಾಡಿಯೇ ತೀರುತ್ತೇವೆ ಎಂದು ಘೋಷಿಸುವ ಹೇಳಿಕೆಯನ್ನು ಮಿಷನ್ ಎಂದು ಅರ್ಥೈಸಲಾಗುತ್ತದೆ. ಪ್ರತಿಯೊಂದ ಸನದಿನಲ್ಲಿಯೂ ಕೂಡ ಇಂತಹ ಹೇಳಿಕೆಗಳು ಸಿಬ್ಬಂದಿಯನ್ನು ಪ್ರೇರೇಪಣೆಗೊಳಿಸಲು ಸಾಧ್ಯವಾಗಬಹುದು.

ಸಂಸ್ಥೆಯ ಕಾರ್ಯ ಚಟುವಟಿಕೆಗಳು:

ಸನದು ರಚಿಸುವ ಸಂಸ್ಥೆಯ ಚಟುವಟಿಕೆಗಳು ಅಂದರೆ ಅದು ತೊಡಗಿಸಿಕೊಂಡಿರುವ ಕಾರ್ಯ ಕ್ಷೇತ್ರವೇನೆಂಬುದು ಸನದಿನಲ್ಲಿ ಸ್ಪಷ್ಟವಾಗಿರಬೇಕು. ಒಂದಕ್ಕಿಂತ ಹೆಚ್ಚು ಚಟುವಟಿಕೆಗಳು ಇದ್ದಲ್ಲಿ ಅದನ್ನು ಪ್ರಸ್ತಾಪಿಸುವುದು ಸೂಕ್ತ. ಆದರೆ ಸನದಿನಲ್ಲಿ ಆ ಎಲ್ಲ ಕಾರ್ಯ ಚಟುವಟಿಕೆಗಳಿಗೆ ವಿವರಗಳು ಅಗತ್ಯವಿಲ್ಲ. ಯಾವ ಸೇವೆಗಾಗಿ ಸನದು ರಚಿಸಲಾಗುತ್ತದೆಯೋ ಆ ವಿವರ ಒದಗಿಸಿದರೆ ಸಾಕು. ಮತ್ತು ಆ ವ್ಯವಹಾರದ ಸ್ಥಳ/ಕ್ಷೇತ್ರ ಯಾವುದು ಎಂದು ಸನದಿನಲ್ಲಿ ಸ್ಪಷ್ಟವಾಗಿ ತಿಳಿಸುವ ಅಗತ್ಯವಿದೆ.

ನಾಗರಿಕ ಸನದು ರಚನೆ ಹೇಗೆ?

ನಾಗರಿಕ ಸನದು ರಚನೆ ಬಹಳ ಮುಖ್ಯವಾದ ಹಂತ. ಇದೊಂದು ಕೇವಲ ಆಕರ್ಷಕ ಹೇಳಿಕೆಯಲ್ಲ. ಕಾರ್ಯಸಾದುವಾದ ನೈಜ ಕಳಕಳಿಯಿಂದ ಸಂಸ್ಥೆಯ ಆಡಳಿತ ನಡುವ ಪ್ರಣಾಳಿಕೆ. ಇದರಲ್ಲಿರುವ ಎಲ್ಲ ಅಂಶಗಳ ಬಗ್ಗೆ ಆಡಳಿತವು ಬದ್ಧವಾಗಿರಬೇಕು. ಇಲ್ಲವಾದರೆ ವಿಶ್ವಾಸರ್ಹತೆಗೆ ಕುಂದು ಉಂಟಾಗುತ್ತದೆ. ಸೇವೆ ಪಡೆಯುವವರು ಪ್ರಣಾಳಿಕೆಯ ಅಂಶಗಳಿಂದ ಪ್ರೇರಿತರಾಗಿ ಸೇವೆ ಪಡೆಯಲು ಮುಂದಾಗಬೇಕು. ಅದೇ ರೀತಿ ಸೇವೆ ಒದಗಿಸುವವರೂ ಕೂಡ ಸಂಬಂಧಪಟ್ಟ ಎಲ್ಲರೂ ಒಂದಾಗಿ ಅನುಷ್ಠಾನಗೊಳಿಸಲು ಸಿದ್ದರಾಗಬೇಕು. ನಾಗರಿಕ ಸನದು ಪರಿಣಾಮಕಾರಿಯಾಗಲು ಈ ಕೆಳ ಕಂಡ ಕ್ರಮಗಳನ್ನು ಅನುಸರಿಸಬೇಕಾಗುತ್ತದೆ.

ಸನದು ರಚನೆಗೆ ಅಗತ್ಯರಾದವರನ್ನು ಗುರುತಿಸುವಿಕೆ:

ಒಂದು ನಾಗರಿಕ ಸನದು ರಚನೆ ಕೇವಲ ಕಡತಗಳಲ್ಲಿ, ಒಬ್ಬ ಅಥವಾ ಕೆಲವು ನೌಕರರ, ಅಧಿಕಾರಿಗಳ ಕಡತ ಸೃಷ್ಟಿಯಲ್ಲ. ಇದೊಂದು ವ್ಯವಸ್ಥಿತ ಪ್ರಕ್ರಿಯೆ. ಸನದು ರಚನೆಗೆ ಯಾರೆಲ್ಲ ಪಾತ್ರ ವಹಿಸಬೇಕು ಎಂದು ತೀರ್ಮಾನಿಸಲು ಸಂಸ್ಥೆ ಒದಗಿಸುವ ಸೇವೆಗಳ ಬಗ್ಗೆ ಆಸಕ್ತರು ಯಾರು ಎಂದು ಗುರುತಿಸಬೇಕಾಗುತ್ತದೆ.

ಪ್ರಮುಖವಾಗಿ ಸೇವೆಗಳನ್ನು ಪಡೆಯುವವರು, ಗ್ರಾಹಕರು, ಬಳಕೆದಾರರು, ಸೇವೆ ಪಡೆಯಲು ಅರ್ಹರಾದ ಜನರು ಇವರೆಲ್ಲ ಪ್ರಮುಖ ಪಾತ್ರದಾರಿಗಳು. ಅಲ್ಲದೆ ಸೇವೆ ಒದಗಿಸುವಲ್ಲಿ ಪಾಲುದಾರರು, ಇಲಾಖೆ ನಿಯಂತ್ರಣ ಮಾಡುವ ಮೇಲಧಿಕಾರಿಗಳು, ಸಚಿವರು, ಸಂಘ ಸಂಸ್ಥೆಗಳು, ಗ್ರಾಹಕ ವೇದಿಕೆ ಇವರೆಲ್ಲ ಸನದು ರಚನೆಯಲ್ಲಿ ಪಾತ್ರದಾರಿಗಳಾಗಿರಬೇಕಾಗುತ್ತದೆ. ಇವರನ್ನು ಒಳಗೊಂಡಿರದ ಸನದು ಅಪೂರ್ಣ ಎನಸುತ್ತದೆ. ಇವರೆಲ್ಲರ ಹಿತಾಸಕ್ತಿಗಳನ್ನು ಸನದಕಾಯುವಂತಿರಬೇಕು.

