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Administrative Training Institute



# Training Module

**Capacity Building on Recommendations of ARC  
(DARPG – GoI)**

**On**

**Citizen Centric Services**

**For**

**Group A and B Officers**

**Developed by:**

*Core Committee*

## Contents

<b>Training Module .....</b>	<b>2</b>
Background: .....	2
Stages involved in Module Preparation.....	Error! Bookmark not defined.
Core Committee Members: .....	Error! Bookmark not defined.
<b>Session Framework .....</b>	<b>4</b>
Aim: .....	4
Objectives:.....	4
<b>Outline of the Module .....</b>	<b>5</b>
<b>DAY - 1: Governance and Administrative Reforms .....</b>	<b>6</b>
Governance 2 Citizen Centric Servvices .....	6
Accountability & Responsibility.....	7
Efficiency & Effectiveness in Governance.....	8
Transparency & Openness in Administration.....	9
Decentralisation and People Participation.....	10
<b>DAY - 2: Citizen Centric Services .....</b>	<b>11</b>
Citizen Centric Service (CCS) .....	11
Citizen’s Charter .....	12
Public Grievance Redress Systems (PGRS).....	13
Innovative ways of CCS.....	14
<b>DAY - 3: Excellence in Public Service Sevottam, IS 15700-2005 for Making Services Citizen Centric.....</b>	<b>Error! Bookmark not defined.</b>
Improving Citizen Focus through QMS & Principles of Quality Management Services.....	15
State initiative for making services Citizen Centric – Sevottam, IS 15700-2005. <b>Error! Bookmark not defined.</b>	
Administrative Reforms and Recommendations.....	<b>Error! Bookmark not defined.</b>

## **Training Module**

### **Capacity Building on Recommendations of ARC (DARPG - GoI) on Citizen Centric Services for Group A and B Officers**

#### **Background:**

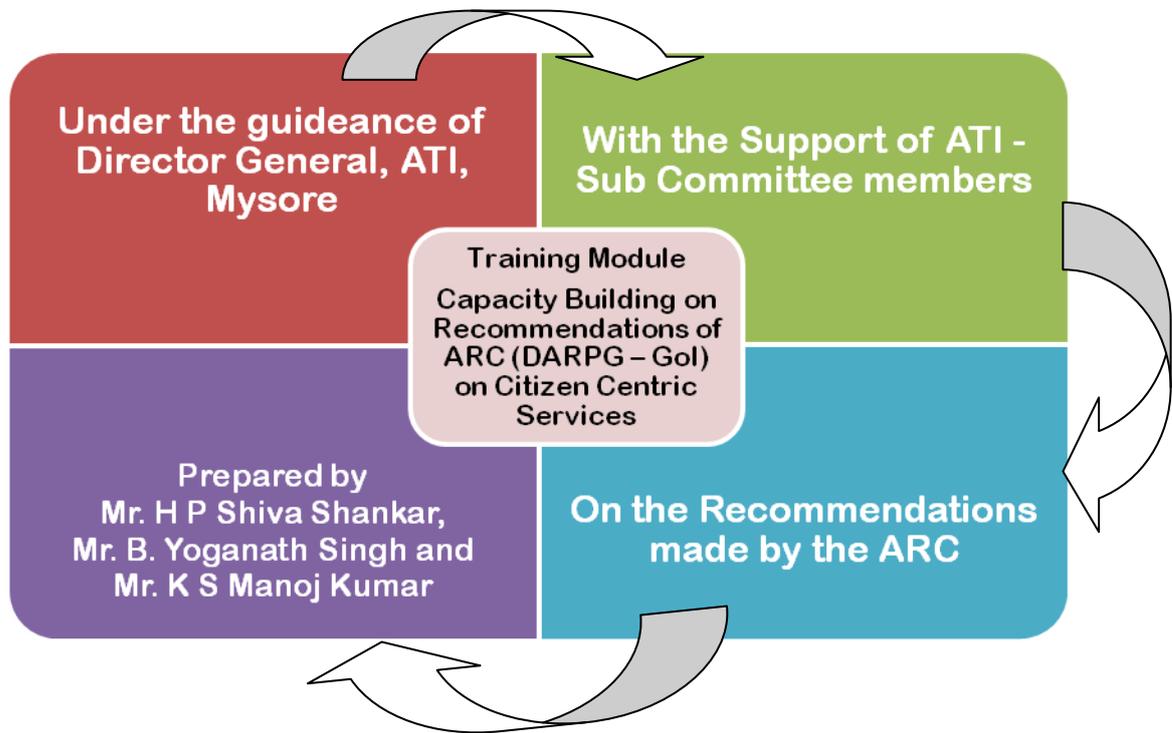
The Department of Administrative Reforms and Public Grievances is the nodal agency of the Government of India for administrative reforms as well as redress of public grievances relating to the states in general and those pertaining to Central Government agencies in particular. The Department endeavour to document and disseminate successful good governance practices by way of audio-visual media and publications. The Department also undertakes activities in the field of international exchange and cooperation to promote public service reforms. In this backdrop Second ARC was set up by [Government of India](#) as a committee of inquiry to prepare a detailed blueprint for revamping the public administration system.

