

2017



**Evaluation of Right to
Service Act, Haryana**

**Institute for Development and
Communication (IDC), Chandigarh
Department of Administrative Reforms,
Government of Haryana**



EVALUATION OF RIGHT TO SERVICE ACT, HARYANA

2017



Institute for Development and Communication (IDC), Chandigarh
Department of Administrative Reforms, Government of Haryana

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Project Director

ABBREVIATIONS

ADC	Additional Deputy Commissioner
ALM	Assistant Line Man
ANM	Auxiliary Nursing Midwife
ASHA	Accredited Social Health Activist
BC	Backward Class
C.M. Window	Chief Minister Window
CE	Chief Engineer
CHC	Community Health Centres
CSC	Community Service Centres
DC	Deputy Commissioner
DHBVN	Dakshin Haryana Bijli Vitran Nigam Limited
DSWO	District Social Welfare Officer
HPGCL	Haryana Power Generation Corporation Limited
HPPC	Haryana Power Purchase Centre
HVPLN	Haryana Vidyut Parsarn Nigam Limited
IT	Information-cum-Technology
JE	Junior Engineer
LM	Line Man
MCs	Municipal Councillors
OBC	Other Backward Class
PHC	Primary Health Centres
PHED	Public Health and Engineering Department
PRIs	Panchayati Raj Institutions
RTS	Right to Service
SC	Schedule Caste
SDE	Sub Divisional Engineer
SDO	Sub Divisional Officer
SE	Superintendent Engineer
UHBVN	Uttar Haryana Bijli Vitran Nigam Limited
ULB	Urban Local Bodies
XEN	Executive Engineer

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EXECUTIVE SUMMARY

The evaluation of the RTS Act was undertaken to assess its implementation in the State of Haryana to unearth shortcomings, leakages etc., and to make suggestions for fixing them. Specifically, the purpose of the study was:

- To evaluate the existing institutional mechanism – its reach and effectiveness of delivery centres.
- To analyse the efficiency of grievance redressal mechanism, such as, Right to Service Commission, Appellate Authorities and grievance redressal outreach in various delivery centres.
- To document back-end architecture of selected high volume services for efficient delivery.
- To evaluate proformas for hassle-free and easy access to services.
- To measure citizens' satisfaction level and suggest measures for improving the delivery mechanism for the citizen-centric governance.

To achieve the above-said objectives, three categories of respondents were considered:

- Service seekers of selected high volume services;
- Officials of the respective departments responsible for providing the services under study;
- Appellate Authorities, responsible for the grievance redressal for the services under study.

Perceptions regarding the utility of the Act, problems in its implementation and suggestions to improve its effectiveness were gauged from the above three categories of respondents. In all, 2020 service seekers, including 108 from different delivery centres and 1912 from rural and urban locations were interviewed. A total of 208 officials, including 82 Appellate

Authorities and Designated Officers and 126 staff members were interviewed. The data was collected using schedules prepared separately for each category of the respondents. Interview technique was used for the purpose.

Here are the major findings of the study.

Section-I

Major Findings

Service Seekers' Satisfaction Level

Awareness

It was found that only ten service seekers out of the total sample of (2020) admitted to knowing that the service they applied for came under the RTS Act. What is more, they had no idea about the activities of the RTS Commission and the rights protected under the Act. For the same reason, they filed no appeals for grievance redressal in the last two years. While 25.8% of the respondents reported not receiving the service within the prescribed time limit, they did not lodge any complaint. Officials agreed on this point. One Executive Engineer of Power Department said that the people do not know as to what was RTS and what were the provisions for grievance redressal. As a result, service seekers generally do not file appeals for grievance redressal as the Act requires. He admitted not having received any appeal in the past one year. That, however, does not mean that the people do not face any hardships in getting the services delivered in time. They file the complaints on the 'CM Window' or through the toll-free numbers at the 'Shikayat Nivaran Kendra'. All the Designated Officers held the view that every citizen is entitled to hassle-free public services under the RTS Act, as it provides for the right of the citizens to standard, quality and timely delivery of services. However, the purpose of the Act gets defeated on account of lack of peoples' awareness about it. As things stand, they do not seem to know 'where to go' and 'how to proceed.'

A majority of the respondents reported that no information was available regarding RTS at the submission centres. In the absence of information and knowledge of the RTS Act, the people were not able to exercise their rights to secure timely delivery of the selected high volume services.

Procedures

Procurement of proformas

A few respondents had procured proformas from the official websites of the respective departments. That was so due to the general computer illiteracy, lack of IT infrastructure and lack of awareness about the online services offered. The rest of the respondents reported that for the services like 'Release of New Connections' and 'Additional Load,' proformas were available at the office window. For which reason, they had to go to the office window. The fact of the matter is that these proformas are available at the official websites of the respective departments. However, the service seekers were not aware of it.

Submission of application

A vast majority of the respondents confirmed to having submitted the application by hand, while only a few had used the online mode of submission. The widespread lack of the use of the online procedure is attributable to computer illiteracy, lack of IT infrastructure and lack of awareness about the availability of the online services.

At all the delivery centres, a majority of the respondents submitted their applications at the office window. Given the inadequate staff, they had to suffer various sorts of inconveniences including long queues, extended waiting period and mental and physical hassle. As all the villages don't have CHC/PHC in their respective villages, therefore, they had to travel long distances to seek the services.

Service delivery

A considerable percentage of the service seekers confirmed that they did not receive services within the prescribed time limit. Specifically, the majority of them were related to a) Water leakage/Overflow of Pipes, b) Meter complaints, c) Release of New Connections, d) Additional load) and Old Age Samman Allowance.

A majority of the service seekers across the five services, who did not receive the services, said that they received no communication from the respective departments. Only a small number of officials confirmed it. For delay/denial of services, a vast majority of the respondents in the Department of Social Justice and Empowerment stated that the mode of

communication adopted was Verbal/Personal visits by the applicants. Across the selected departments, only a few staff members reported that there was no communication for delay or denial of services. The RTS Act, however, mandates that in the case of delay/denial of services, the reasons must be conveyed to the applicants in writing. A few of the officials also agreed to the fact of not having sent any written communication to the applicants. This clearly shows the deviation from the RTS norms on the part of the officials.

Grievance Redressal

Even though 521 service seekers had not received the services, yet not even a single appeal was filed to the Appellate Authorities. The majority of these service seekers (300) had no knowledge regarding further action to be taken. They had no idea about the availability of grievance redressal mechanisms provided under the Act. That is how the lack of awareness frustrates the very purpose of RTS.

Satisfaction level regarding conduct of officials

By and large, the respondents seem to be satisfied with the services. But, they have complaints about not receiving the service within the prescribed time. It may be clarified here that their awareness about the time limit is drawn from the Citizens Charters displayed in certain departments, and not from the sources of information under the RTS Act. The respondents who did not receive the services felt very bad about the lack of official communication in case of delay/denial of services.

Section-II

Officials' Perspective

Perception Regarding Objectives of RTS Act

The majority of the officials, including Appellate authorities, Designate Officers, and Staff Members lauded the introduction of the RTS Act 2014 to ensure the timely delivery of service to the people. But, they claimed that institutional mechanisms, from request to the final delivery of services, left something to be desired. They reported the shortage of regular and trained staff, an inadequacy of infrastructure (computers with the internet, etc.) and the shortage of computer literate workforce as the major stumbling blocks.

Shortage of staff

With a view to understanding the immediate causes that result in delay of services, it was learnt that virtually all the Deputy Commissioners felt the lack of manpower to be one of the major factors that had hampered the efforts of administration in delivering services to the citizens. They illustrated it by citing lack of trained staff, low-grade infrastructure, lack of awareness about the RTS Act's objectives, timelines, etc., as the critical hurdles.

In the Power Department, all the designated officers reported that a large number of positions of Junior Engineers, Linemen, Assistant Linemen and computer literate clerical staff were lying vacant. And, that goes to undermine their efforts to provide services in time. The designated officers in other departments had the same views about the shortage of manpower.

Lack of awareness about the Act among the staff

Across the selected departments, the majority of staff members were not aware of the RTS Act. This is truly revealing. It is not hard to imagine its implications for the ineffective operation of the Act.

High discrepancy in documents leads to rejection of application

In the Department of Social Justice and Empowerment, the majority of respondents stated that discrepancy in documentation, e.g., age proof largely leads to delay/denial of service. In other departments, there were no discrepancies reported in the documents required to be filed along with the application.

Proforma and lack of IT infrastructure

It was found that proformas for lodging complaints regarding defective Meters and Water Leakage/Overflow of Pipes were not available at the centres. As a result, the applicants had to give written applications to avail the services.

The staff members of the Health Department confirmed receiving applications only by hand-to-hand mode. This compels service seekers to visit office windows, no matter how far away they live or what physical state they are in.

The majority of the staff members across the selected departments were of the view that the delivery centres are not equipped to deliver the services, as desired under the RTS Act. However, the Governments, State as well as the Central, are rigorously trying to implement digitalization and e-governance. But in the absence of computer literate workforce, up-gradation of IT infrastructure especially in the rural areas where most of the time neither electricity is available nor the internet works, one cannot expect that the service centres can deliver the desired results.

Appellate Authorities do not visit Delivery Centres

A large number of the interviewed staff members reported that the Appellate Authorities rarely visit the delivery centres even though the delivery centres are mainly in the office premises of the Designated Officers/Appellate Authorities.

Record Management and Display of Information

As far as the record management is concerned, most of the departments do not manage the records as desired under the RTS Act. Even the officers, who were designated Appellate Authorities, were not aware of Form 4 A that provides details of record keeping. The dissemination of information through display boards at the concerned offices, especially, the PHED, was not being done as required under the Act.

Suggestions of the officials

For improving the functioning of the delivery centres

28.3% of the respondents from the selected departments under study, except for the Department of Social Justice and Empowerment, suggested strengthening of the manpower at the delivery centres.

20.2% suggested the improvement of the infrastructure, i.e., computer, internet facilities, etc. For providing training to the staff members and spreading awareness 15.1% across the departments recommended.

92.0% of the staff members suggested that there was a need to provide training about RTS to the staff dealing with the services at the delivery centres.

Designated officers in the Department of Social Justice and Empowerment expressed the view that the time to be allotted for delivering the service should be reasonable keeping in view the practical limitations, such as, IT infrastructure, the practice of fraudulent documentation, fake self-attestation and wrongful self-declaration of Income, etc.

Concluding Remarks

To wrap up, we may bring out briefly the major conclusions concerning the objectives of the study.

- The institutional mechanism for the RTS is sound in its format. However, its effectiveness is constrained by the lack of reach regarding coordination between the Commission and the supporting departmental structures, including the delivery centres. This is evident from the rare/minimal visits of the Appellate Authorities to the delivery centres, and shortage of regular and well-trained staff. As a result, there is an appalling lack of awareness among the staff regarding the RTS norms and the casual attitude of the staff towards compliance with RTS norms in several respects, including record management and display of information regarding the rights, timelines and other details for the benefit of the people.
- A more important evidence of the uninspiring effectiveness of the RTS Commission is the widespread and massive ignorance among the people about the existence of RTS Commission, its objectives, its norms, and its procedures. The above observation was vindicated from the perusal of the responses of the service seekers about their right to public services and the way to exercise their right to service under the Act. In the absence of public awareness about the grievance redressal in most of the cases, the service seekers do not use the grievance redressal mechanism institutionalized under the RTS. That was amply evident from our findings. Instead, they rush to the CM Window for lodging their complaints and grievances. That is so because they seem to have much better awareness about the CM Window, thanks to the massive campaigns in the media about the same.
- The Appellate Authorities, as well as other officials, feel that the efficiency of the grievance redressal mechanism is adversely affected by factors like shortage of manpower, training, computer infrastructure, etc. Besides, the service seekers also

have their grievance about the lack of communication in case of delay/denial of services.

- The backend architecture of the selected high volume services reportedly suffers from a lack of proper coordination among the various categories of functionaries and the acute shortage of manpower.
- The proformas, wherever applicable, are largely user-friendly. However, these proformas do lack in giving information about the norms and procedures laid down under the RTS Act. As a result, the service seekers do not get the complete required information about the steps that need to be taken for exercising their right to the services.
- Ironically, there are no proformas for lodging complaints or grievances although grievance redressal mechanism constitutes one of the most important parts of the RTS.
- By and large, the respondents seem to be satisfied with the services. But, they do have complaints about not receiving the services within the prescribed time. It may be clarified here that their awareness about the time limit is drawn from the Citizens Charters displayed in certain departments, and not from other sources of information under the RTS Act. The respondents who did not receive the services expressed their dissatisfaction about the lack of any official communication in the case of delay/denial of services.

The lack of regular and trained staff, low level of awareness about the RTS among the staff, failure in compliance with the RTS norms in record management and displaying information regarding the rights protected under the Act, timelines, etc., have impaired the reach and institutional effectiveness of the existing mechanisms. Failure in disseminating information about the Appellate Authorities led to no filing of appeals, and that defeats the very purpose of the Act. The incidence of rare/minimal visits by the Appellate Authorities to the delivery centres and not providing any communication for the delay/denial of services resulted in trust deficit between the authorities and the service seekers. In the backend architecture of the selected high-volume services, the overwhelming shortage of manpower has affected the delivery of services in time. The application proformas for services are user-

friendly. However, for filing complaints, there were no proformas. The satisfaction level of the service seekers regarding the conduct of the officials turns out to be far from satisfactory.