ಸನದಿನಲ್ಲಿ ಸಂಸ್ಥೆ ಒದಗಿಸುವ ಎಲ್ಲ ಅಥವಾ ಸನದಿಗಾಗಿ ಆಯ್ದ ಸೇವೆಗಳ ಪಟ್ಟಿ/ ಸಂಕ್ಷಿಪ್ತ ವಿವರಗಳು ಇರಬೇಕು. ಸನದು ರಚನೆಗಾಗಿ ಜವಾಬ್ದಾರಿತ ತಂಡ ರಚನೆ ಪ್ರಮುಖ ಹಂತ. ಇದು ಎಲ್ಲ ಹಿತಾಸಕ್ತರನ್ನು ಒಳಗೊಂಡಿರಬೇಕು. ಆಡಳಿತ ಮಂಡಳಿಯ ಪ್ರತಿನಿಧಿ, ಗ್ರಾಹಕರು, ಸೇವೆಗಳನ್ನು ತಳ ಹಂತದಲ್ಲಿ ಜಾರಿಗೊಳಿಸುವ ಸಿಬ್ಬಂದಿ, ಪಾಲುದಾರರು(ಇದ್ದಲ್ಲಿ) ಇವರೆಲ್ಲ ಸನದು ರಚನೆ ತಂಡದಲ್ಲಿ ಇರುವತೆ ನೋಡಿಕೊಳ್ಳಬೇಕು.

ಸನದು ರಚನೆಗೆ ಪೂರ್ವದಲ್ಲಿ ಹಲವು ಹಂತದ ಸಮಾಲೋಚನೆ ಕಡ್ಡಾಯ. ಸೇವೆಗಳ ಗುಣಮಟ್ಟ ಉತ್ತಮಗೊಳಿಸಲುನೆಲ್ಲ ಮಾಡಬಹುದು ಎಂಬ ಬಗ್ಗೆ ಸದಸ್ಯರ ಅಭಿಪ್ರಾಯ ಅಗತ್ಯ.

ಮಾರ್ಗದರ್ಶನಾನುಸಾರ ಸನದು ಕರಡನ್ನು ಸಿದ್ಧಪಡಿಸಲು ಮೇಲೆ ತಿಳಿಸಿದ ಆಡಳಿತ ಮಂಡಳಿಯ ಮೇಲುಸ್ತುವಾರಿ ಪಾತ್ರ ವಹಿಸುತ್ತದೆ.

ಕರಡು ಸನದು ಸಿದ್ಧವಾದ ನಂತರ ಸಲಹೆಗಳು ಮಾರ್ಗದರ್ಶನಗಳಿಗೆ ಸದಾ ಸ್ವಾಗತವಿರಬೇಕು

ಸಲಹೆಗಳು ಸೂಕ್ತವೆನಿಸಿದರೆ ಕರಡು ತಿದ್ದುಪಡಿಗೆ ಅವಕಾಶವಿರಬೇಕು

ಒಮ್ಮೆ ಕರಡು ಸಿದ್ಧಗೊಂಡಮೇಲೆ ಸಾರ್ವಜನಿಕರ ಮಾಹಿತಿ, ಸಲಹೆಗಾಗಿ ವ್ಯಾಪಕ ಪ್ರಕಟಣೆ ನೀಡಬೇಕು. ಯಾವುದಾದರೂ ಮಾರ್ಪಾಡುಗಳು ಅಗತ್ಯವೆನಿಸಿದರೆ ಅವುಗಳನ್ನು ಮಾಡಿ ಇಲಾಖೆಯ ಅಥವಾ ಆಡಳಿತ ಮಂಡಳಿಯ ಅನುಮೋದನೆಗಾಗಿ ಸಲ್ಲಿಸಬೇಕು. ಅನುಮೋದನೆ ದೊರೆತ ನಾಗರಿಕ ಸನದು ಇದೀಗ ಪ್ರಕಟಣೆಗೆ ಸಿದ್ಧ. ಸನದು ಸಂಬಂಧಿಸದ ಎಲ್ಲರಿಗೂ ತಿಳೀಯುವಂತಾಗಲು ವ್ಯಾಪಕ ಪ್ರಚಾರ, ಪ್ರಕಟಣೆ ಅಗತ್ಯ. ಬ್ರೋಚರ್, ಫೋಲ್ಡರ್ ರೂಪದಲ್ಲಿ ಸನದು ಪ್ರತಿ ಕೇಳಿದವರಿಗೆ ದೊರೆಯುವಂತಿರಬೇಕು. ನಾಗರಿಕರಿಗೆ ಸಾಧ್ಯವಾದರೆ ಉಚಿತವಾಗಿ ಪ್ರತಿ ದೊರೆಯುವಂತಿರಬೇಕು. ಸೇವೆ ಒದಗಿಸುವ ಕಡೆ ಪ್ರಕಟಗೊಂಡಿರಬೇಕು. ಸಂಸ್ಥೆಯ ಅಂತರ್ಜಾಲವಿದ್ದರೆ ಅದರಲ್ಲಿಯೂ ಸನದನ್ನು ಪ್ರಕಟಿಸಬೇಕು. ಒಂದು ನಾಗರಿಕ ಸನದು ಪರಿಣಾಮಕಾರಿಯಾಗಲು ಈ ಎಲ್ಲ ಹಂತಗಳು ಬಹಳ ಮುಖ್ಯ. ಇಲ್ಲವಾದರೆ ಅದೊಂದು ಯಾಂತ್ರಿಕ ಪ್ರಕ್ರಿಯೆ ಅಗಿಬಿಡುತ್ತದೆ. ಅದು ಯಾರ ಪ್ರಣಾಳಿಕೆ ಎನಸುವುದಿಲ್ಲ. ನಾಗರಿಕ ಸನದು ರಚನೆಯಲ್ಲಿ ನನ್ನ ಪಾತ್ರವಿದೆ ಎಂದು ಆಸಕ್ತ ಎಲ್ಲರೂ ಹೆಮ್ಮೆಪಡುವಂತಿರಬೇಕು. ಸನದು ನನಗೆ ಸಂಬಂಧವಿಲ್ಲ ಎಂದು ಯಾರೂ ನುಣುಚಿಕೊಳ್ಳಬಾರದು. ಎಲ್ಲಕ್ಕಿಂತ ಮಿಗಿಲಾಗಿ ನಾಗರಿಕ ಸನದನ್ನು ಪರಿಣಾಮಕಾರಿಯಾಗಿ ಜಾರಿಗೊಳಿಸುವ ಜವಾಬ್ದಾರಿಯನ್ನು ಒಬ್ಬ ಹಿರಿಯ ಹಾಗೂ ಬದ್ಧತೆಯುಳ್ಳ ಅಧಿಕಾರಿಗೆ ವಹಿಸಬೇಕು.