The Commission has suggested measures to achieve a proactive, responsive, accountable, sustainable and efficient administration for the country at all levels of the government. The Commission had submitted 15 reports Of this, 12 reports have so far been considered by the government, accordingly, 12<sup>th</sup> report of ARC focuses on **“Citizen Centric Administration - as the Heart of Governance”** . The concepts of Good Governance and Citizen Centric Administration are intimately connected. Citizen centricity with the aim of ensuring Citizens’ welfare and Citizens’ satisfaction is critical for any government, local, State or National; which aims to provide Good Governance.

DARPG in its quest to translate recommendations in to reality has requested ATI’s to work out on development of modules for imparting training to officers at induction as well at midcourse level through its letter No K-11022/63/2012-ar DATED 12<sup>TH</sup> MARCH 2013.

Taking cue from the GoI directive, Director General, ATI, Mysore constituted a subcommittee to look into Capacity Building of Trainers and for providing training at various levels, for fast tracking implementation of 2<sup>nd</sup> ARC Recommendations. Accordingly a subcommittee was constituted by office order No .TRG.182/2012-13 dated 18<sup>th</sup> March 2013. Composition of the committee members are as under with Joint Director, Training as the Chairman.

## Stages involved in Module Preparation



## Core Committee Members:

The Subcommittee members	
Joint Director, Training	Chairman
Director, SIRD	Member
Director, SIUD	Member
Prof. Narayanasastri, Consultant, SIUD	Member
Dr. Ganesh Prasad, SIRD	Member
Shri. Manoj Kumar, Faculty, SIRD	Member
Faculty (P.A. - 2), ATI	Member
Shri. B Yoganath Singh, SIUD	Member
Shri. Anantha Srinivasa Narasimhachar, Gazetted Manager	Convenor

**Target Audience:** Officers belonging to Group-A & B category.

## Session Framework

### Aim:

To enable the participants to internalise the recommendations of ARC leading to improve the service delivery mechanism with Citizen Centric Approach

### Objectives:

After the Course the Participants will be able to:

1. Define the concept of Governance and its components
2. Explain the methods for improving Governance
3. Explain the importance of Citizen Centric Services
4. Identify State Initiatives for making Services Citizen Friendly
5. Describe Innovative ways of CCS
6. List the Issues & Challenges in making Services Citizen Centric

## Outline of the Module

DAY -1	DAY -2
<p><b><u>Governance 2 Citizen Centric Services</u></b>                      Functions of Government: Components of Governance: Accountability &amp; Responsibility                      Transparency and Openness; Efficiency and Effectiveness; Decentralisation and People Participation</p>	<p><b><u>Citizen Centric Service (CCS)</u></b>                      Citizen Centric Services – Features                      Gaps in Public Services                      Initiatives for making Public Services People Friendly (PSPF)</p>
<p>Accountability &amp; Responsibility</p>	<p><b><u>Citizen’s Charter</u></b>                      What is Citizen’s Charter and its features                      C Charter initiatives and experiences                      Citizen’s Charter as tool of making SCF</p>
<p>Efficiency &amp; Effectiveness in Governance</p>	<p><b><u>Public Grievance Redress Systems (PGRS)</u></b>                      What is a Public Grievance                      Need to Redress Public Grievances                      Methods to redress the Grievances                      Institutionalization of PGR</p>
<p>Transparency &amp; Openness in Administration</p>	<p><b><u>Innovative ways of CCS</u></b>                      Guarantee of Public Services                      SAKALA Experiences in Karnataka</p>
<p>Decentralisation and People Participation</p>	<p><b><u>Issues &amp; Challenges in making Services Citizen Centric</u></b>                      Active Citizen Participation                      Adopting Core Principles for CCS</p>

### Tools and Methodologies:

Thematic Sessions

Skill Modules

Group Exercise

Documentary watching

## DAY - 1: Governance Leading to Citizen Centric Services

Session No	Process title	Process Details
<b>Session I</b>	<b>1 Content</b>	<b>Governance 2 Citizen Centric Services</b>
	2 Sub content	a. Governance- Historical perspective, Concept and Status. b. Functions of Government c. Components of Governance <ul style="list-style-type: none"> <li>i. Accountability and Responsibility</li> <li>ii. Transparency and Openness</li> <li>iii. Efficiency and Effectiveness</li> <li>iv. Decentralisation and People Participation.</li> </ul>
	3 Session objectives/ purpose	1. Define Governance, 2. Analyse Governance 3. Explain components of Governance
	4 Expected outcome	Knowledge on Governance and its components
	5 Method/ process	The RP will give the brief explanation on Governance and its components and explain with the help of PPT defining Governance & how to make services people friendly by listing the attributes of "Good Governance".
	6 Aids/Materials	Brain Storming AV / Documentary Film on Governance.
	7 Time/Duration	2 Hours
	8 Handouts	Hand outs on Governance. Excerpts from ARC reports on Citizen Centric Services.
	9 Pre & post test formats	a) Asking the participants their experiences on Good Governance / Bad Governance with cases. b) Participants to identify the parameters towards Good Governance.