SECTION-III

Recommendations for the effective implementation of RTS Act

In the light of the findings, the following recommendations may be in order:

Organizational facilities

- Fill all the sanctioned posts, i.e., Junior Engineers, Linemen, Assistant Linemen, and other supervisory staff;
- Ensure systematic, proper and computerised record management as the RTS Act stipulates;
- Equip all the delivery offices with necessary wherewithal for online submission;
- Provide brochures to the staff members containing guidelines of the RTS, listing mandatory timelines and specifying roles, responsibilities of different officials;
- For promoting team effort, there is a need to improve intra-departmental coordination.

Procedure

- For the purpose of overcoming the procedural shortcomings, there is an urgent need for providing the prescribed proformas for each and every service at the Community Service Centres (i.e. village secretariats);
- Prescribed proformas may have the references to the rights of the citizens guaranteed under the RTS Act - especially about time-frames and hassle-free service delivery;
- Online method of submission of the applications for the selected services need to be promoted through CSCs where IT facilities and computer literate employees are available;

- All the departments should communicate in writing to the service seekers to promote responsiveness for acceptance, delay/denial of services through appropriate channels;
- A standard format of acknowledging receipts containing all the necessary entries need to be developed and supplied to all the delivery centres for issuance by them to the service seekers;

Awareness

- For service seekers, adequate publicity of the RTS Act through media campaigns, i.e., newspapers, hoardings, radio, television, internet, etc. is urgently required;
- Generating awareness would lead to overcoming the problems of awareness gap and deficit of trust between the people and the authorities;
- For changing the traditional mindset of the officials, there is a need for imparting sensitization training through orientation programmes, seminars or workshops to the staff;
- For proper display of the timelines and the rights of the citizens, there is a need for providing boards, banners, etc., in each and every concerned office as well as the service delivery centres and CSCs in the village;

The elected representatives, i.e., members of PRIs and ULBs ought to be made aware of the services available under the RTS Act.

Devise ways and means to educate people to use the RTS channel in the first instance before rushing to the CM Window.

It may be noted that both the CM Window and the RTS Act were introduced during the same year. People more often use the CM Window for grievance redressal rather than seeking relief under the RTS Act. The main reason is the wide publicity given to the CM Window and the high level of political awareness among the masses. However, the RTS Act protects the rights of the service seekers and provides relief through punitive and disciplinary measures. But given the low level of awareness among the masses and the lack

of media campaigns to disseminate information about the RTS Act, the people prefer to use the CM Window.

The findings of the study and recommendations may help in bringing about improvement in the quality of services delivered under the RTS. The Report:

- May enhance the efficiency of service delivery in a time-bound manner.
- May rationalise the functioning of the institutional mechanism and make them more effective, accountable and responsive.

The government might like to consider facilitating procedural changes in order to enable the Right to Service Commission to take suo-motu notice of harassment and corruption thereby ensure hassle-free service to the citizens and to facilitate procedural charges.

I

INTRODUCTION: OBJECTIVES AND METHODS OF STUDY

Efficient and effective delivery of public service is a measure of good governance. The Right to Service Act has been devised to guarantee time-bound delivery of services. Haryana has introduced the Right to Service Act. Under the purview of the Act, each service has been given a time frame within which the officials must deliver it to the citizen. If they fail to do, the applicant can appeal to the grievance redressal authority. The Authority then has a specific period to review the appeal. If the appeal is approved, service is immediately provided, and punitive or disciplinary action may be initiated against the concerned official for not providing the service in a time bound manner or for denial of service.

The Right to Service Act is a bold step towards institutionalising accountability and empowering citizens. Madhya Pradesh was the first State to pass the Public Service Guarantee Act in August 2010. Bihar became the second State to implement the Act in July 2011. Punjab, Uttarakhand, Delhi, Jharkhand, Himachal Pradesh, Rajasthan Uttar Pradesh, Karnataka, Chhattisgarh, Jammu and Kashmir and the Central Government introduced the Act in 2011. While, Odisha, Assam and Kerala incorporated the Act in 2012. Gujarat, West Bengal and Goa notified in 2013. Haryana notified in 2014. Maharashtra notified in 2015.

The Haryana Right to Service Act, 2014

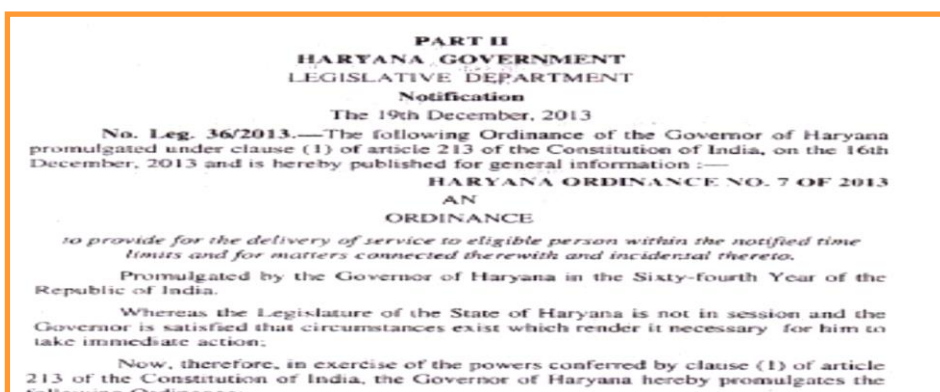
A brief overview of the Act

The State of Haryana promulgated the Haryana Right to Service Ordinance on 19th December 2013. Subsequently, the Haryana Right to Service Act, 2014 was passed by the State Assembly on 26th March 2014. The Act was implemented to institutionalise an effective framework of accountability and transparency which guarantees time-bound delivery of services by various Government Departments operating under the State of Haryana. The Act dictates that an eligible candidate must submit an appropriately filled application form to the designated officer to obtain service. After receiving the application, the designated officer must provide service or reject the application within a fixed time frame (different services have different allotted time frames). The period has been defined as starting from the date the requisite application form is received by the designated officer

or his subordinate. If an eligible person's application is rejected or he does not receive the service within the prescribed time limit, he has the option to file an appeal to the first grievance redressal authority within 30 days from the date of rejection or the expiry of the notified time limit. If the appeal is found to be genuine the first grievance redressal authority may direct the concerned official to deliver the service within seven working days and may also summon the official to provide reasons for delay or non-delivery of the service. The first grievance redressal authority must address the appeal within 30 days of receipt. In case, the appeal is rejected by the first grievance redressal authority; the applicant can then file an appeal to the second grievance redressal authority within 60 days from the date of rejection. If the appeal is found to be genuine, the second grievance redressal authority can direct the official to deliver the service within seven working days. The second grievance redressal authority has a prescribed time limit of 60 days to address the appeal. Further, if the second grievance redressal authority deems the concerned official in the process has failed to deliver the service without sufficient and reasonable cause, it may levy fine (not less than 250 rupees/- and not more than 5000 rupees/-) on the official or take disciplinary action against the official. The applicant is also eligible to receive compensation from the concerned official if the second grievance redressal authority deems it fit. If the applicant is not satisfied with the second grievance redressal authorities' decision, he/she can further file a revision in front of the Commission within 90 days. Ensuring the proper implementation of the Act is the Commission's responsibility. The Commission is also responsible for advancing suggestions to the Government to ensure better delivery of services.

The Haryana Right to Service Act, 2014: Timeline since Inception

- On 19.12.2013 The Haryana Right to Service Ordinance is promulgated.



- On 26.03.2014 The Haryana Right to Service Act is implemented.

HARYANA GOVERNMENT
LAW AND LEGISLATIVE DEPARTMENT
Notification
 The 26th March, 2014

No. Leg. 7/2014.—The following Act of the Legislature of the State of Haryana received the assent of the Governor of Haryana on the 22nd March, 2014, and is hereby published for general information :—

(HARYANA ACT NO. 4 OF 2014)
THE HARYANA RIGHT TO SERVICE ACT, 2014
AN
ACT

to provide for the delivery of service to eligible person within the notified time limits and for matters connected therewith and incidental thereto.

- On 01.07.2014 Notification regarding Haryana Right to Service Rules, 2014 is published.

HARYANA GOVERNMENT
ADMINISTRATIVE REFORMS DEPARTMENT
Notification
 The 1st July, 2014

No. 7/11/2014-3AR.— In exercise of the power conferred by sub-section (1) and (2) of section 21 of the Haryana Right to Service Act, 2014 (Haryana Act No. 4 of 2014), the Governor of Haryana hereby makes the following rules, to carry out the purposes of the said Act, namely :-

1. (1) These rules may be called the Haryana Right to Service Rules, 2014.
- (2) They shall come into force on and with effect from the date of their publication in the Official Gazette.

- The Haryana Right to Service Commission (Management) Regulations, comes into force with effect from 2015.

**The Haryana Right to Service Commission
 (Management) Regulations, 2015.**

In exercise of the powers conferred by section 17(4) of the Haryana Right to Service Act, 2014 (Haryana Act No. 4 of 2014) and all other enabling provisions in this behalf, Haryana Right to Service Commission hereby makes the following Regulations for management of the affairs of the Haryana Right to Service Commission so as to enable it to function effectively :-

- On 07.05.2015, Notification was made by the Haryana Government detailing the list of services covered under the RTS Act and the time frames within which they have to be provided to citizens. By May 2015 a total of 163 services were included in the purview of the Act.

**HARYANA GOVERNMENT
ADMINISTRATIVE REFORMS DEPARTMENT**

Notification

The 7th May, 2015

No.7/31/2014-3AR.— In supersession of the letter of even No. 7/8/2011-3AR, dated the 7th June, 2011 and dated 1st December, 2011 and in exercise of the powers conferred under Section 3 of the Haryana Right to Service Act, 2014, (4 of 2014), the Governor of Haryana, on the recommendations made by the Commission hereby notifies the following services, the time frame within which these are to be provided to citizens, Designated Officer, First Grievances Redressal Authority and Second Grievances Redressal Authority as per the schedule given below:—

- On 15.02.2016, a notification is made by the Haryana Government updating the list of services offered under the Haryana Right to Service Act. The total number of services offered under the gamut of the Act becomes 199.

**HARYANA GOVERNMENT
ADMINISTRATIVE REFORMS DEPARTMENT**

Notification

The 15th February, 2016

No.7/31/2014-3AR.— In exercise of the powers conferred by Sub-section (1) and (2) of Section 3 of the Haryana Right to Service Act, 2014 (4 of 2014) and in supersession of Haryana Government, Administrative Reforms Department, Notification No. 7/31/2014-3AR dated the 7th May, 2015, the Governor of Haryana, on the recommendations of the Commission hereby notifies the following Services, the time limit within which these are to be provided to citizens, and the Designated Officer, First Grievances Redressal Authority and Second Redressal Authority under the Act as per the schedule given below:-

Media Reports Regarding the Haryana Right to Service Act

A brief collection of media reports regarding the Haryana RTS Act is given below, to show how the Act has been institutionalised/implemented.

HARYANA TO FORM RIGHT TO SERVICE COMMISSION

Friday, 09 May 2014 | PNS | Chandigarh | 1

Haryana Government has notified the Haryana Right to Service Act, 2014 to ensure the delivery of service to an eligible person within the prescribed time limits.

An official spokesman said that the State Government would constitute a Commission to be called the Haryana Right to Service Commission, which would be a statutory body and consist of a Chief Commissioner and up to four Commissioners and their appointment would be made by the Governor on the recommendation of a Committee consisting of the Chief Minister, who would be the chairperson of the Committee, Leader of the Opposition and one Cabinet Minister, to be nominated by the Chief Minister. The Chief Commissioner would be a serving or retired officer in the rank and status of the Chief Secretary of the State of Haryana or Secretary to the Government of India. An eligible person would make a duly filled in application to the designated officer for obtaining any service. The designated officer would, on receipt of an application, provide service or reject the application within the notified time limit and in the case of rejection of application would record the reasons in writing and intimate the same to the applicant. Every designated officer would maintain a detailed record of services applied for in a prescribed format, he added. Any eligible person, whose application for obtaining service is rejected or who is not provided with the service within the notified time limit, might file an appeal to the first grievance redressal authority within 30 days from the date of rejection or the expiry of the notified time limit. According to the Act, it would be the duty of the Commission to ensure proper implementation of this Act and to make suggestions to the State Government for ensuring better delivery of services.