ನಾಗರಿಕ ಸನದು ಜಾರಿಗೊಳಿಸುವಿಕೆಯಿಂದ ಆಗುವ ಪ್ರಯೋಜನೆಗಳೇನು?

➢ ನಾಗರಿಕ ಸನದು ಗ್ರಾಹಕರನ್ನು/ಜನರನ್ನು/ನಾಗರಿಕರನ್ನು ಕೇಂದ್ರವಾಗಿರಿಸಿಕೊಂಡು ಗುಣಮಟ್ಟದ ಸೇವೆಯನ್ನು ನಿರಂತರವಾಗಿ ಒದಗಿಸುವ ಸಂಕಲ್ಪವನ್ನು ಪ್ರಕಟಿಸುವುದರಿಂದ ಸೇವೆಗಳನ್ನು ಬಳಸುವವರಿಗೆ ಹೆಚ್ಚು ಬಲ ನೀಡಿದಂತಾಗುತ್ತದೆ. ಅವರ ಬೇಡಿಕೆಗಳಿಗೆ ಸಾಂಸ್ಥಿಕ ಬಲ ಬಂದಂತಾಗುತ್ತದೆ.

➢ ನಾಗರಿಕ ಸನದಿನಲ್ಲಿ ಗುಣಮಟ್ಟದ ಪ್ರಸ್ತಾಪ ಇರುವುದರಿಂದ ಗ್ರಾಹಕರು ಗುಣಮಟ್ಟದ ಸೇವೆಗಳನ್ನು ಪಡೆಯಲು ಹಕ್ಕುಳ್ಳವರು ಎಂಬ ಭಾವನೆ ಮೂಡಲು ಸಾಧ್ಯವಾಗುತ್ತದೆ.

➢ ಸಂಸ್ಥೆಯ ಆಶಿಸುವ ಸೇವೆಗಳನ್ನು ಒದಗಿಸಲು ನಿಗದಿಪಡಿಸಿದ ಮುನ್ನೋಟಕ್ಕೂ(Vision)ಅದನ್ನು ಸಾಕಾರಗೊಳಿಸುವ ಬದ್ಧತೆಗೂ(Mission) ಇರುವ ಅಂತರವನ್ನು ಹೋಗಲಾಡಿಸಲು ಸನದು ಸಹಾಯಕ.

➢ ಗುರಿಮುಟ್ಟಲು ಗ್ರಾಹಕರು/ಬಳಕೆದಾರರನ್ನೂ ಕೂಡ ಬಳಸಿಕೊಳ್ಳಲು ಅವಕಾಶವಿದೆ.

➢ ಸಂಸ್ಥೆಯ ಹಾಗೂ ಬಳಕೆದಾರರ ಜವಾಬ್ದಾರಿಗಳೇನು ಎಂದು ಸ್ಪಷ್ಟಪಡಿಸುತ್ತದೆ.

➢ ಆಡಳಿತದಲ್ಲಿ ಹೊಣೆಗಾರಿಕೆ ಮತ್ತು ಪಾರದರ್ಶಕತೆಯನ್ನು ಖಚಿತಪಡಿಸುತ್ತದೆ.

➢ ಒಟ್ಟಾರೆ ನಾಗರಿಕ ಸನದು ಉತ್ತಮ ಆಡಳಿತ ಒದಗಿಸುವ ಸಂಕೇತವೆನಿಸುತ್ತದೆ.

ನಿರಂತರವಾಗಿ ಉತ್ತಮ ನಾಗರಿಕ ಸನದು ಅಳವಡಿಕೆ ಹೇಗೆ ಸಾಧ್ಯ?

➢ ನಿರಂತರ ಗ್ರಾಹಕರ ದೃಷ್ಟಿಕೋನದಿಂದ ಸೇವೆಗಳನ್ನು ಒದಗಿಸುವ ಪರಿಪಾಠ ರೂಪಿತಗೊಂಡು ಅವರ ಬೇಕು ಬೇಡಗಳಿಗೆ ಆದ್ಯತೆ ದೊರಕಿದಂತಾಗುತ್ತದೆ. ಇದರಿಂದ ಗ್ರಾಹಕ ತೃಪ್ತಿ ಗಳಿಸಲು ಸಾಧ್ಯವಾಗುತ್ತದೆ.

➢ ಸನದಿನಲ್ಲಿ ಬಳಸುವ ಭಾಷೆ ಸರಳವಾಗಿದ್ದು ಎಲ್ಲರಿಗೂ ಅರಿವಾಗುವ ಸ್ಥಳೀಯ ಭಾಷೆ ಸೂಕ್ತ. ಅಗತ್ಯವೆನಿಸಿದರೆ ಸನದು ಆಂಗ್ಲ ಭಾಷೆಯಲ್ಲಿರಬಹುದು.

➢ ಸೇವೆಗಳ ಗುಣಮಟ್ಟ ನಿರ್ಧಾರವಾಗುತ್ತದೆ.

➢ ಕುಂದು ಕೊರತೆಗಳಿಗೆ ಸೂಕ್ತ ಪರಿಹಾರ ಸಕಾಲದಲ್ಲಿ ದೊರಕುವ ವ್ಯವಸ್ಥೆ ನಿರ್ಮಾಣವಾಗುತ್ತದೆ.

➢ ಸೇವೆಗಳನ್ನು ಒದಗಿಸುವ ಎಲ್ಲ ಸಿಬ್ಬಂದಿಗೆ ಅಗತ್ಯ ತರಬೇತಿಗಳು ದೊರಕುವುದರಿಂದ ದಕ್ಷತೆ ನಿರಂತರವಾಗಿ ಹೆಚ್ಚಿಸಲು ಸಾಧ್ಯ. ಅದೇ ರೀತಿ ಎಲ್ಲ ಹಂತಗಳಲ್ಲಿ ಜವಾಬ್ದಾರಿ ಹಂಚಿಕೆಯಾಗುವುದರಿಂದ ಹೊಣೆಗಾರಿಕೆಯೂ ಕೂಡ ಮೂಡುತ್ತದೆ.

➢ ನರಂತರವಾಗಿ ಹಿಮ್ಮಾಹಿತಿ ಪಡೆಯುವ ವ್ಯವಸ್ಥೆಯಿಂದಾಗಿ ಸೇವೆಗಳಲ್ಲಿ ಇರುವ ನ್ಯೂನತೆಗಳು ಶೀಘ್ರವಾಗಿ ತಿಳಿಯಲು ಸಾಧ್ಯವಾಗುತ್ತದೆ. ಇದರಿಂದ ಸೇವೆಗಳ ಜಾರಿ ಪದ್ಧತಿಯನ್ನು ಕಾಲ ಕಾಲಕ್ಕೆ ಪರಿಶೀಲಿಸುವುದರಿಂದ ಹಾಗೂ ನಿರಂತರವಾಗಿ ಗಮನಿಸಿ ಮಾರ್ಪಾಡು ಮಾಡಲು ಸಹಾಯಕವಾಗುತ್ತದೆ.