Session No	Process title	Process Details	
Session-II	1	Content	Accountability & Responsibility
	2	Sub content	Defining Accountability & Responsibility Need for A & R in Public Service Methods of ensuring A & R in PS Impact of improved A & R in PS
	3	Session objectives/ purpose	Explain What is Accountability & Responsibility Identify the need for PS to be Accountable & Responsible Relation between Accountability & Responsibility Explains methods of Accountability Application of Accountability Methods
	4	Expected outcome	Able to identify Responsibility & the methods of Accountability
	5	Method/ process	Group Activity: Picking up from live work situations the problems faced by the people due to failures of the service providers & analyse. The group will discuss how the situation could have been dealt with to meet the needs of the people. Care is taken to check the required attitudes of the Service Providers. The RP will consolidate the observations from the groups & sum up
	6	Aids/Materials	Flip Charts & Marker Pens
	7	Time/Duration	1 Hour
	8	Handouts	Few Cases of Work situations for Group activity
	9	Pre & post test formats	Questions & Answers

Session No	Process title	Process Details
Session III	Content	Efficiency & Effectiveness in Governance
	Sub content	Defining Efficiency & Effectiveness Need for efficiency & Effectiveness Scope for improvement in Public Services Methods of achieving Eff. & Effectiveness Parameters of recording E&E
	Session objectives/ purpose	Defining Efficiency & Effectiveness Explain the impact of Poor Public Services. Steps to improve E& E in Public Services Explain the methods of improving performance
	Expected outcome	Explain how the Public Services can be made effective & meets the expectations of the people.
	Method/ process	The RP will explain E & E using a Case Study related to the attributes of increasing Efficiency and Effectiveness in Public Service.
	Aids/Materials	Cases, Eg: Single Window Service delivery System
	Time/Duration	1 Hour
	Handouts/ FAQ	Best Practices
	Pre & post test formats	Ask the participants to identify Public Services where the efficiency can be improved & also to explain the steps to make the services effective.

Session No	Process title	Process Details
Session IV	1	<b>Content</b> <b>Transparency &amp; Openness in Administration</b>
	2	Sub content What is Transparency Need for Transparency Perceptions of the Users Benefits of being Transparent in delivery of services
	3	Session objectives/ purpose Explain Transparency List the methods to bring in Transparency Transparency applications in day to day work
	4	Expected outcome Ensure transparency in day to day work
	5	Method/ process Brain storming, Audio-Visuals & interactive discussion
	6	Aids/Materials Film on RTI/RTI Templates(drafts)
	7	Time/Duration 1 Hour
	8	Handouts/ FAQ FAQs on RTI RTI-Guidelines & Rules
	9	Pre & post test formats Questions & Answers on Transparency practices

Session No	Process title	Process Details	
Session V	1	<b>Content</b>	<b>Decentralisation and People Participation</b>
	2	Sub content	Why, What and How Decentralization Practices and Experiences in Governance Methods of People Participations
	3	Session objectives/ purpose	Explain Decentralisation and its importance. Identify the role of people in Decentralisation administration.
	4	Expected outcome	Practise Decentralization and involve people in the process of Governance.
	5	Method/ process	The RP will explain the principles of Decentralisation on the lines of constitutional provisions. Discuss with the participants the practices of Decentralisation in Governance.
	6	Aids/Materials	LCD projector, White board and markers
	7	Time/Duration	1 Hour
	8	Handouts/ FAQ	Constitutional Provisions excerpts from ARC Report
	9	Pre & post test formats	Questions & Answers

## DAY - 2: Citizen Centric Services

Session No	Process title	Process Details	
<b>Session VI</b>	1.	<b>Content</b>	<b>Citizen Centric Service (CCS)</b>
	2	Sub content	Citizen Centric Services – Features Gaps in Public Services Initiatives for making Public Services People Friendly (PSPF)
	3	Session objectives/ purpose	Explain concept of CCS, Identify gaps in Public Services List Initiatives of PSPF
	4	Expected outcome	Ensure CCS, Need based service delivery, Improved Public Satisfaction.
	5	Method/ process	Interactive session followed by discussion. RP will relate the field experiences with ARC recommendations and explore possibility for effective CCS.
	6	Aids/ Materials	Best Practices Case Study
	7	Time/Duration	1 Hour
	8	Handouts/ FAQ	Excerpts from ARC, Tips to make PSPF
	9	Pre & post test formats	Questions & Answers