Haryana Government notifies 163 services under Right to Service Act

Press Trust of India | Chandigarh May 4, 2015, Last Updated at 23:07 IST

With an aim to provide time-bound and hassle-free services to the citizens, Haryana Government has notified 163 services under the Right to Service Act, 2014. An official spokesman today said that according to a notification issued to this effect recently, these services would be provided in prescribed time period and in the case of unnecessary delay, the concerned official would have to pay a fine. He said Revenue Department would provide twenty services in a time-bound manner. Certified copies of all documents at 'Fard Centre' level, including 'Girdwari' (revenue survey) and mutation, would be provided in one day by Duty Patwari (revenue official). "Registration of all kinds of documents that is Sale Deed, Lease Deed, General Power of Attorney and Partnership Deed

would be provided in one day by the Sub-Registrar or Joint Sub Registrar in the case of Sub Tehsils.

‘Certified copies of all kinds of previously registered documents would be provided in 7 days by the Sub-Registrar or Joint Sub Registrar in the case of Sub Tehsils,’ he said. Scheduled Castes certificate and Backward Classes Certificate would be issued in 7 days by the Tehsildar of the concerned Sub-Division. Likewise, in the Health Department, certified copies of Birth & Death Certificates in rural areas would be issued in 7 days for current year and 15 days for previous years by the Registrar (Birth & Death) of the concerned Primary Health Centre and Community Health Centre or Deputy Civil Surgeon (Birth & Death) of the concerned district.

Water supply and sewerage connection in Municipal Corporation Faridabad and Gurgaon would be issued in 7 days by Assistant Engineer, Conveyance Deed in 15 days, New Trade License by Municipal Corporation in 15 days, renewal of Trade License by Municipal Corporation in 12 days and removal of solid waste from streets or roads in 2 days. Change of Land Use (CLU) permission for the sites situated within controlled areas falling within the municipal limits would be given by Chief Town Planner, Urban Local Bodies in 60 working days, except in cases where competency is of the Government, the spokesman said. In Power Department, normal fuse off call would be addressed within four hours in cities and towns and within eight hours in rural areas, overhead lines breakdown in cities and towns within eight hours and in rural areas within 16 hours. Similarly, Transport Department would provide three services in a time-bound manner, Housing Board would provide nine services, Agriculture Department two services, Haryana State Agricultural Marketing Board eight services, Industries and Commerce Department 19 services and Haryana State Industrial and Infrastructure Development Corporation would provide 13 services. ‘Likewise, HUDA would provide 15 of its services to the people in prescribed time period, Town and Country Planning Department would provide ten services while Home Department would provide 24 services to the citizens,’ he said.

About the Study

To enhancing effective implementation of the Right to Service Act, 2014, the Haryana Govt. decided to get its institutional structure, procedures and practices evaluated. Accordingly,

the Department of Administrative Reforms assigned this project to the Institute for Development and Communication (IDC), Chandigarh to evaluate the working of the Act concerning five selected high volume services. These include:

1. Birth and Death Certificate (Name Entry & Certified copies of New Birth Certificates) (Service No.25);
2. Water Leakages/Over Flow Pipes (Service No.49);
3. Meter Complaints (Service No.58);
4. Release of New Connections/Additional Load/Demand (Service No.59);
5. Old Age Samman Allowance (Pension Scheme) (Service No.179).

Birth and Death Certificate (Name Entry & Certified Copies of New Birth Certificates) (Service No.25)

This Service comes under the purview of the Health/Urban Local Bodies Department. The given time limit to deliver the service is 30 days. The designated officer in charge who ensures delivery of service is the Concerned/Additional District Registrar cum Deputy Civil Surgeon (as applicable). In the case of delay or non-delivery of the service, the applicant can appeal to the first grievances redressal authority which consists of the District Registrar (Births and Deaths) – cum Civil Surgeon of the concerned district. In case the applicant's appeal is rejected/un-responded the applicant can further appeal to the second grievances redressal authority which consists of the Deputy Commissioner of the concerned district.

Water Leakages/Over Flow Pipes (Service No.49)

This service comes under the purview of the Public Health Engineering Department (PHED). The given time limit to deliver the service is within three days. The designated officer, who is responsible for ensuring timely delivery of service, is the concerned SDE of PHED. In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the concerned Executive Engineer (XEN) of PHED. In case the applicant's appeal is rejected/un-responded the applicant can further appeal to the second grievance redressal authority which consists of the concerned Superintending Engineer (SE) of PHED.

Meter Complaints (Service No.58)

I Inspect and check correctness after receipt of meter testing fee

This service comes under the purview of the Power Department. The given time limit to deliver the service is within seven working days. The designated officer, who is responsible for ensuring timely delivery of service, is the Junior Engineer (JE) in charge. In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the Sub Divisional Officer, Operation [SDO (OP)]. In case the applicant's appeal is rejected/un-responded the applicant can further appeal to the second grievance redressal authority which consists of the Executive Engineer, Operation [XEN (OP)].

II. Replace slow/fast meters/creeping/stuck defective

This service comes under the purview of the Power Department. The given time limit to deliver the service is within seven days of its being established on checking. The designated officer, who is responsible for ensuring timely delivery of the service, is the Junior Engineer (JE) in charge. In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the SDO (OP). In case the applicant's appeal is rejected/un-responded the applicant can further appeal to the second grievance redressal authority which consists of the XEN (OP).

III. Replace burnt meters if cause not attributable to consumer

This service comes under the purview of the Power Department. The given time limit to deliver the service is within seven working days. The designated officer, who is responsible for ensuring timely delivery of service, is the Junior Engineer in charge. In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the Sub Divisional Officer (OP). In case the applicant's appeal is rejected/un-responded the applicant can further appeal to the second grievance redressal authority which consists of the XEN (OP).

IV. Replace burnt meters in all other cases after payment of charges

This service comes under the purview of the Power Department. The given time limit to deliver the service is within twenty-four hours. The designated officer, who is responsible for ensuring timely delivery of service, is the Junior Engineer in charge. In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the SDO (OP). In case the applicant's appeal is rejected/un-responded the applicant can further appeal to the second grievance redressal authority which consists of the XEN (OP).

Release of new connections/additional load/demand (Service No.59)

This service comes under the purview of the Power Department. The given time limit to deliver the service is within 30 working days. The designated officer, who is responsible for ensuring timely delivery of service, is the SDO (OP). In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the XEN (OP). In case the applicant's appeal is rejected/un-responded the applicant can further appeal to the second grievance redressal authority which consists of the Superintendent Engineer Operation [SE (OP)].

I. Release of connections where service is feasible from existing network

This service comes under the purview of the Power Department. The given time limit to deliver the service is within 30 working days. The designated officer, who is responsible for ensuring timely delivery of service, is the SDO (OP). In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the XEN (OP). In case the applicant's appeal is rejected/un-responded the applicant can further appeal to the second grievance redressal authority which consists of the SE (OP).

II. Release of connection where network expansion/enhancement required for providing connection (except agricultural)

(a) For LT connections

This service comes under the purview of the Power Department. The given time limit to deliver the service is within 30 working days. The designated officer, who is responsible for ensuring timely delivery of service, is the SDO (OP). In the case of

delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the XEN (OP). In case the applicant's appeal is rejected/un-responded he can further appeal to the second grievance redressal authority which consists of the SE (OP).

(b) For 11 KV connections

This service comes under the purview of the Power Department. The given time limit to deliver the service is within 71 days. The designated officer, who is responsible for ensuring timely delivery of service, is the SDO (OP). In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the XEN (OP). In case the applicant's appeal is rejected/un-responded he can further appeal to the second grievance redressal authority which consists of the SE (OP).

(c) For 33 KV connections

This service comes under the purview of the Power Department. The given time limit to deliver the service is within 90 days. The designated officer, who is responsible for ensuring timely delivery of service, is the XEN (OP). In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the SE (OP). In case the applicant's appeal is rejected/un-responded he can further appeal to the second grievance redressal authority which consists of the Chief Engineer Operation [CE (OP)].

(d) Above 33 KV level connections

This service comes under the purview of the Power Department. The given time limit to deliver the service is within 90 days. The designated officer, who is responsible for ensuring timely delivery of service, is the XEN (OP). In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the SE (OP). In case the applicant's appeal is rejected/un-responded the applicant can further appeal to the second grievance redressal authority which consists of the CE (OP).

Old Age Samman Allowance (Pension Scheme Service No.: 179)

This service comes under the purview of the Social Justice and Empowerment Department. The given time limit to deliver the service is within 120 days. The designated officer, who is responsible for ensuring timely delivery of service, is the District Social Welfare Officer (DSWO) of the concerned district. In the case of delay or non-delivery of the service, the applicant can appeal to the first grievance redressal authority which consists of the Additional Deputy Commissioner (ADC) of the concerned district. In case the appeal is rejected/un-responded the applicant can further appeal to the second grievance redressal authority which consists of the Deputy Commissioner (DC) of the concerned district.

Objectives of the study

The objectives of the study are as follows:

- To evaluate the existing institutional mechanism – its reach and effectiveness of delivery centres.
- To analyse the efficiency of grievance redressal mechanisms such as Right to Service Commission, Appellate Authorities and Grievance Redressal outreach in various delivery centres.
- To document back-end architecture of selected high volume services for efficient delivery.
- To evaluate proformas for harassment free and easy access to service.
- To assess citizens' satisfaction level and suggest measures improve the delivery mechanism for citizen-centric governance.

The findings of the study may help to improvement in the quality of services delivered under the RTS, as follow:

- May enhance the efficiency of service delivery in a time bound manner.
- May rationalise the functioning of the institutional mechanism and make them more effective, accountable and responsive.

- May facilitate procedural changes to enable the Right to Service Commission to take suo-motu notice of harassment and corruption thereby ensure hassle-free service to the citizens and to facilitate procedural charges.

Sources of data

The study is based on both the primary and secondary data. The primary data were generated from the field work while the secondary data were drawn from the documents. The primary data were collected from three categories of respondents; household heads/ service seekers, staff members of the concerned departments, designated officers and grievance redressal authorities. *However, for service no. 25 i.e. Registration of Birth & Death Certificate, since the Department of Health and Urban Local Bodies provide the same service. Therefore it has been considered as a separate unit and data collected from it separately.*

Universe of the study

Keeping in view the objectives and the term of reference, the present study has covered all the four administrative divisions of Haryana i.e. Ambala, Gurgaon, Hisar and Rohtak.

Sample procedure

The selection of survey sites was of purposive nature. In all, eight districts were selected, two districts from each division. Two blocks were picked up, making a total of sixteen. From each selected block then two villages were selected, thus making a total of thirty-two villages. Towns that come under the Municipal Councils in the respective districts were also selected to represent the urban areas.

Selection of blocks, rural and urban area

Following table no. 1.1 details the Division, District, Block (Urban/Rural) and villages covered under study.

Table No.1.1
Districts and Blocks (Urban and Rural Area)

Sr. No.	Division	District	Block	Urban Area	Villages
1.	Ambala	1 Kaithal	1 Kaithal	1 Kaithal	1 Titram
					2 Chandana
			2 Kalayat	2 Kalayat	3 Chaushala
					4 Simla
		2 Yamuna Nagar	3 Chachrauli	3 Yamunanagar	5 Kharwan
					6 Chacharuli
			4 Jagadhari	4 Jagadhari	7 Rohli Kheri
					8 Tigra
2.	Hisar	3 Hisar	5 Hisar 1	5 Hisar	9 Raipur
					10 Dhani
			6 Barwala	6 Barwala	11 Gaibipur
					12 Kumbakhera
		4 Jind	7 Jind	7 Jind	13 Bhutwala
					14 Dalamwala
			8 Narwana	8 Narwana	15 Hatho
					16 Kharadwal
3.	Rohtak	5 Rohtak	9 Rohtak	9 Rohtak	17 Bhramanwas
					18 Makrauli Khurd
			10 Kalanaur	10 Kalanaur	19 Kahanaur
					20 Baniyani
		6 Jhajjar	11 Jhajjar	11 Jhajjar	21 Dhaur
					22 Dujana
			12 Beri	12 Beri	23 Sheria
					24 Chamanpura
4.	Gurgaon	7 Gurgaon	13 Gurgaon	13 Gurgaon	25 Nakhdaula
					26 Manesar
			14 Sohna	14 Sohna	27 Bhondsi
					28 Alipur
		8 Mewat	15 Nuh	15 Nuh	29 Malab
					30 Ugina
			16 Taoru	16 Taoru	31 Kalwari
					32 Jorasi

Source: IDC Field Survey, 2016-17.

Authorities/Staff Interviewed

Table No.1.2
District and Department-wise Authorities/Staff Interviewed

Department	Districts								
	Kaithal	Yamuna Nagar	Gurgaon	Mewat	Hissar	Jind	Jhajjar	Rohtak	Total
Department of Health	8	10	6	8	5	8	14	5	64
Urban/Local bodies	7	3	3	1	4	6	3	8	35
Public Health and Engineering Department	4	5	4	3	7	4	6	5	38
Power	4	5	3	5	5	4	4	4	34
Social Justice and Empowerment	4	6	2	5	7	6	2	4	37
Total	27	29	18	22	28	28	29	26	208

Source: IDC Field Survey, 2016-17.

Table No.1.2 shows that a total of 208 officials which include appellate authorities, designated officers and Other Staff members were interviewed. These include 82 designated officers and appellate authorities, and 126 staff members were interviewed on their availability. As per the TOR twenty-five officials for each high volume service was supposed to be interviewed.