ಜನರನ್ನು ಕೇಂದ್ರವಾಗಿರಿಸಿ ಸೇವೆಗಳನ್ನು ಒದಗಿಸುವ ಸಾರ್ವಜನಿಕ ಸಂಸ್ಥೆಗಳಿಗೆ ನಾಗರಿಕ ಸನದು ಉತ್ತಮ ಆಡಳಿತ ನೀಡುವ ಸಾಧನವಾಗಿ ಪ್ರಮುಖ ಪಾತ್ರ ವಹಿಸುತ್ತದೆ. ಜನರ ಆಶೋತ್ತರಗಳಿಗೆ ಸ್ಪಂದಿಸಿ ಉತ್ತಮ ಗುಣಮಟ್ಟದ ಸೇವೆಗಳನ್ನು ನಿರಂತರವಾಗಿ ಒದಗಿಸಲು ಸನದು ಸಹಕಾರಿ. ಜನರ ಮತ್ತು ಸೇವಾ ಸಂಸ್ಥೆಗಳ ಮದ್ಯೆ ಸೇತುಬಂದುವಾಗಿ ಕಾರ್ಯ ನಿರ್ವಹಿಸುತ್ತದೆ. ಉತ್ತಮ ಆಡಳಿತದ ಸಂಕೇತವಾದ ಸಾರ್ವಜನಕ ಉತ್ತರದಾಯಿತ್ವ, ಹೊಣೆಗಾರಿಕೆ ಹಾಗೂ ಪಾರದರ್ಶಕತೆಯನ್ನು ಪ್ರತ್ಯಕ್ಷವಾಗಿ ಅನುಸರಿಸುವ ಏಕೈಕ ಪದ್ಧತಿ. ಎಲ್ಲಕ್ಕಿಂತ ಮಿಗಲಾಗಿ ಜನರಿಗೆ ಉತ್ತಮ ಸೇವೆಗಳನ್ನು ಪಡೆಯಲು ಹಕ್ಕೊತ್ತಾಯ ನೀಡುವ ಅಸ್ತ್ರ. ಮಾಹಿತಿಯನ್ನು ಸ್ವಪ್ರೇರಣೆಯಿಂದ ನೀಡಲು ಪ್ರೇರೇಪಿಸುವ ಮಾಹಿತಿ ಹಕ್ಕು ಕಾಯ್ದೆಗೆ ಸೂಕ್ತ ವಾತಾವರಣ ನಿರ್ಮಿಸಲು ವಿಫುಲ ಅವಕಾಶ ನೀಡುವ ವಿಧಾನ. ಒಳ್ಳೆಯ ಆಡಳಿತ ನೀಡಬಯಸುವ ಎಲ್ಲರ ಆಯ್ಕೆ ನಾಗರಿಕ ಸನದು ಎಂಬುದು ನಚ್ಚಳ.

ಹೆಚ. ಪಿ. ಶಿವಶಂಕರ್,
ಬೋಧಕರು, (ಸಾ ಆ)
ಆಡಳಿತ ತರಬೇತಿ ಸಂಸ್ಥೆ, ಮೈಸೂರು

BEST PRACTICES DOCUMENTATION
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1. Name of the initiative : Quality Control System
"   City/Town: Hubli-Dharwad
"   Location details: Region, Country: Hubli-Dharwad Municipal
    Corporation

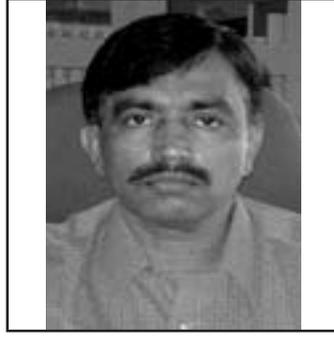   Sir Siddappa Kambali Road
    Hubli. Dist: Dharwad
    Karnataka State, India.
    Better quality of civil amenities and good administration.

"   Vision or mission statements from the Head of the organization etc:
    "Better quality of Civic Works to make people happy"

| Dr. Ajay Nagbhashan I.A.S | Shri. P. S. Vastrad I.A.S | Mrs.   Manjula Devi B |
| Then Commissioner, HDMC | The Commissioner, HDMC | AEE , HDMC |

"   Distinguishing Characteristics of the city:
    The twin city has good quality of renowned Education Institutes such as
    KUD, Agri University, Law University, VBV and SDM Engineering Colleges,
    SDM Dental and Medical Colleges, KIMS, apart from this it also has
    Commercial, Industrial and Cultural Centers. Better transport facility by
    Road , South-Western Railay Zone and Air. The city is almost midway
    between Pune and Bangalore on NH 4.

2. Preamble :

"   The main purpose of introducing the Quality Control System in HDMC is
    to assure the Quality of the works before and during execution i.e. roads,
    buildings, drains, gutters, CD works, concrete pavements, asphalting
    works those come under civil construction works taken up by HDMC.
"   Before starting of works, all the components i.e. metal, sand, cement,
    gravel, bitumen, bricks etc are tested in Quality Control Laboratory

"   And after that while execution of the respective work, the supervision and guidance is also undertaken by the Quality Control System. Tests are being carried at different level of contestations.

3. Situation before the Initiative :

Before the introduction of the Quality Control Laboratory in HDMC the usual practice was to use the metal, sand, bricks and other materials for the construction of the works were being tested in PWD/NH/Local Engg. Colleges. Resulting in delay in communication the results.

4. Motivation for the initiative :

"   To establish quality control lab first initiated by the then Commissioner Dr. Ajay Nagabhushan I.A.S, then Superintending Engineer Shri. M Narayan HDMC, Hubli.

5.   Description of the initiative / Implementation Strategy :

"   Firstly Quality Control Lab was setup at Dharwad, and at Hubli later on.
"   Testing equipments were contributed by HDMC contractors as well as by the HDMC.
"   This entire system is monitored and controlled by one civil engineer graduate in the cadre of AEE an
"   One vehicle is provided for the fie   ction to the lab.