Session No	Process title	Process Details	
Session VII	1	<b>Content</b>	<b>Citizen's Charter</b>
	2	Sub content	What is Citizen's Charter and its features Citizen's Charter initiatives and experiences Citizen's Charter as tool of making SCF
	3	Session objectives/ purpose	Explain the need for making Services CF List the Methods of Making Services CF Describe the formulation of Citizen's Charters Explain the importance of CC in making SCF
	4	Expected outcome	Initiate actions for formulation of CC
	5	Method/ process	Group Activity: Form 3-4 Groups. The participants are given copies of different Citizen's Charters adopted by the organizations & asked to discuss the salient features of the CCs using Handouts & list them on the chart. Make a presentation before the other groups. The RP will lead discussions referring to the observations made by the Groups & summarize the process of formulation of Charters & its utility in making services people friendly.
	6	Aids/Materials	Copies of the Citizen's Charters
	7	Time/Duration	1 Hours
	8	Handouts/ FAQ	Guidelines to formulate Citizen's Charters
	9	Pre & post test formats	Quiz on Charters

Session No	Process title	Process Details	
<b>Session VIII</b>	1	<b>Content</b>	<b>Public Grievance Redress Systems (PGRS)</b>
	2	Sub content	What is a Public Grievance Need to Redress Public Grievances Methods to redress the Grievances Institutionalization of PGR
	3	Session objectives/ purpose	Explain what is a Grievance List the need for Grievance Redress Mechanism List different methods of PGR Explain steps to Institutionalize PGR
	4	Expected outcome	Able to handle Public Grievances & evolve a system in handling PG
	5	Method/ process	Role Play: The Participants are asked to give a complaint about one of their grievances in receiving services from a department. 3 Participants will be asked to play the role of officials & Public handling these grievances. After discussion the RP using the feedback will explain the need for evolving a PGR S. Present one Best Practice for discussion & summarize the need for a practical people friendly PGRS.
	6	Aids/Materials	Copies of PGRs System/Format AV clippings on PGRS - CHESCOM, Mysore
	7	Time/Duration	1 Hour
	8	Handouts/ FAQ	Best Practices in PGRS - Mysore City Corporation and CHESCOM, Mysore
	9	Pre & post test formats	Questions & Answers

Session No		Process title	Process Details
Session IX	1	Content	Innovative ways of CCS
	2	Sub content	Change in paradigm - Individual services to Single Window Services. Methods of Single Window Services e- Applications (Atalji Jan Seva Kendra (AJSK), Bhoomi, HRMS, e- Seva, Mysore one, Bangalore one, e-Soukaryam, Sakaala)
	3	Session Objectives/ purpose	Explain the concept of Single Window Describe methods of Single Window System List various e- Applications of Single Window System.
	4	Expected outcome	Establishment of Single Window System
	5	Method/ Process	Interactive session followed by discussion. RP will explain the importance of SWS to make services Citizen Centric and its utility listed in the above programmes.
	6	Aids/Materials	Flip Chart, Marker Pens, White Board, Flash Cards
	7	Time/Duration	2 Hours
	8	Handouts/ FAQ	Handouts on SWS practices Best Practices of e-Applications
	9	Pre & post test formats	Question and Answer

Session No		Process title	Process Details
Session X	1	Content	Issues & Challenges in making Services Citizen Centric
	2	Sub content	Active Citizen Participation Adopting Core Principles for CCS
	3	Session objectives/ purpose	Explain methods of People Participation List the Core Principle for making Governance CC
	4	Expected outcome	Able to adopt methods for CCS involving the people at different levels
	5	Method/ process	Group Activity: The participants are given an issue bothering the local community and asked to find out the solutions and explore the ways & means of mobilizing the resources. The Group will make presentations and facilitated by the RP. The other Group will be asked to list out the Principles that should guide the process of Governance and make a presentation using the Handout. The RP will summarize the session the need for adopting Core Principles for every Functionaries & also the Active Civil Society for happiness of the community at large on long terms.
	6	Aids/Materials	White Board, Flip Chart & Marker Pens.
	7	Time/Duration	1 Hours
	8	Handouts/ FAQ	Hand outs on Core Principle for Governance Citizen Centric
	9	Pre & post test formats	Assessment through Questions

## Points for consideration:

1. Two day Module has been designed for A & B category officers inducted to State Services
2. The Module is prepared for three days keeping the wide range of contents discussed in ARC for Capacity Building activities of Officers as suggested by DARPG - GOI.
3. The Module prepared by
  - Mr. H P Shiva Shankar,