Department-Wise Picture

Department of Health

Table No.1.3
Appellate Authorities, Designated Officers and Staff Members of Health Department interviewed

Designations	Districts								
	Kaithal	Yamuna Nagar	Gurgaon	Mewat	Hisar	Jind	Jhajjar	Rohtak	Grand Total
Second Appellate Authority: Deputy Commission (DC)	1	-	-	1	1	1	-	-	4
First Appellate Authority: Civil Surgeon	-	1	-	-	1	-	1	-	3
Designated Officer: Deputy Civil Surgeon Cum Registrar Birth and Death	1	1	1	1	1	1	1	1	8
Designated Officer Registrar Birth and Death (Medical Officer)	-	-	-	1	-	-	1	-	2
Staff									
ANM	1	2	1	1	-	1	1	2	9
Multi Purpose Health Worker (MPHW)	1	1	-	-	-	-	2	-	4
ASHA Worker	1	1	3	3	-	1	6	2	17
Clerk	-	-	-	1	1	1	1	-	4
Assistant	-	3	1	-	-	1	-	-	5
Urdu Translator	-	-	-	-	-	1	1	-	2
Computer Operator	3	1	-	-	1	1	-	-	6
Total	8	10	6	8	5	8	14	5	64

Source: IDC Field Survey, 2016-17.

Table No. 1.3 shows that the second appellate authorities covered under the study comprise four Deputy Commissioners, of four districts: Kaithal, Mewat, Hisar and Jind. However, in other four districts that are covered under the study, the second appellate authorities were not available due to their official engagements, field tours, etc.

As for the first appellate authority out of a total eight, three were interviewed, one each in the districts: Yamuna Nagar, Hisar and Jhajjar. All the three were Civil Surgeons. Others were not available at the time of field visit.

Designated Officer (Deputy Civil Surgeon cum Registrar Birth and Death)

In all the surveyed districts eight Deputy Civil Surgeons-cum-Registrars Birth and Death were interviewed; one from each district covered under the study. Also, two Medical Officers; one in Nuh in Mewat district and one in Banyani in Jhajjar district, who were in charge of Registrar Birth and Death at Community Health Centres (CHC), were interviewed. Regarding other staff members the analysis is given below as:

Staff

- a. **Auxiliary Nursing Midwives (ANM):** A total of ANMs interviewed for the study were nine. Two in each of the districts namely Yamuna Nagar and Rohtak. While one in each of the remaining districts. None in the district Hisar was interviewed.
- b. **Multi Purpose Health Worker (MPHW):** A total of MPHW interviewed was four: one in each of the districts of Kaithal, Yamuna Nagar and two in Jhajjar.
- c. **Accredited Social Health Activist (ASHA) Worker:** The total number of ASHA workers interviewed for the study in all the surveyed districts was seventeen: one in each of the districts of Kaithal, Yamuna Nagar, Jind. Two in Rohtak. Three in Gurgaon and Mewat and six in Jhajjar.
- d. **Clerk:** A total of four clerks were interviewed for the study: one in each of the following districts: Mewat, Hisar, Jind and Jhajjar.
- e. **Assistant:** A total of five assistant were interviewed. Three from Yamuna Nagar and one each from Gurgaon and Jind.

- f. **Urdu Translator:** Two Urdu translators were interviewed; one in each of the districts of Jind and Jhajjar.
- g. **Computer Operator:** A total of six Computer Operators; three in Kaithal, one in each of the districts of Yamuna Nagar, Hisar and Jind were interviewed.

In all the categories; a total of sixty-four officials in Health Department had been interviewed.

Department of Urban Local Bodies

Table No.1.4
Appellate Authorities, Designated Officers and Staff Members of Urban Local Bodies interviewed

Designations	Districts								Grand Total
	Kaithal	Yamuna Nagar	Gurgaon	Mewat	Hisar	Jind	Jhajjar	Rohtak	
Sub Registrar Birth and Death	1	-	-	-	-	-	-	1	2
Clerk	1	-	-	-		2	-	1	4
Assistant	-	1	-	-	1	1	1	1	5
Data Entry Operator	5	2	3	1	3	3	2	5	24
Total	7	3	3	1	4	6	3	8	35

Source: IDC Field Survey, 2016-17.

In the Department of Urban Local Bodies, the officials and staff members who were providing the Service No.25 for Birth and Death Certificates (Name Entry of certified copies of New Born certificate) were interviewed.

Sub Registrar Birth and Death

Table No.1.4 shows that two Sub Registrars Birth and Death, one in each of the districts: Kaithal and Rohtak were interviewed. Regarding other staff members the analysis is given below as:

Other Staff

- (a) **Clerks:** A total of four clerks one in each of the districts: Kaithal and Rohtak; while two in Jind were interviewed.
- (b) **Assistants:** Five assistants; one in each of the districts: Yamuna Nagar, Hisar, Jind, Jhajjar and Rohtak were interviewed.

- (c) **Data Entry Operator:** A total of twenty-four data entry operators were interviewed: five each in the district of Kaithal and Rohtak. Three each in Gurgaon, Hisar and Jind. Two each in Yamuna Nagar and Jhajjar. One in Mewat.

Department of Public Health and Engineering

Table No.1.5
Appellate Authorities, Designated Officers and Staff Members of Department of Public Health and Engineering interviewed

Designations	Districts								
	Kaithal	Yamuna Nagar	Gurgaon	Mewat	Hisar	Jind	Jhajjar	Rohtak	Grand Total
Second Appellate Authority: Superintendent (SE)	1	-	-	1	1	1	1	1	6
First Appellate Authority: Executive Engineer (XEN)	1	2	1	1	1	1	1	1	9
Designated Officer: Sub Divisional Officer (SDO)	2	2	1	1	2	-	-	-	8
Staff									
Junior Engineer (JE)	-	1	-	-	3	-	-	-	4
Pump Operator	-	-	1	-	-	-	4	2	7
Computer Operator	-	-	-	-	-	1	-	1	2
Sewerage Cleaner	-	-	1	-	-	1	-	-	2
Total	4	5	4	3	7	4	6	5	38

Source: IDC Field Survey, 2016-17.

Table No.1.5 shows that a total six SEs were interviewed from the Department of Public Health and Engineering for the study; one from each of the districts of Kaithal, Mewat, Hisar, Jind, Jhajjar and Rohtak. SEs of Rohtak and Yamuna Nagar were having an additional charge of Jhajjar and Ambala district. The SEs of Gurgaon was not available for interview. As for as the first appellate authorities in all the surveyed districts, nine Executive Engineers (XENs) were interviewed: one each in the districts of Kaithal, Gurgaon, Mewat, Hisar, Jind, Jhajjar, and Rohtak; while two in Yamuna Nagar.

(a) Designated Officer, Sub-Divisional Officer (SDO)

The total number of designated officers interviewed for the study was eight: one each in the districts of Gurgaon and Mewat, while two from each of the districts of Kaithal, Yamuna Nagar and Hisar. In rest of the districts: Jind, Jhajjar and Rohtak designated officers were not available during the field visits. Regarding the other staff members the analysis is given below as:

Staff

a) Junior Engineer (JE)

Four JEs were interviewed: one in Yamuna Nagar and three in Hisar district.

b) Pump Operators

Seven Pump Operators were interviewed: one in Gurgaon district, two in Rohtak and four in Jhajjar district.

c) Computer Operators

Two Computer Operators were interviewed: one in each of the districts of Jind and Rohtak.

d) Sewerage Cleaner

One sewerage cleaner, each from Gurgaon and Jind district was interviewed.

A total of thirty-six officials and staff members from all the categories of PHED Department were interviewed.

Department of Power

Table No. 1.6
Appellate Authorities, Designated Officers and Staff Members
of Department of Power interviewed

Designations	Districts								Grand Total
	Kaithal	Yamuna Nagar	Gurgaon	Mewat	Hisar	Jind	Jhajjar	Rohtak	
Second Appellate Authority Superintendent (SE)	1	1	-	1	1	1	1	1	7
First Appellate Authority Executive Engineer (XEN)	1	1	-	1	1	1	-	-	5
Designated Officer Sub Divisional Officer (S.D.O.)	1	2	-	1	1	-	-	1	6
Staff									
Junior Engineer (JE)	1	1	2	2	1	1	-	2	10
Line Man (LM)	-	-	-	-	1	-	2	-	3
Assistant Line Man (ALM)	-	-	-	-	-	-	1	-	1
Other Staff, Superintendent and Upper Division Clerk	-	-	1	-	-	1	-	-	2
Total	4	5	3	5	5	4	4	4	34

Source: IDC Field Survey, 2016-17.

Table No.1.6 shows that in Power Department the second appellate authorities seven Superintendent Engineers (SEs) one each in the following districts: Kaithal, Yamuna Nagar,

Mewat, Hisar, Jind, Jhajjar and Rohtak were interviewed. The only district where the SE was not available for the interview was Gurgaon. The Executive Engineer (XEN) is designated officer in 33 KW and 33 KW above connection; while first appellate authority in another service under 59 Service, and second appellate authority for meter complaints under Service No.58.

As for as the first appellate authority is concerned, five Executive Engineers (XENs) one in each of the following districts: Kaithal, Yamuna Nagar, Mewat, Hisar and Jind had been interviewed. Others were not available at the time of field visit.

a) Sub Divisional Officers (SDO)

Sub Divisional Officer is the first appellate authority in all the service related to Meter Complaints i.e. Service No.58 and designated officer for the release of new connection up to 11 KW i.e. under Service No.59.

In total six Sub Divisional Officers (SDOs), two in Yamuna Nagar and one in each of the following districts: Kaithal, Mewat, Hisar, Rohtak had been interviewed for the study. Others were not available at the time of field visit.

Junior Engineer (JE)

Junior Engineer is a designated officer for the service of Meter Complaint under the Service No.58.

The study has covered a total of ten Junior Engineers (JEs). One JE from each of the following districts: Kaithal, Yamuna Nagar, Hisar and Jind. While two JEs from each of the following districts: Gurgaon, Mewat and Rohtak. Regarding the other staff members the analysis is as:

b) Line Man (LM)

The total number of Lineman covered under the study was three: one in Hisar, two in Jhajjar district.

c) Assistant Line Man (ALM)

The only Assistant Line Man (ALM) interviewed for the study was in Jhajjar district.

d) Other Staff

The category of other staff comprises superintendent, clerks, etc.

For the study, one Superintendent from Jind and one Clerk from Gurgaon were interviewed.

The total number of officials interviewed in all the categories from the Power Department for the study was thirty-four.

Department of Social Justice and Empowerment

Table No.1.7
Appellate Authorities, Designated Officers and Staff Members of Department of Social Justice and Empowerment interviewed

Designations	Districts								
	Kaithal	Yamuna Nagar	Gurgaon	Mewat	Hisar	Jind	Jhajjar	Rohtak	Grand total
Second Appellate Authority Deputy Commission (DC)	1	-	-	1	1	1	-	-	4
First Appellate Authority Additional Deputy Commission (ADC)	-	1	-	-	-	-	1	-	2
Designated Officer District Social Welfare Officer (DSWO)	-	1	1	1	-	1	1	1	6
Staff									
Clerk	1	1	-	1	1	1	-	-	5
Investigator	-	1	-	-	1	-	-	-	2
Section Officer	-	1	-	-	-	1	-	-	2
Assistant	1	1	-	1	2	1	1	1	8
Computer Operator	1	-	1	1	2	1	-	2	8
Total	4	6	2	5	7	6	3	4	37

Source: IDC Field Survey, 2016-17.

Table No. 1.7 shows that out of eight, four Deputy Commissioners (DC), who have been the second appellate authority in Service No.179 i.e. Old Age Samman Allowance (Pension Scheme), were interviewed: one each in the districts of Kaithal, Mewat, Hisar and Jind. As for the first appellate authority, two Additional Deputy Commissioners (ADCs) were interviewed: one in each of the districts of Yamuna Nagar and Jhajjar. Others were not available at the time of field visit.

Designated Officer (District Social Welfare Officer, DSWO)

Out of eight districts under study, a total of six DSWOs were interviewed: one in each of the districts of Yamuna Nagar, Gurgaon, Mewat, Jind, Jhajjar and Rohtak. Others were not

available at the time of field visit. Regarding other staff members the analysis is given below as:

Other Staff

a) Clerks

In the category of other staff five clerks were interviewed: one in each of the districts of Kaithal, Yamuna Nagar, Mewat, Hisar and Jind.

b) Investigators

Two investigators were interviewed: one in each of the districts of Yamuna Nagar and Hisar.

c) Section Officer

Two Section Officers were interviewed: one in each of the districts of Yamuna Nagar and Jind.

d) Assistant

The total number of assistants interviewed for the study was eight: one in each of the districts of Kaithal, Yamuna Nagar, Mewat, Jind, Jhajjar, and Rohtak; while two in Hisar.

e) Computer Operator

A total of eight Computer Operators were interviewed: one in each of the districts of Kaithal, Jind, Gurgaon and Mewat; while two in each of the districts of Hisar and Rohtak.