QUALITY CONTROL

Quality Control Process
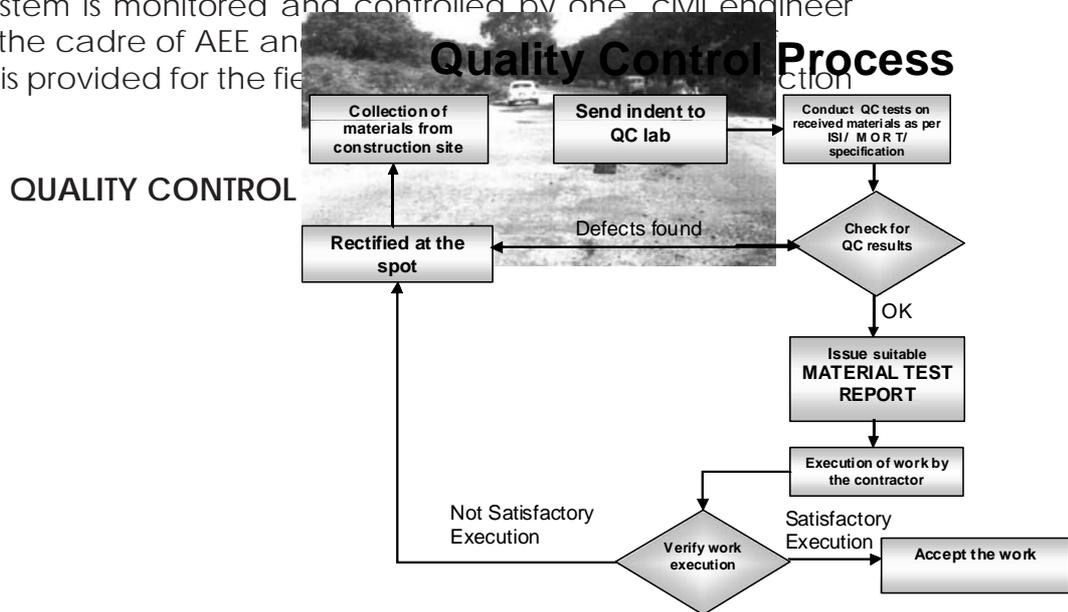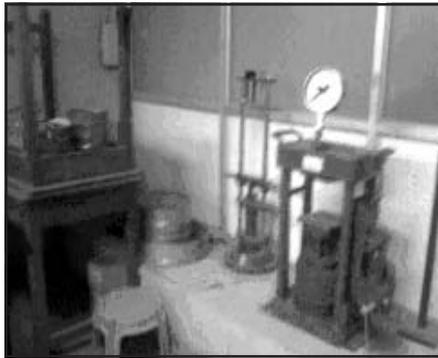
6. Problems faced :

Problems	Problem Faced	Measures to Overcome
Categorized into	Nil	Planning Nil
Financial	Nil	Nil
Field Implementation	Hesitation among the contractors about the delay in time and getting report.	By conducting meetings with Contractor Association of HDMC.
Technical	Nil	Nil

7. Political assistance :
Testings being encouraged by elected representatives also.

8. Lessons learnt :
" Now the public, senior citizens, retired engineering service and other educated people are taking actives in development works.

" If they notice any bad practices to the Commissioner/ Superintending Engineer/ AEE, QC cell room of HDMC.

" The AEE, QC Cell inspects the site and the contractor t get rectified the defects if any and later the complainer.

9. Resource Mobilization:

Year	Financial	Technical	Human Resource
2007-08	" Rs 1.98 lakhs for establishment of Lab and equipments " Rs.25,000 per month for maintenance	A Official of Civil Engineering graduate of the cadre of AEE is being HOD.	Out sourced manpowerof Technical staff for lab testing.
2008-09	" Rs 9,000 for purchase equipments " Rs.25,000 per month for maintenance		
2009-10	" Rs.25,000 per month for maintenance		

10. Results achieved :

After the introduction of Quality Control Lab, the contractors are being aware of the fact that they will be a checked, controlled and guided by the Quality Control System at every stage of work, vigilantly.

Helps them to do civil works which expects Quality Assurance is ensured.
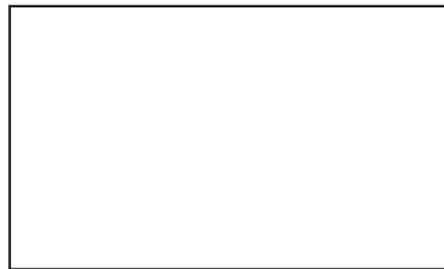
11. Sustainability:

"	Both Hubli and Dharwad quality control labs are maintained by the HDMC.

o Financial: HDMC own investment and maintenance

12. Transferability:

It is advisable to establish their own quality control lab at all ULB's by which quality of civil works can b

13. References:

M O R T H- Ministry Of shipping R
I S I   - Indian Standard Institut

BEST PRACTICES DOCUMENTATION
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1. Name of the initiative : ISO 9001:2008 Quality Management System
   Certification
    Better quality of civic amenities and good administration.

   "   Vision or mission statements for the organization etc. (if any):

ISO 9001:2000 Certification states:
   To provide world class civic services to the citizens; and to facilitate all
   round development of the city by making and implementing relevant
   policies and regulations from time to time

ISO 9001:2008 Re-Certification states:
    Provision, maintenance and improvement of Civic Amenities such as
   Roads, Market, Public Recreational Facilities and Development of
   Hygienic Environment for better living for citizens of Hubli-Dharwad City.

   "   Vision or mission statements from the Head of the organization etc:

   "To push the leading edge of aviation, taking huge challenges doing
   what others cannot do"

2. Preamble :
   1. Commitment of Employees of HDMC
   2. Involvement of all officicals and maintanance of documents and
      their reviews.

3. Situation before the Initiative :
"   Before implementing ISO procedures, performance level of the
    Employees of the HDMC was not up to the mark.
"   Now Performance level of the Employees of the HDMC has risen to 80 %
    to 90 %.

4. Motivation for the initiative :
"   The ISO 9001:2000 certification first initiated by Shri. P. Manivannan I.A.S
    and also Dr. Ajay Nagabhushan I.A.S the then Commissioner of HDMC,
    Hubli.

5. Description of the initiative / Implementation Strategy :

ISO stands for International Organization for Standardization.

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards". The new organization, ISO, officially began operations on 23 February 1947, in Geneva, Switzerland.

Standards make an enormous and positive contribution to most aspects of our lives.
Standards ensure desirable characteristics of products and services such as quality, environmental friendliness, safety, reliability, efficiency and interchangeability - and at an economical cost.
HDMC has successfully implemented ISO 9001:2000 International Standard and has been Certified for ISO 9001:2000 by TUV Nord; a Certification Agency having base in Germany and accredited to ISO Body. The Standard requirements have been customized to suit activities being carried out by HDMC and working Procedures have been formulated for day to day activities. The structured system Focuses on enhancing CITIZENS' SATIFACTION LEVEL. ISO 9001:2000 Standard is a generic Standard, which can be used by Service sectors for running their Business / Activities. This Quality Management System provides guidelines for Efficient and Effective System resulting in improvement in the Performance of an Organization. A sense of Commitment has been seen among the Employees of HDMC. The Needs and Expectations of the CITIZEN are being met by responding within the TIME FRAME as specified in the Working Procedures of All the Departments at Head Office and all Zonal Offices of HDMC.
Periodic System Audits are being conducted by trained Internal System Auditors' of HDMC assisted by Consultancy and Agency, who are working with HDMC for past 3 years. So far 7 Internal Audits have been conducted and 80 % to 90 % compliance has been seen. Regular Management Review Meetings are being conducted to review Audit Findings of all Departments and also Zonal Offices and to initiate Corrective and Preventive measures. A Citizens Satisfaction Survey is conducted in the month of November every year through a Citizen's Feed Back form distributed, through Zonal Offices. Satisfaction level for the Survey conducted during January 2009 is 87.62 % and the next Survey was done in November 2009.
The ISO 9001:2008 re-certification audit was conducted by TUV in the month of December 2009 and it was successful and the company is recommended for re-certification. The re-certificate is issued on 15th April

2010 and this certificate is valid until 6th March 2013.