The total number of officials interviewed from the Department of Social Justice and Empowerment was thirty-seven.

Service seekers' identification processes

For the verification purpose of service seekers, who availed the service in the last one year both in urban as well as in rural areas, the help of government officials of the respective departments i.e. ASHA workers, Anganwadi worker, lineman/assistant lineman, pump operator, PRI officials and ULB members were sought. Further details have been provided in the template as following.

Template 1: SERVICE SEEKERS' IDENTIFICATION PROCESSES, HARYANA**Service seekers' identification for survey, Haryana**

Service Seeker's:- It covers individual service seeker/household head both at village level as well as in urban locations at each survey site and include:

- ✓ Service seekers, who sought services under service no. 25 i.e. Birth and Death Certificate (Name entries and certified copies of New Birth Certificate)
- ✓ Service seekers, who sought services under service no.49, i.e., (Water Leakage/ Over Flow of Pipes, Sewerage Problems and Restoration of Water Supply, etc.
- ✓ Service seekers, who sought services under service no. 58 and 59 i.e. Meter Complaints and Release of Connections/Additional Loads;
- ✓ Service seekers, who sought services under service no. 179 i.e. Old Age Samman Allowance (Pension scheme).

Selection of service seekers

In all 2020 service seekers, including 108 from different delivery centres and 1912 from rural and urban locations were interviewed.

Block and location wise service seekers

Table No. 1.8
Districts, Blocks and Location-wise Service Seekers

Districts	Blocks	Location		Total
		Rural	Urban	
Kaithal	Kaithal	94	70	164
	Kalyat	89	7	96
	Total	183	77	260
Yamuna Nagar	Jagadhri	72	52	124
	Chhachhrauli	111	7	118
	Total	183	59	242
Gurgaon	Gurgaon	96	24	120
	Sohna	109	25	134
	Total	205	49	254
Mewat	Mewat	101	34	135
	Tauro	113	4	117
	Total	214	38	252
Hisar	Hisar-1	90	39	129
	Barwala	116	17	133
	Total	206	56	262
Jind	Jind	103	46	149
	Narwana	97	11	108
	Total	200	57	257
Jhajjar	Jhajjar	91	25	116
	Beri	100	11	111
	Total	191	36	227
Rohtak	Rohtak	98	32	130
	Kalanaur	122	14	136
	Total	220	46	266
Total		1602	418	2020

Source: IDC Field Survey, 2016-17.

As the table no. 1.8 suggests that the maximum number of service seekers were in the Kaithal block (164). The minimum number of service seekers was in Kalyat (96) block.

Table No. 1.9
Districts and Service-wise Service Seekers

Districts	Services applied for 2015-16, 2016-17								Total
	Birth Name Entries	Certified Copies of the New Birth Certificates	Death Name Entries	Water leakages/ Overflow of pipes	Meter Complaints	Release of New Connections	Additional Load	Old Age Samman	
Kaithal	74 28.5%	1 0.4%	22 8.5%	101 38.8%	23 8.8%	8 3.1%	1 0.4%	30 11.5%	260 100.0%
Yamuna Nagar	63 26.0%	2 0.8%	33 13.6%	47 19.4%	13 5.4%	16 6.6%	14 5.8%	54 22.3%	242 100.0%
Gurgaon	119 46.9%		44 17.3%	37 14.6%	3 1.2%			51 20.1%	254 100.0%
Mewat	114 45.2%	1 0.4%	30 11.9%	20 7.9%	3 1.2%	1 0.4%		83 32.9%	252 100.0%
Hisar	51 19.5%	8 3.0%	21 8.0%	50 19.1%	43 16.4%	25 9.5%	6 2.3%	58 22.1%	262 100.0%
Jind	63 24.5%		39 15.2%	43 16.7%	35 13.6%	8 3.1%	6 2.3%	63 24.5%	257 100.0%
Rohtak	57 21.4%		64 24.1%	60 22.6%	12 4.5%	6 2.3%	2 0.8%	65 24.4%	266 100.0%
Jhajjar	59 26.0%	7 3.1%	56 24.7%	21 9.3%	34 15.0%	4 1.8%	1 0.4%	45 19.8%	227 100.0%
Total	600 29.7%	19 0.9%	309 15.3%	379 18.8%	166 8.2%	68 3.4%	30 1.5%	449 22.2%	2020 100.0%

Source: IDC Field Survey, 2016-17.

As per table no. 1.9 above, as many as 29.7% were service seekers seeking services of Birth Name Entries. 15.3% was of service seekers seeking Death Name Entries, while 0.9% were service seekers of certified copies of New Birth Certificates. 18.8% service seekers were for the service of water leakage/overflow of pipes. For the of meter complaints the service seekers were 8.2%, and for the service of Release of new connection of service, seekers were 3.4%.

Also, the service seekers for additional load were 1.5%. For the service of Old Age Samman Allowance, 22.2% were interviewed.

Research tools and techniques

Two schedules were devised, one each for two categories of staff members and service seekers. Separate interview schedule for appellate authorities and designated officers were prepared.

The schedule for grievance redressal authorities and designated officers (see Annexure I) included questions on various aspects such as:

- Existing institutional mechanism from submission of application to the delivery of services;
- Modes of receiving applications and complaints;
- Unnecessary procedures causing inconvenience to service seekers;
- Causes of delay in providing services in time;
- Perceptual experiences about the causes that undermine the reach and effectiveness of delivery centres;
- Inefficiency of grievance redressal mechanism;
- View and suggestions for effective implementation of RTS Act.

The second set of interview schedule for staff members (see Annexure II) discusses the following:

- Procedure for verification;
- Main causes of delay in delivery of services;
- Frequency of matching timelines for delivery of services as desired under the RTS Act;
- Mode of conveying information to service seekers regarding the acceptance or rejection of their application or complaints;
- Opinion/views about adequacy of infrastructure facilities in delivery centres;
- Accessibility of grievance redressal authorities to service seekers;
- Awareness about accessibility of the appellate authorities;

The third set of interview schedule for service seekers (see Annexure III) discusses the following:

- Accessibility of service centres;
- Difficulties faced while filling the forms;
- Awareness regarding documents attached along with application for services;
- Satisfaction level with the conduct of officials;
- Malpractices faced in exchange for delivery of services;
- Awareness about the given timelines for services under the RTS Act;
- Awareness about display of information about RTS through hoarding and boards at service centres;
- Awareness about the right to appeal for grievance redressal through first and second appellate authority;
- Satisfaction about the grievance redressal mechanism;
- Extra efforts made to get services delivered;
- Awareness about the information available;
- Suggestions, views and opinions for hassle free service delivery and improving the efficiency of grievance redressal institutions.

Techniques

Separate interview schedule for staff members and service seekers were designed to get their opinion. A separate set of guidelines was prepared for designated officers and appellate authorities. Information related to the implementation of Right to Services Act, institutional mechanisms for selected services, factors contributing delay in providing services in a time bound manner, perceptions undermining the reach and effectiveness of the delivery centres and suggestions to provide hassle free services have been sought through open-ended questions, which have been separately coded and analysed. Their opinions/views (shared both formally and informally) regarding the inefficacy of grievance redressal mechanisms that neglect delivery of services as a matter of right protected under

the RTS Act 2014 have been elicited in the present study for the purpose of recommending policy suggestions. In addition, efforts have also been made to know whether the instructions of the RTS Commission regarding displaying information about RTS Act and maintenance of records in the offices of designated officers, grievance redressal authorities' offices have been followed or not.

Interviewing was used as a technique of data collection from the three categories of respondents. Interviews were held using the interview schedules separately prepared for each category.

a) Organisation of the report

Chapter 1: Introduction: Objectives and Methods of Study

- A brief overview of the nationwide implementation of RTS Act; Overview of implementation in Haryana, including norms of the RTS; Recent Media Coverage; Methodology and research tools used to construct the report.

Chapter 2: Right to Service Commission and Grievance Redressal Mechanism

- The hierarchical structure of RTS Commission, especially rules and regulations about the grievance redressal process.

Chapter 3: Institutional Mechanism of Selected High Volume Services

- It carries out a department-wise comprehensive analysis: a) organisational structure at various levels i.e. headquarter, division and district; b) strength of staff comprising both the sanctioned and vacant positions at the time of field survey; and c) backend architecture: availability of proformas for different services, mode of application, process of verification, reasons behind delay in delivery of services.

Chapter 4: Service Seekers' Satisfaction Level

- It offers an inclusive and up to date analysis of the RTS Act implementation. It reviews situation through in-depth primary data analysis and provides direct evidence of the existing fault lines in the implementation of the RTS Act. The

empirical observations, one to one interviews and case studies aid the study to recommend interventions for effective implementation of the Act.

Chapter 5: Officials' Perspective

- It comprises two sections: Section I deals with the perception of officials that include grievance redressal authorities and designated officers, Section II comprises of perspectives of staff members of the respective departments. This chapter entails officials and staff members' views and the difficulties they face. Further, it also captures the leakages in the implementation given the ground realities, such as, vacant positions, lack of infrastructure and awareness among people that are altogether different from the utopian vision of equipping citizens with hassle-free services under the RTS Act. In addition, it also provides different insights about the officials' day to day experiences about delivering services to the citizens.

Chapter 6: Major findings and suggestions

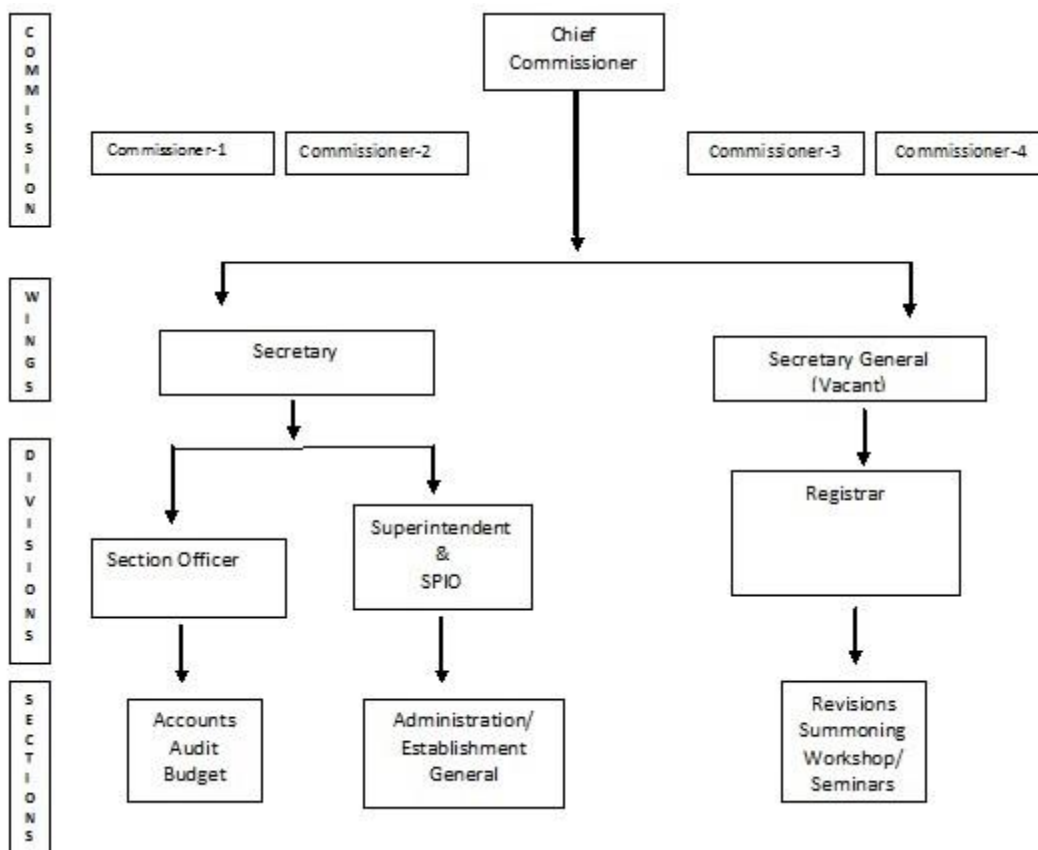
- It entails the findings and recommendations of the present study drawn from: a) the situation analysis (Eight surveyed districts), b) secondary data related to staff positions, delivery of services and grievance redressal.

II

RIGHT TO SERVICE COMMISSION AND GRIEVANCE REDRESSAL MECHANISM

The State Government has constituted Haryana Right to Service Commission for the purpose of the Act. The Commission consists of a Chief Commissioner and up to four Commissioners, whose appointments are made by the Governor on the recommendation of a Committee consisting of the Chief Minister, the Chairperson of the Committee, Leader of the Opposition and one Cabinet Minister.

Structure Chart 2.1
Right to Service Commission



*website of Haryana RTS Act 2014.

The structure chart 2.1, suggests that the Commission is headed by Chief Commissioner. He has powers of general superintendence and direction in the conduct of the affairs of the Commission. Under sub-section (4) of Section 17, the Chief Commissioner shall preside over the meetings of the Commission as well as exercise and discharge the powers and functions

of the Commission vested in him. There are four other Commissioners and subordinate staff to ensure smooth functioning of the Commission. *All the Commissioners are functioning under the instructions of Chief Commissioner who has the discretionary powers to assign them the duties and functions, be it inspection or hearing of the appeal.*

Powers and functions of Commission

It is the duty of the Commission to ensure proper implementation of the Act and to make suggestions to the State Government for ensuring better delivery of services. For this purpose the Commission may:

- ✓ entertain or dispose of revisions under section 10;
- ✓ take Suo moto notice of failure to deliver service in accordance with this Act and refer such cases for the decision to the first grievance redressal authority or the second grievance authority or pass such order, as may be appropriate;
- ✓ carry out inspections of offices entrusted with the delivery of services and the offices of the first grievance redressal authority and the second grievance redressal authority;
- ✓ recommend departmental action against any officer or employee of the State Government, who has failed in the due discharge of functions cast upon him under the Act;
- ✓ recommend changes in procedures and process re-engineering for delivery of services which may make the delivery more transparent and easier; provided that before making such a recommendation, the Commission shall consult the Administrative Secretary In-charge of the department which is to deliver the service;
- ✓ recommend additional services to be notified under section 3 and may also suggest modifications in the notifications already issued for better implementation of the Act;
- ✓ issue general instructions, not inconsistent with the provisions of the Act for the guidance of designated officers, the first grievance redressal authority and the second grievance redressal authority;

- ✓ impose a penalty on designated officer or any other official involved in the process of providing such service up to a sum of twenty thousand rupees, as deemed fit under the circumstances of the case and allow compensation up to five thousand rupees, to be paid to the eligible person by defaulter;
- ✓ review its decisions, directions and orders (Right to Service Act 2014, p. 110).

Commission may initiate Suo-motu inquiry

‘Where the Commission is satisfied that there are reasonable grounds to inquire into a matter arising out of the provisions of the Act, it may, Suo moto, initiate an inquiry in respect thereof (*ibid.*).’

The Commission shall, while inquiring into any matter under this section, have the same powers as are vested in a Civil Court while trying a suit under the Code of Civil Procedure, 1908, in respect of the following matters, namely:

- ✓ summoning the parties;
- ✓ receiving oral evidence on oath or written evidence on affidavits;
- ✓ requiring the discovery and inspection of documents;
- ✓ requisitioning of any public record from any office;
- ✓ obtaining copies of record from any court in accordance with law;
- ✓ issuing summons for examination of witnesses or documents, and
- ✓ any other matter, which may be prescribed (*ibid.*).

Action by State Government on Recommendations of Commission

‘The State Government shall consider the recommendations made by the Commission under clauses (d) (e) and (f) of sub section (1) of section 17 and send information to the Commission of action taken within thirty day or such longer time may be decided in consultation with the Commission. In case the State Government decides not to implement any of the recommendations of the Commission, it shall communicate the reasons for not acting on the recommendations of the Commission (*ibid.*, p. 111).

Grievance Redressal Mechanism

Efficacy of grievance redressal mechanism can be gauged from the degree of transparency, accountability and quick responsiveness to deliver services to its citizens in a time-bound and hassle-free manner. The RTS Act 2014 has made provisions to empower people through making officials responsive and accountable to the needs of citizens regarding the selective high volume services. In the case of delay/denial of services, it has been conceived that through grievance redressal mechanism timely delivery of services will be assured and people will be saved from bearing difficulties and harassment.

Departmental Grievance Redressal Cell as per the RTS Act 2014

Structure Chart 2.2

Departmental Grievance Redressal Mechanism



Source: Compiled by the Author.

There are three tiers in grievance redressal mechanism: first is the designated officer, who is responsible for delivering the services in time. In the case of delay/denial of services, the applicants can directly complain/file an appeal to the first appellate authority, who directs the designated officer to deliver the service. Then in the hierarchy comes, second appellate authority, who can take disciplinary and punitive action against the concerned officials.

Appellate Authorities

Under the RTS Act 2014 provisions for appeal in the case of delay or denial of the services to the grievance redressal authorities have been made.

First Appellate Authority

a) Receiving of Appeal

The first appellate authority 'on receiving of an appeal under sub-section (1) shall consider the matter and if in its opinion the grievance of eligible person appears to be genuine, it may direct the designated officer to provide the service within seven working days or such period as may be specified by it and in case of default, appear before it in person and explain the reasons thereof (RTS Act 2014, p.105).'

b) Hearing of Designated Officer and the Appellant

'After affording an opportunity for hearing to the designated officer and the eligible person, the first grievance redressal authority may pass a reasoned order in writing either accepting the appeal or rejecting the same. The decision of the appeal should be communicated to both the parties by registered post (*ibid*).

c) Final Disposal of Appeal

'An appeal made under sub section (1) shall be finally disposed of by the first appellate authority within a period of 30 days of its receipt (*ibid*, p. 106).'

Second Appeal to the Second Appellate Authority

After the rejection of the appeal by the first appellate authority or in the case of denial of services within the specified time frame any eligible person may file an appeal to the second appellate authority under section (6) within the period of 60 days.

a) Receiving of Appeal

On receiving of an appeal under sub section (1), the second appellate authority may pass a reasoned order in writing either accepting the appeal and directing the designated officer to provide services to the eligible person within seven working days or within such period, as may be specified or reject the same in writing detailing the reasons for such rejections:

- provided that before rejecting the appeal, an opportunity of hearing to the eligible person shall be granted;
- provided further that an order made by the authority under this section be communicated to both the parties by registered post (*ibid*).

b) Disposal of Appeal

‘Appeal made under sub section (1) shall be decided by the second grievance redressal authority within a period of sixty days from the date of receipt of the appeal, as far as possible (*ibid*).’

Power to summon and inspection

Both the first and the second grievance redressal authorities shall while deciding an appeal under the provision of the RTS Act 2014 have the same powers as are vested in civil court while trying a suit under the Code of Civil Procedure, 1908 (5 of 1908) in respect of the following matters:

- Requiring the production and inspection of documents;
- Issuing summons for hearing to the designated officer and the appellant; and
- Any other matter, which may be prescribed (*ibid*).

Penalty

Under the RTS Act 2014 the second grievance authority has the power to impose a penalty in those cases:

- Where the second grievance redressal authority is of the opinion that the designated officer and/or any other official involved in the process of providing such service has failed to provide service without sufficient and reasonable cause, it may impose a lump sum penalty on the designated officer and/or other official involved in the process of providing such service, which shall not be less than two hundred and fifty rupees and not more than five thousand rupees in each case.

- Where the second grievance redressal authority is of the opinion that the designated officer and/or any other official involved in the process of providing such service has/have caused undue delay in providing the service, it may impose a penalty up to the rate of two hundred and fifty rupees per day for such delay on the designated officer and/or any official involved in the process of providing such service, which shall not be more than five thousand rupees in each case:

provided that the designated officer and/or any other official involved in the process of providing such service shall be given a reasonable opportunity of being heard before any penalty is imposed under sub sections (1) and (2).

- The second grievance redressal authority may, by an order, give as compensation an amount up to one thousand rupees to the appellant to be paid by the designated officer or any other official, as the case may be.
- The second grievance redressal authority may, if it is satisfied that the designated officer and/or any other official involved in the process of providing such service has/have failed to discharge the duties assigned under this Act without sufficient and reasonable cause, recommend disciplinary action against the defaulters under the service rules applicable to them in addition to the penalty imposed under sub-section (1) (*ibid*, p. 106-107).

Revision

Any person, who is aggrieved by any order of the second grievance redressal authority, may file revision before the Commission within a period of ninety days from the date of such order:

provided that the Commission may entertain the application after the expiry of the said period of ninety days if it is satisfied that the revision could not be filed in time due to a reasonable cause (ibid, p. 107).

Display of Services and the notified time limit

'Notified services under this Act for which time limit have been framed shall be displayed locally and on the website by the Secretary of the department concerned for information of the public (ibid.). The Act seeks the commitment of the concerned government department for delivery of its services to the intended beneficiaries.

Very briefly, its basic and essential components are:

- a) Listing of specific services offered by the department,
- b) Location and timings of offices connected with the delivery of services.
- c) The names (with address and telephone number) of the officers responsible for delivery of the services above;
- d) The time required for the delivery of each service
- e) The grievance redressal authority in case the services offered is delayed or denied.
- f) Monitoring of applications and automatic 'compensation' to the affected service seekers.

Field Observations

At the field survey sites, of the above-mentioned components, points d) and e) were displayed, as shown below. At a few places, toll numbers were given.

Table No. 2.1
District, Department-wise display of information regarding RTS at the offices of Designated Officer, 1st Grievance and 2nd Grievance Redressal Authorities

Name of Division	Name of the Districts	Designations	Display of Information	Remarks
Ambala	1.Kaithal	Department of Power		
		SE Office	Yes	Information was displayed only at the entrance of the building. All the Offices were in same building. No separate information at these respective offices was given.
		XEN Office		
		SDO Office		
		JE Office		
		Department of Health		
		Registrar Birth and Death (Deputy Civil Surgeon) Office	Yes	
		Department of Urban Local Bodies		
		MC Office Kaithal	Yes	
		MC Office Kalayat	Yes	
		Department of Public Health and Engineering		
		XEN Office	No	
		SDE Division No.2	No	
		SDE Kalayat	Yes	
		Department of Social Justice and Empowerment		
		DSWO Office	Yes	No Information Board. Information only available on printed out fliers pasted on walls.
	Deputy Commissioner Office (Mini Secretariat)			
	DC Office	Yes	Information related to the services provided at the DC Office Window was displayed on board.	
	2.Yamuna Nagar	Department of Power		
		SE Office	Yes	
		XEN Office	Yes	
		SDO Office		- <i>** No visit to SDO office was made since the officer was available in the XEN office at the time of visit and the Interview was conducted there itself.</i>
		SDO Division-1 Office	Yes	No Information Board.
		JE Office		Information was available on printed out fliers pasted on walls. <i>SDO and JE sit in the same building.</i>
		Department of Health		
		Civil Surgeon Office	Yes	Information was given at the entrance of the hospital. No information was given separately at the office.
Registrar Birth and Death, Office Civil Hospital		Yes		
Department of Urban Local Bodies				
MC Office Yamuna Nagar	Yes			
MC Office Jagadhari	Yes			

Name of Division	Name of the Districts	Designations	Display of Information	Remarks
		Department of Public Health and Engineering		
		XEN Division No.2 Office	Yes	No Information Board. Information was available on printed out fliers pasted on walls.
		XEN Division No.2 Office	No	
		SDE Division No.1 Office		<i>**Interview was conducted in the XEN office. No separate visit was made.</i>
		SDE Chachrauli Office	No	
		Department of Social Justice and Empowerment		
		DSWO Office	Yes	No Information Board. Information was available on printed out fliers pasted on walls.
		Additional Deputy Commissioner Office (Mini Secretariat)		
		ADC Office	-	As the office was in Mini Secretariat, display of information was there, but no separate information was displayed in ADC Office.
		Gurgaon	3.Gurgaon	Department of Power
SDO (Sohna) Office	No			
JE (Sohna) Office	No			
JE Div. No.2 Office	No			
Department of Health				
Registrar Birth and Death, Office Civil Hospital	No			Information was displayed opposite the hospital on the road.
Department of Urban Local Bodies				
MC Gurgaon Office	Yes			
MC Sohna Office	Yes			
Department of Public Health and Engineering				
XEN Office	Yes			
JE (Sohna) Office	No			
Department of Social Justice and Empowerment				
DSWO Office	No			
4.Mewat	Department of Power			
	SE Office Palwal (Additional Charge of Mewat District)		No	<i>The interview was held in the office of XEN since S.E was official sitting there.</i>
	X.E.N. Office		No	
	S.D.O. Office		Yes	No Information Board. Information was available on printed out fliers pasted on walls.
	JE (Ojina) Office	No		
	Department of Health			
	Registrar Birth and Death, Office Civil Hospital Menda Kheri	No		

Name of Division	Name of the Districts	Designations	Display of Information	Remarks	
		Registrar Birth and Death, CHC, Nuh	Yes		
		Department of Urban Local Bodies			
		MC Nuh Office	No		
		MC Tauru Office	No		
		Department of Public Health and Engineering			
		SE Office Palwal (Additional Charge of Mewat District)	Yes	The interview was held at Palwal.	
		XEN Office Nuh	No		
		SDE Ferozpur Jhirka Office		The interview was held at the office of XEN. No separate visit was made.	
		Department of Social Justice and Empowerment			
		DSWO Office (Additional Charge of Palwal District)	Yes	Printed Banner was brought on the same day of the visit.	
		Deputy Commissioner Office (Mini Secretariat)			
		DC Office	Yes		
Hisar	5.Jind	Department of Power			
		SE Office	Yes		
		XEN Office (Narwana)	-	As the interview was held in SE Office. No separate visit was made.	
		Department of Health			
		Registrar Birth and Death, Office Civil Hospital	Yes		
		Department of Urban Local Bodies			
		MC Jind Office	Yes		
		MC Narwana Office	No		
		Department of Public Health and Engineering			
		SE Office	Yes		
		XEN Office (Narwana)	-	As the interview was held in SE Office. No separate visit was made.	
		Department of Social Justice and Empowerment			
	DSWO Office	No	The office was in the mini secretariat, so information was available, but no separate information was displayed at DSWO office.		
	Deputy Commissioner Office (Mini Secretariat)				
	DC Office	No	As the office was in Mini Secretariat, display of information was there, but no separate information was displayed at DC office.		
	6.Hisar	Department of Power			
		SE Office	Yes		
		XEN Division No.2 Office	-	Interview of XEN and SDO was held in SE Office. No separate visit was made.	
SDO Office (Adampur)		-	Interview of XEN and SDO was held in SE Office. No separate visit was made.		