6. Partners' information (If any);

Citizen of Hubli-Dharwad are stakeholders , Hubli –Dharwad Muncipal Corporation and Employees have been Partners in this initiative.

7. Problems faced :

Problems Categorized into	Problem Faced	Measures to Overcome
Planning	Lack of confidence among staff of HDMC.	Shri. P. Manivannan, the then commissioner had taken regular meetings and encouraged the officials to gain confidence of HODs.
Financial Field Implementation	- Lack of co-ordination, confidence, exposer about the ISO to the HDMC staff.	

6

		" Consultancy Agency was Appointed.
		" Awareness program was conducted for all staff of HDMC by the Consultancy Agency.
		" All staff were trained and stressed on the importance of ISO in public service.
		" One ISO internal auditor was selected among existing HDMC staff from each of the departments and zones.
		" Frequent co-coordinating meetings were held to build the confidence and knowledge to the staff.
Technical	The concept of ISO was not known to the staff of HDMC.	Consultancy Agency was appointed for preparation of procedure manual and Quality System Manual.

8. Political assistance :

Importance of ISO have been convinced to all elected representative of council body.

9. Lessons learnt :

Time frame set for each activity as per Documented Procedures for day to day activities, has enhanced the performance level of the Employees of HDMC. A sense of commitment has been seen among the Employees.

10. Resource Mobilization:

Year	Financial	Technical	Human Resource
2006-07	Rs 1.20 lakhs for training and startup.	Consultancy Agency was entrusted to train up the staff.	HDMC staff
2007-08	Rs 4.80 lakhs per year for assistance, training and documentation		
2008-09	Rs 4.80 lakhs per year assistance, training and documentation		

11. Results achieved :

" HDMC has successfully implemented this International Standards and has been Certified for ISO 9001:2000 by TUV Nord; a Certification Agency having base in Germany and accredited to ISO Body for the period from March 2007-2010.

"   HDMC has successfully re-certified for ISO 9001:2008 by TUV Nord; a Certification Agency having base in Germany and accredited to ISO Body for the period from April 2010-2013.

12. Sustainability:
"   For the past 3 years the ISO 9001:2000 Quality Management System sustainability level has been 80 - 90 %.
"   This year HDMC re-certified for ISO 9001:2008 Quality Management System for the next 3 years Apr-2010-2013.

o Financial: HDMC own investment and maintenance

16. Transferability:
It is advisable to establish their own ISO procedures at all ULB's by which qualitative provision, maintenance and improvement of Civic amenities can be achieved.

BEST PRACTICES DOCUMENTATION
ಉತ್ತಮ ಪದ್ಧತಿಯ ದಾಖಲೀಕರಣ

1. Name of the initiative : Records Management System

- City/Town: Hubli-Dharwad
- Location details: Region, Country: HDMC - Records Room
                     Hubli-Dharwad Municipal Corporation
                     Sir Siddappa Kambali Road
                     Hubli. Dist: Dharwad
                     Karnataka State, India.
- Contact Person with their complete contact details (Name, Designation, Phone, Mobile No., EmailIDs):
  Mr. Sangresh Kop
  Assistant Commissioner - Administration
  ac@hdmc.gov.in
  0836-2213848 / 9448232385
  www.hdmc.gov.in
- Date of Planning: 2005-06   Implementation year: 2007-11
- Year of Completion: Continued

ISO 9001:2008 Quality Management System states
   Provision, maintenance and improvement of Civic Amenities such as Roads, Market, Public Recreational Facilities and Development of Hygienic Environment for better living for citizens of Hubli-Dharwad City.

- Vision or mission statements from the Head of the organization etc:

The mission of the Records Management Program is to promote and provide efficient administration and management of the HDMC records in compliance with the KMC Act 1976 and resolution and policies.

2. City profile (past - present history, i.e. as per 2001 census and the latest records):
- Population in lakhs (as per census 2001): 7.86 lakhs
- Area in Sq kms: 202.4 Sq.Km
- Density of Population: 3886 persons per Sq.Km
- Number of wards/zones: 67 wards 12 Zones
- Number of Households: 149279 (as per 2001 census)
- Number of Slum Households: 20354
- Number of Properties: 2,09,649

- Land Use Pattern: 10,374 Hectares (As per 2007)
- Literacy Rate: 81.8% (as per 2001 Census)
- Length of Roads in kms: 1300 km
- Total Water Supply in MLD: 100 MLD
- Per Capita Water Supply in LPCD: 90 LPCD
- Summer Temp. in Celsius: 38°C
- Winter Temp. in Celsius: 16°C
- Rainfall in mm: 675mm to 812mm

- **Distinguishing Characteristics of the city:**

The twin city has good quality of Educational, Commercial, Industrial and Cultural Centers. Better transport facility by Road , South-Western Railay Zone and Air. The city is almost midway between Pune and Bangalore on NH 4.

3. Preamble :
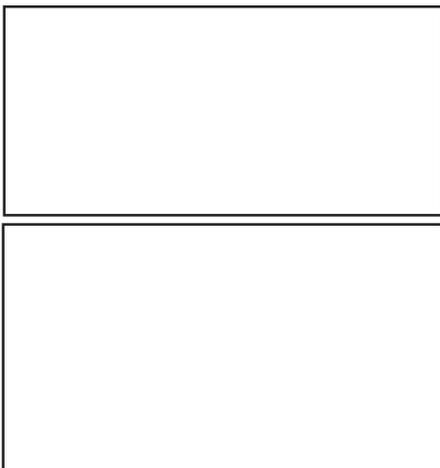
HDMC in the recent past has been identified and recognized as a model corporation for its several new strategic initiatives of reforms undertaken in restoring the lost credibility of the Organization in a record time of 18 months, by addressing upfront all those issues / problems it was grappled with by all counts that were unresolved for a long period for quite a fact that it was known as almost a dying Corporation, on which every one had given up their hopes.

The overall turnaround of the Corporation could be achieved due to the significant contribution made under each of the successive Commissioner & the core Management Team's dynamic leadership efforts with the able administrative support staff, by active engagement of Citizen Support Groups and their collective participation & involvement of various professional Organizations for their expertise & business solutions.