Name of Division	Name of the Districts	Designations	Display of Information	Remarks	
		JE Office	No		
		Department of Health			
		Civil Surgeon Office	Yes	Information was displayed at the entrance of the hospital. No separate information was displayed at the individual offices.	
		Registrar Birth and Death Office, Civil Hospital	Yes		
		Department of Urban Local Bodies			
		MC Hisar Office	Yes		
		MC Barwala Office	-	Not visited	
		Department of Public Health and Engineering			
		XEN Office	No		
		SDE Division No-1 Office	-	The interview was held at XEN Office. No separate visit was made	
		SDE Division No-2 Office	-	The interview was held at XEN Office. No separate visit was made	
		Department of Social Justice and Empowerment			
		DSWO Office	Yes	Information was available on printed out fliers pasted on walls.	
		Deputy Commissioner Office (Mini Secretariat)			
		City Magistrate Office	Yes		
		Rohtak	7.Jhajjar	Department of Power	
SE Office	No				
SDO Office	No				
Department of Health					
Civil Surgeon Office	No			Information was displayed at the hospital but not in the office of Civil Surgeon.	
Registrar Birth and Death Office	No				
Registrar Birth and Death Baniyani Office	No				
Department of Urban Local Bodies					
MC Jhajjar Office	Yes				
MC Baniyani	-			Not visited	
Department of Public Health and Engineering					
SE Office (Additional Charge of Rohtak)	No				
XEN Office	No				
Department of Social Justice and Empowerment					
DSWO Office	Yes			Information was available on printed out fliers pasted on walls.	
Additional Deputy Commissioner Office (Mini Secretariat)					
ADC Office	Yes	As the office was in Mini Secretariat, display of information was there, but no separate			

Name of Division	Name of the Districts	Designations	Display of Information	Remarks
				information was displayed in ADC Office.
	8.Rohtak	Department of Power		
		SE Office	Yes	On the main entrance of the building but no separate information displayed at SE Office.
		JE Office	No	On the main entrance of the building but no separate information displayed at JE Office
		Department of Health		
		Registrar Birth and Death, Office Civil Hospital		On the main entrance of the building but no separate information displayed at the individual office.
		Department of Urban Local Bodies		
		MC Rohtak Office	Yes	As the office was in Mini Secretariat, display of information was there but no separate information at MC Rohtak Office.
		MC Kalanour Office	Yes	
		Sub-Registrar Birth and Death Office	Yes	As the office was in Mini Secretariat, display of information was there but no separate information provided in Sub-Registrar Birth and Death Office.
		Department of Public Health and Engineering		
		XEN Div No-1 Office	-	The interview was held in SE Office. No separate visit was made.
		Department of Social Justice and Empowerment		
		DSWO Office	No	As the office was in Mini Secretariat, display of information was there but no separate information provided in DSWO Office.

Source: IDC Field Survey, 2016-17.

* In the surveyed offices wherever the information was given, it only provides Designation of Appellate Authorities, time period and toll-free numbers.

Table No. 2.1 shows that in the majority all the officers of respective departments had displayed the information, except Department of Public Health and Engineering where there was no display of information in the office of XENs and SDEs in the district of Kaithal, Yamuna Nagar, Mewat, Hisar and Jhajjar.

In the Department of Power, XEN office in the district of Mewat and SDO office in the district of Gurgaon (Sohna Division) also had not displayed any information. The majority of the offices in the respective departments under study were in Jhajjar district where information display was not found except the DSWO office.

In all the districts under study, a few cases were found where the information was displayed on the fliers pasted on the walls of the offices.

It clearly indicates by, and large the offices of the respective departments were not following the provided guidelines under RTS regarding the display of information.

Observation

An XEN (PHED) In Yamuna Nagar stated that 'there is no need to display information since this is not a public office.' This contradicts the norms of the ACT.

Record Management

As per the discussion held with the Chief Commissioner, Right to Service Commission of Haryana, it was told that the record management should be as per the RTS norms, i.e., form 4 A (which is designed by the Commission and available on the website). The form 4 (A) clearly indicates the guidelines starting from receiving of application to the delivery of services including the remarks in the case of rejection of the service.

During the field visit even on physical verification, it was found that none of the departments, providing the high volume services, were not maintaining the record as desired under the RTS Commission. The only exception was the DSWO office in Mewat District. The other departments in all the districts under study stated that they are following their Citizen Charter.

Observation

One XEN in the Department of Public Health and Engineering at Jind district asked the team to provide a copy of Form 4 (A).

In Gurgaon, the Registrar of Birth and Death took the picture (photo) of form 4(A) to maintain the record in future as under the RTS norms.

Operationalisation of the RTS Commission

Since last two years, the Commission had received only 27 appeals up to 16.06.2016 which were disposed of in January 2017. Out of the total complaints, department-wise there were only seven complaints against the Department of Public Health and Engineering and one was against the Department of Health. Out of the seven, one was related to overflow of pipes in the Rohtak district under study, and another was in the district of Hisar regarding

tube-well connection. Another complaint was related to water supply connection in the district of Mohindergarh.

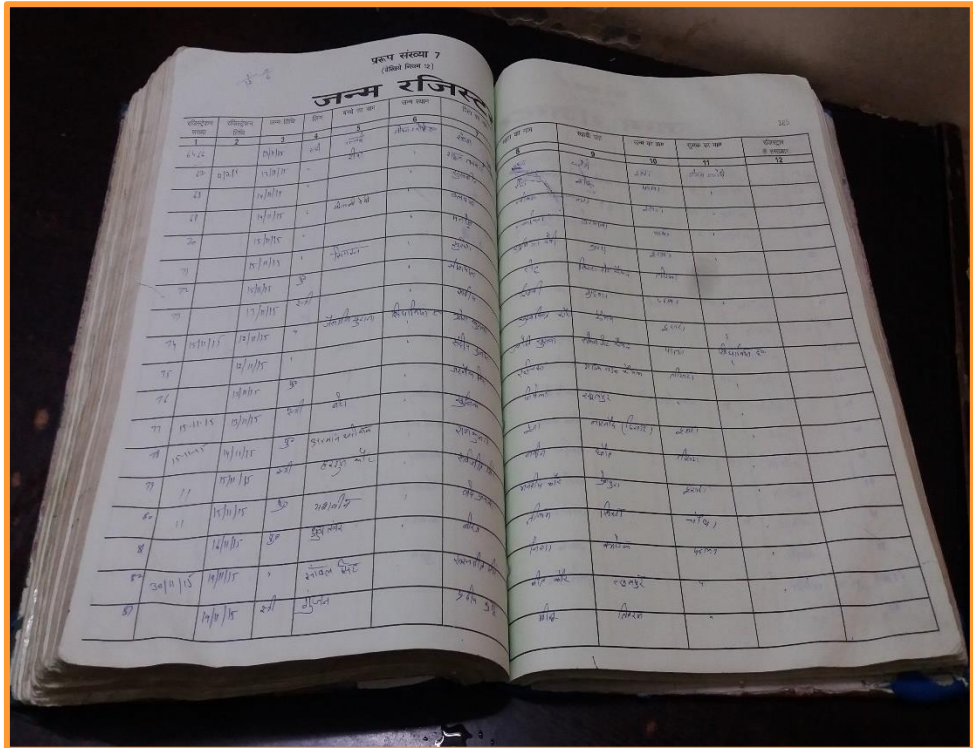
Regarding the birth and death registration, there was only one complaint in the district of Bhiwani. However, other complaints were not related to the selected high volume services under study.

Conclusions

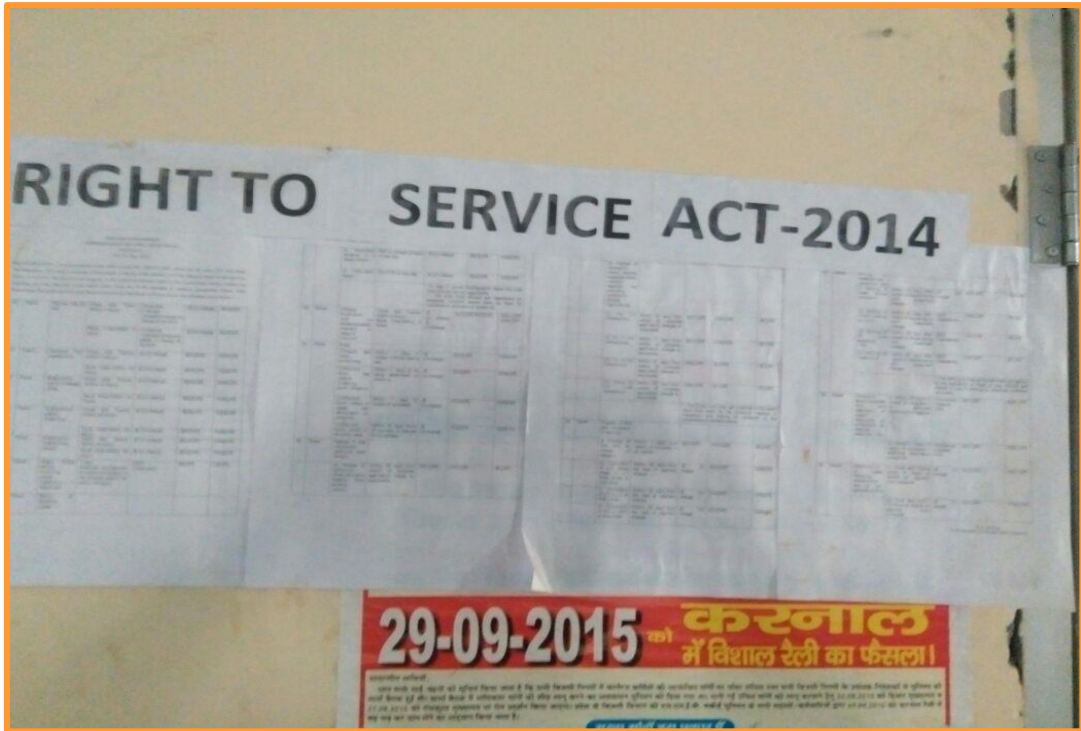
Indeed, the institutional mechanism for the RTS is sound in its format. But, its effectiveness is constrained by the lack of reach regarding coordination between the Commission and the sporting departmental structures of the selected departments including the delivery centres. This is evident from the rare visits of the Appellate Authorities to the delivery centres and a shortage of regular and well-trained staff, lack of required IT infrastructure. As a result, there is an appalling lack of awareness among the staff regarding the RTS norms and casual staff attitude towards compliance with RTS norms in several respects, including record management and displaying of information regarding the rights, timelines and other details for the benefit of the people.



Civil Hospital, Jhajjar



Record Management in Health Department, Kaithal



SDO (Power) Office, Nuh

सेवा में..... रजि० (6262) दिनांक.....

रजिस्ट्रार, जन्म-मृत्यु,
नगर निगम, हिसार

विषय : जन्म घटना के रिकार्ड में बच्चे का नाम दर्ज करवाने बारे प्रार्थना-पत्र।
श्रीमान् जी,

निम्न जन्म घटना आपके कार्यालय के जन्म रजिस्टर में दर्ज है :-

जन्म तिथि 24-11-2005

जन्म स्थान श्रीमान् मन्दी हिसार

पिता का नाम श्रीमान् मन्दी

पिता का आधार कार्ड नं० 2464 8874 3302

माता का नाम शिवाजी

माता का आधार कार्ड नं० 94248153 5430

लिंग लड़का / लड़की

माता पिता का स्थाई पता 114 आई आरमज मन्दी हिसार

कृपया उपरोक्त जन्म रिकार्ड में बच्चे का नाम..... पूरकान् दर्ज किया जावे।
बच्चे का आधार कार्ड/ई.आई.डी. 3022 4150 6245

तसदीक मैंने बच्चे का नाम व आधार कार्ड नम्बर अच्छी तरह से पढ़ व समझ लिया है।
व सही है अगर गलत व अधूरा हुआ तो मेरी स्वयं की जिम्मेवारी होगी।

लिखने को स्वाकृत है। कर्मचारी.....