In continuation of the successes achieved in reviving the civic administration standards on par with the best managed cities; the related upcoming challenges identified in the next phase of service-oriented development was to sustain and enhance the qualitative service delivery efficiency of operations, systems & processes. In that aspect, the basic requirement & immediate challenge faced was: how to manage information & capacity building in a scientific & professional approach. The Management decided that it is of utmost importance to adopt Industry's best practices in order to further simplify the service delivery innovations in HDMC.

On physical inspection & verification of the existing recordkeeping practice, it was a major shock to notice the poor management of public records.

Also, it was surprising to note that in the history of HDMC never in the past there has been any record to justify a conscious effort to classify the records as per the standard norms or to ascertain the records in possession.
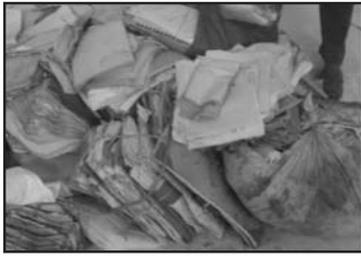
All those records stored in the old Record Room (shed) were in a dilapidated situation, and the same was the situation at various other departments too, clearly highlighting the lack of professional approach and sense of ownership.
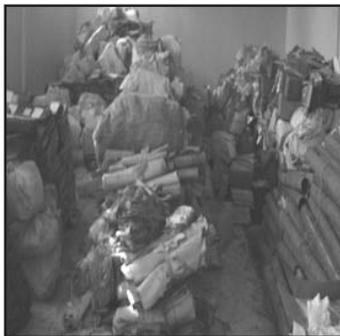
As there was no clue on what HDMC possessed in-store and the repeated experiences of embarrassing situations on several occasions due to reported incidents of files untraceable when required & non-availability of important documents on-time had caused delayed decisions & productivity loss resulting to loss of face / reputation & peace of mind compromised.

Good recordkeeping is a vital part of government's accountability & must be closely aligned with the

business processes. This is true regardless of who is carrying out the activity. In this context the HDMC took yet another bold new initiative a never before attempted in the history of Municipal Corporation & a first of its kind by outsourcing the recordkeeping activity to a professional agency to set-right the house-in-order.


Smart Services Network, Bangalore has been the private agency selected thru the tendering process conducted by HDMC to provide the Records Management solution as a service to HDMC. The agency has been awarded the service contract with a direction to put into practice the professional approach towards management of records by identifying, classifying, archiving, preserving, retrieving and destroying of records.


Now with the introduction of this new system, Records are defined as information created, received and maintained as evidence and information by the organization, in pursuance of statutory / legal obligations focused to complemen... ...o assist HDMC in all its ser... ...or efficient & effective civic administration.

4. Situation before the Initiative:
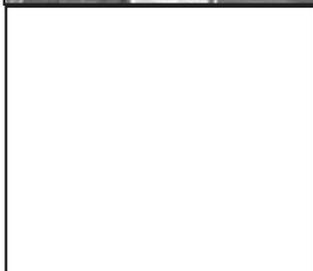
o Manual Retrieval and return system and no reminder system for files out of Records Room.
o No access control, insufficient Security and confidentiality measures of documents were compromised.
o No coding system - chance of error, / No segregation (grouping of files)
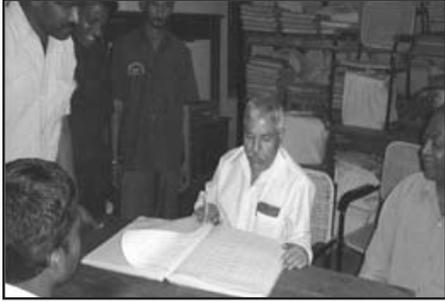
- No location coding and traceability & nomenclature of files not clear
- No document age segregation and volume control
- Files untraceable when required, Loss of face / reputation & peace of mind compromised.
- Resources lost to trace statutory records when there are surprise visits or formal enquiries by Administration
- Files, Registers stored on floor, presence of scattered loose papers and Cartons not used
- No preventive dust protection or cleaning system & absence of pest control measures
- Destruction of loss of records by dust & pollution, water seepage, pests, staff carelessness etc.
- Staff attitude and reluctance towards digging out old records from dust, rodent droppings
- Before the initiative we were not equipped to m_____ the statu_____ nes.
- No s_____ respo_____naging the r_____pach was
- Abov_____he syste_____pact on the e_____ision making process at all administrative levels resulting productivity loss on the overall functioning of the Administration which had caused severe brand image crisis in the perception of citizens about the Management & staff of Corporation as inefficient, corrupt & irresponsible in mis-managing public service activities.

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5. Motivation for the initiative:

Good recordkeeping is a vital part of government's accountability & must be closely aligned with the business processes. This is true regardless of who is carrying out the activity. In this context the HDMC took yet another bold new initiative a never before attempted in the history of Municipal Corporation & a first of its kind by outsourcing the recordkeeping activity to a professional agency to set-right the house-in-order.

Smart Services Network, Bangalore has been the private agency selected thru the tendering process conducted by HDMC to provide the Records Management solution as a service to HDMC. The agency has been awarded the service contract with a direction to put into practice the professional approach towards management of records by identifying, classifying, archiving, preserving, retrieving and destroying of records.

Now with the introduction of this new system, Records are defined as information created, received and maintained as evidence and information by the organization, in pursuance of statutory / legal obligations focused to complement better governance & to assist HDMC in all its service delivery efforts for efficient & effective civic administration.

6. Description of the initiative / Implementation Strategy :

- o The storage space building has been provided by the HDMC and provision of infrastructure and its maintenance is done by the agency.
  The contract period is initially for 5 years and extendable up to 10 years.
- o The HDMC files are segregated and listed in the ABCDE group and maintained in the safe custody
- o The entire records stored at HDMC Record Room

is segregated based on department wise, year wise, ward wise and function wise, by the agency these files are segregated by giving page nos. and Bar coding to each and every file / document and the Barcode Reader installed

o   The inventoried catalogued files are packed into Cartons and securely placed in heavy duty racks.

o   Damaged records are secured in a new file wrapper provided by the HDMC.

o   The Service provider agency has made suitable arrangements to: a) Store the records securely, b) Protect the records from fire pests and theft, c) Handle and transport the records in safe and secure manner.

o   The Record Room is accessible only to authorized personnel, 24hr security system, Fire detection and control systems - Fire extinguishers, Smoke detectors, Intruder Alarms with Auto Dialer and Motion Detectors are in place.

o   The personnel posted in the premises have knowledge of fire, fighting, first-aid and rescue techniques. The personnel also are trained to take adequate measure preventing the loss to the HDMC records and human lives including their own and immediately get in touch with the concerned enforcement/police/fire fighting authorities and to act and co-ordinate effectively in the operation and has documented process in place to make a written report to the HDMC on the day of occurrence of any such accident/ incidents.

FIRE & BURGLAR ALARM SYSTEM, AUTO-DIALLER SMOKE DETECTOR, MOTION SENSOR MANUAL CALL POINT, ALARM HOOTERS

FIRE SUPPRESSORS - IMPORTED CHEMICAL FROM GERMANY - APPLICATION AT ALL TERMINATIONS TO AVOID ELECTRICAL SHORT-CIRCUITS (PREVENTIVE MEASURES).

EXTERNAL & INTERNAL UNDERGROUND BUILDING - TERMITE PROOFING, PERIODIC PEST CONTROL - FUMIGATION (PREVENTIVE MEASURES).

7. Problems faced :

Problems

Categorized into	Problems Faced	Measures to Overcome
1. Planning	Earlier records were scattered without classification and it was difficult to track the records easily.	A new building was constructed with all well equipments and records were classified in ABCD categories and some important records have been digitized.
2. Financial	Nil	Nil
3. Field Implementation	HDMC staff were not known how to classify the files and records as per office procedures	HDMC staff were trained in this regards and also manual numbering of the files.
4. Technical	For monitoring and maintenance of files and records, HDMC staff were incapable.	It was decided to entrust the entire record management system to some agency, hence appointed Smart Services Network, Bangalore and is managing satisfactorily.

8. Political assistance :
    Nil

9. Lessons learnt :

Lessons Categorized into Lessons Learnt

1. Planning	o By the process of outsourcing this activity to a professional records management agency lessons were learnt as to how to store, preserve & secure the public records by adopting Industry's best practices.
2. Financial	o Internal generation of funds. o HDMC manpower not utilized in manning the Recordkeeping activity - salary and administrative cost savings.
3. Field Implementation	o A comprehensive physical inventory and database compilation of all the existing records pertaining to more than 100 years in possession was created. o Improved staff attitude and efficiency in

	attending to both internal and external customers on the administrative matters with the quick availability to reference records.
	o Streamlining of the records management activity has improved the decision making with operational efficiency and nimbleness in response to internal and external stimuli.
	o Quick response to Hubli Dharwad citizens varied needs of documentary evidence / requests processed has won the respect and credibility of Corporation's PR image building activity.
	o Efficient & optimum Space usage in the Record Room. Thus resulting in : freeing-up of office space for other useful purposes in all the departments. This has led to all the offices now look better, tidy and has spacious work environment; which was otherwise usually stacked with bundled loads of files in every nook and corner of the space available.
4. Technical	o To meet the RTI guidelines for better governance, all those neglected issues/ problems faced (listed above in before the initiative) have been very well planned and taken care by adopting Industry's best practices.
	o Enhanced levels of MIS and process audits possible without tying-up of valuable resources
	o Has enabled the organization to remain fast and flexible in a traditionally neglected citizen-centric service delivery services.
	o Quick turn-around from concept to implementation, providing a reliable & scalable business process to meet the HDMC business objectives - to be efficient & prepared to comply with regulatory, statutory and legal obligations.

10. Results achieved :

o All those issues/problems faced (before the initiative) have been well taken care. This could be achieved due to outsourcing the activity to a professional organization in Records Management. With the support & assistance of concerned Officers of every Departments' and the continued & concerted efforts of the Management Team of outsourced agency. Now, HDMC has been following the Industry's best practices

with the state-of-the-art record management centre.

o A closely monitored and well-coordinated automated archival and retrieval system both manually documented by skilled resources and by automated software.

o Speedy retrieval of exact documents when required.

o Each and every file is segregated and classified department-wise, ward-wise, year-wise with unique barcode as the sole identifiers for each file/ document with location coding in the custom-made software package.

o Record access, retrievals, dispatches and destruction requests are implemented only after strict authorization procedures.

o All record transportation operations follow strict documentation requirements and are only bar-code driven managed thru software.

o Inventory Reports - knowledge of what is present and for how long it has to be retained, enhanced levels of MIS and process audits possible without tying-up of valuable resources

o Active / Inactive storage - Inactive files can be treated differently (shredded / scanned)

o Fire detection & control systems - fire extinguishers, smoke detectors, Intruder alarms, motion detectors and an automated auto-dialer to alert key personnel on emergency situations.

o Sealed & secured premises accessible only to authorized personnel.

11. Sustainability:

o This unique initiative of HDMC is financially sustainable as it has streamlined the defunct system of record keeping activity and is well within the estimated administrative budget and minimizes the overall expense reduction in managing the records of Hubli Dharwad Municipal Corporation.

o Financial:

o By outsourcing this activity this has resulted in substantial long term cost savings to Corporation {Overhead costs + fixed costs + variable costs x controllable variable costs}

o Social and Economic:

o With this yet another strategic business aligned process reform step taken in ensuring efficiency and accountability in the Municipal Administration; the intangible benefits gained with this best practice in action has yielded positive impact on all the administrative functions and has influenced the attitudes of both the officials and has regained the lost trust and crediblity of the citizens of Hubli & Dharwad by reassuring them the qualitative citizen-centric service delivery experience of quick and prompt delivery of committed service.

o Environmental:

o The major tangible benefit achieved is in restoring the history of HDMC in documented form thereby safeguarding the vital records - in

preserving the past, to better manage today and in preparing us to be ready for tomorrow.

12. Transferability:

o This BEST PRACTICE can easily be implementable / transferable to any town/city irrespective of its size because it is very clear that the idea can be modified as per the need of any Urban Local Body (ULB).

o To start with, any ULB can begin with prime services; further can plan administrative reforms that are required and extend the service delivery to build on the existing systems.

o The process will help any ULB to build their capacity resulting in better service delivery and time management.

13. Recognition /Awards:

Smt. Amita Prasad, Regional Commissioner - Belgaum, North Karnataka
- I visited the HDMC- Record Room, it is being maintained well. Fire & Security Systems are well in place, the system is good & needs to be replicated early.

Shri. B.S. Baliga, DGM, Hubli - Zone, Corporation Bank
- We are impressed by seeing the Records Management in HDMC. We are of the strong view to have this type of system to be adopted by the Bank.
Shri. Prakash Patil, Asst. Company Secy., HESCOM, Hubli
- I am very much impressed by the system of Record keeping in the HDMC; I congratulate the persons who have contributed for establishing this exemplary system.

Smt. Usha P. Raghupathi, National Institute of Urban Affairs, New Delhi
- Excellent system, not seen anywhere in the country like this, should be taken-up in other ULBs too.

Many other distinguished Bureaucrats, visiting officials on study-tour have visited the facility and have expressed their appreciation for the best managed Record Management System in practice.

Shri. Suresh Kumar, Hon'ble Minister for Urban Development, Govt. of Karnataka
Shri. Thangraj, Principle Secretary, Urban Development, Govt. of Karnataka
Shri. Sandip Dave, Managing Director, Karnataka Urban Water Supply & Drainage Board
Shri. Jayaram, Executive Engineer, KUWS&DB, Hubli

Officials from: Tahasildar Office, Hubli,
Managalore Municipal Corporation, , HESCOM, KSRTC,

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