हस्ताक्षर माता-पिता
जैन्ड, शिवाजी

जन्म/मृत्यु प्रमाण पत्र लेने के लिए डाक पता (अपनी लिखाई में)

नाम..... श्रीमान् मन्दी हिसार

पता..... 114 आई आरमज मन्दी हिसार

पिन नं०..... 125001

मोबाईल नं०..... 98129 0748 8

Record Management, Helath Department, Hissar

LETTER RECEIVED REGISTER							
Serial No.	Date	No.	Date of Letter	FROM WHOM RECEIVED	SUBJECT	File Head	Disposal
4	5/12/16			विश्वकी / 92 555 23 920 12 क्वार्टर रोड, इ.मि. चौकी नेम राटिका गौरी, श्री राम कुमार पांडव वधो गौरी में।	1 लाईट खराब है।	Light Branch	
	5/12/16			पं.बन / 921 24 90000 पड़ावा चौकी माका बनेन भोरे दिमा	1 लाईट खराब है।	Light Branch	
16				श्रीम मधजन / 92156 1112 श्रीम मध। श्री पास।	1 लाईट खराब है।	Light Branch	

Complaint Register (power Department)

नगर पालिका, सोहना, गुडगाँव					
सामयिक रूप से					
क्र.सं.	विवरण	दिनांक	स्थिति	कार्यवाही	टिप्पणी
1.	उपस्था/सुपुर्वाधिकार प्रदायिका	10 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
2.	1. अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
3.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
4.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
5.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
6.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
7.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
8.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
9.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
10.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
11.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
12.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
13.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
14.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका
15.	अलग योजना की स्वीकृति (आवृत्ति) अलग योजना (आवृत्ति)	30 दिनांक	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका	उपस्था/सुपुर्वाधिकार प्रदायिका

नोट :- कोई व्यक्ति यदि द्वितीय शिक्षागत विभाग अधिकारी को आदेश से सहमत नहीं है तो वह अपना पक्ष देना का अधिकार आयोग में रख सकता है।
देना का अधिकार आयोग हरियाणा एस.सी.ओ. नो 38 एफ 39 तीसरा तल सेक्टर-178 चण्डीगढ़।

MC, Sohna (Gurgaon)

III

INSTITUTIONAL MECHANISM OF SELECTED HIGH VOLUME SERVICES

To study the existing institutional mechanism lengthy discussions were held with Rights to Service Commission Chief, Grievance Redressal Authorities, i.e., First Appellate and Second Appellate along with Designated Officers of the selected services. Empirical observations and interviews held with the staff members who play vital role in delivery of services, e.g., Assistant lineman (ALM), Junior Engineers (JEs), Auxiliary Nursing Midwife (ANM), Asha Workers, Sanitary Inspectors, Clerks, Investigators etc., further provide insights into the existing fault-lines in the institutional mechanism. While the State Government has, initiated moves towards E-Governance and using Information and Communication Technology (ICTs) to improve the efficiency and reach of governing institutions that contribute mainly in delivery of services and grievance redressal, but, its efforts have been hampered by immediate challenges, such as, lack of manpower, infrastructure facilities and availability of required material, etc.

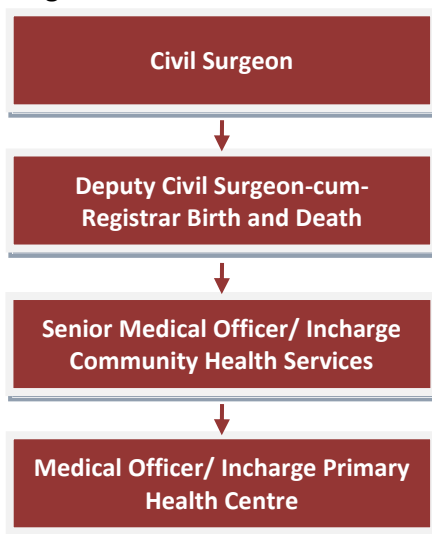
What follows is a department-wise picture of institutional mechanism and field observation on it.

(A) Department of Health

The Department of Health and Urban Local Bodies (ULBs) issues Birth and Death Certificate (Name Entry and Certified copies of New Birth Certificate).

Organisational Structure at District Level

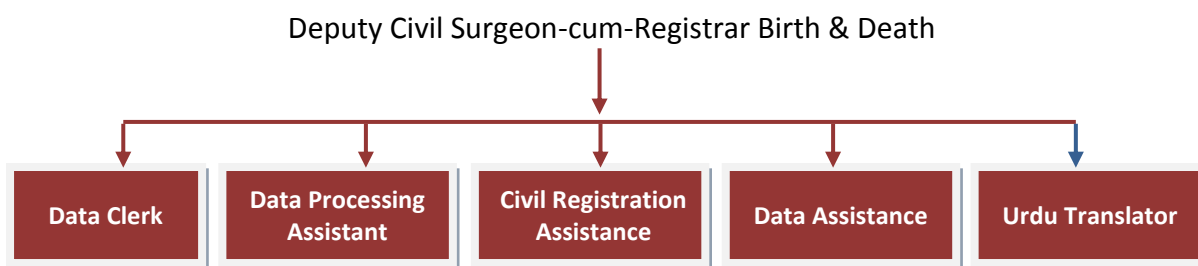
Organisational Structure Chart 3.1



Source: Compiled by the Author.

At the district level, Civil Surgeon is the overall in-charge of health services, who is assisted by Deputy Civil Surgeon-cum-Registrar of Birth and Death; followed by Senior Medical Officer/In-charge of Community Health Centre and Medical Officer/In-charge of Primary Health Centre.

Chart No.3.2
District level Organisational Structure for Registration of Birth & Death Certificates



Source: Compiled by the Author

Registrar Birth and Death is assisted by Data Clerk, Data Processing Assistant, Civil Registration Assistant, Data Assistant and one Language Translator.

Staff Positions

Table No.3.1
District-wise Staff Positions in Department of Birth and Death

District	Deputy Civil Surgeon-cum-Registrar Birth and Death			Civil Registration Assistant			Statistical Assistant		
	Sanctioned Post	Filled Post	Vacant Post	Sanctioned Post	Filled Post	Vacant Post	Sanctioned Post	Filled Post	Vacant Post
Kaithal	1	1	-	1	1	-	1	1	-
Yamuna Nagar	1	1	-	1	1	-	1	1	-
Gurgaon	1	1	-	1	1	-	1	1	-
Mewat	NA	NA	NA	NA	NA	NA	NA	NA	NA
Hisar	NA	NA	NA	NA	NA	NA	NA	NA	NA
Jind	1	1	-	1	1	-	1	-	1
Jhajjar	1	1	-	1	1	-	1	-	1
Rohtak	1	1	-	1	1	-	1	1	-
Districts	Statistical Clerk			Data Processing Assistant			Urdu Translator		
	Sanctioned Post	Filled Post	Vacant Post	Sanctioned Post	Filled Post	Vacant Post	Sanctioned Post	Filled Post	Vacant Post
Kaithal	-	-	-	-	-	-	1	1	-
Yamuna Nagar	1	1	-	-	-	-	1	1	-
Gurgaon	1	-	1	1	-	1	1	-	1
Mewat	NA	NA	NA	NA	NA	NA	NA	NA	NA
Hisar	NA	NA	NA	NA	NA	NA	NA	NA	NA
Jind	-	-	-	1	1	-	-	-	-
Jhajjar	1	-	1	-	-	-	1	1	-
Rohtak	-	-	-	-	-	-	-	-	-

Source: IDC Field Survey, 2016-17.

NA: Not Available

Table No. 3.1 suggests that department is headed by Deputy Civil Surgeon-cum-Registrar Birth and Death. In all the districts under study, there was no position vacant of Deputy Civil Surgeon-cum-Registrar Birth and Death and Civil Registration Assistant.

At the level of Statistical Assistant in the district of Jind and Jhajjar positions were lying vacant. Regarding the Statistical Clerk in the district of Gurgaon and Jhajjar were also lying vacant. The positions of Data Processing Assistants and Urdu Translators are also lying vacant in the district of Gurgaon.

In the districts of Kaithal, Jind, and Rohtak, there was no sanctioned post of Statistical Clerks. As far as Data Processing Assistants are concerned there were no sanctioned posts in the districts of Kaithal, Yamuna Nagar, Jhajjar and Rohtak.

It has been reported that in all the surveyed districts, in the absence of regular staff, staff members were either working on deputations or the retired officers were the officiating as Registrar Birth & Death.

Field Observations

- In Mewat district, the civil hospital Manda Kheri had one retired Senior Medical Officer working as Registrar Birth & Death.
- In Jhajjar district, the office of Registrar Birth & Death in the civil hospital had only one regular staff member while other staff members were on deputation and discharging their duties on a rotation basis.
- In Yamuna Nagar, a Dental Officer was working as Registrar of Birth & Death. He too was on deputation and having an additional charge of one of the CHC in the district.
- In Kaithal, Deputy Civil Surgeon-cum-Registrar Birth & Death was also having an additional charge of one of the CHC in the district.

Procedure

There is a prescribed application proforma, which is available at the Hospital, Community Health Centre (CHC), Primary Health Centre (PHC) and Municipal Committee office without any charges. The documents attached along with the application form are Aadhar Card of the New Born, Voter Card of Parents. The submission of application is manual.

After the submission of the application, there is online verification of the documents. In Urban Areas, Municipal Councillor and Rural Areas, Sarpanch of the village attests/verifies the documents and application form.

For the issuance of certificates, there is a fee charged Rs.35/-. If any person wants more copies, then additional charges per copy are Rs.10/-. However, in Gurgaon and Jind districts, the Registrar of Birth & Death said that 'in the case of urgency there is a provision to pay Rs.100/- as charges and get the copy of the certificate.'

Observations

- A few cases of forgery in Birth certificate entries were reported by the officials in Rohtak and Jind district. The FIRs lodged against applicants, who hide their actual age and produced forged documents for the purpose of getting age proof documents which allow them to qualify for competitions, such as, sports, recruitments in armed forces, police, etc., where age bar disqualifies the applicants, further provide the firsthand account of the ambiguities that make it possible for some of the people to evade the rules.
- Also, the litigants in property disputes too tried to get age proof documents by hiding back facts and forging the documents. In other cases of insurance claims, a few number of applicants tried to prove their spouses dead with the help of forged age proof documents.

Table No.3.2
Total Number of Births and Deaths Registered

Sr. No.	District	2015		2016 (Prov)	
		Total Birth Registered	Total Deaths Registered	Total Birth Registered	Total Deaths Registered
1.	Kaithal	22781	7178	23135	7818
2.	Yamuna Nagar	23717	8137	25288	8961
3.	Gurgaon	37878	10165	34794	10616
4.	Mewat	46387	4286	46544	4902
5.	Hissar	41443	14074	42525	14996
6.	Jind	23941	8629	23060	9183
7.	Jhajjar	16141	5582	13874	6148
8.	Rohtak	26681	14672	26217	15303
9.	Haryana	569340	168910	N.A.	N.A.

Source: Directorate of Health, Haryana, Panchkula.
NA; Not Available

The table no. 3.2 above, shows that in the year of 2015, the maximum number of Birth Registration was in Mewat district (46387), followed by Hissar (41443), while the least Birth Registration was reported in Jhajjar district (16141).

In the year of 2016, the maximum number of Birth Registration was also in Mewat district (46544), followed by Hisar (42525). Jhajjar district had the lowest number of Births Registered (13874).

Death Registration in the year of 2015 was reported highest in Rohtak district (14672), followed by Hisar district (14074). The lowest number of Death Registration was reported in Mewat district (4286).

In the year of 2016, the maximum number of Deaths were Registered in Rohtak district (15303) followed by Hisar (14996). The lowest number of Deaths Registered was in Mewat district (4902).

(B) Department of Public Health and Engineering (PHED)

The Department of Public Health and Engineering is headed by Engineer-in-Chief, who is assisted by six Chief Engineers at the headquarter level. The department is further divided into Circles. Each Circle is headed by Superintendent Engineer. The Circle is divided into Divisions, which are headed by the Executive Engineers (XENs). Then the Division is divided into Sub Divisions which is headed by Sub Divisional Engineer (SDE), who is assisted by Junior Engineers (JEs).

Procedure

Application proformas for a new connection (Drinking Water and Sewerage) are available at the website of the department and the office of Sub Divisional Engineer (SDE). The licensed plumber (a term used by the PHED officials) was also having the application proformas.

The applicants can submit the application form by adopting any of the methods - be it online or hand-to-hand. But the fee has to be deposited at the Sub Divisional Engineer (SDE) office. It was reported by the Executive Engineer that 'in Gurgaon City - the only method for submission of application is online.'

The applicant has to attach the following documents:

- map of the building;
- applicant's photograph;
- voter card;
- aadhar card;
- receipt of the fee paid for water/sewer connection and road cut charges;
- and a copy of plumber certificate.

The plumber of the concerned area visits the site and submits the report to the concerned SDE. In the rural areas, the fee charges for services vary according to the demand of the applicant, such as, for drinking water connection in rural areas:

- one time charges are Rs.500/-;
- monthly charges are Rs.60/- (which includes Rs.48/- for drinking water and Rs.12/- waste water charges);
- for sewerage connections, the applicant has to pay Rs.500/- as one-time charges and Rs.60/- per month (25% of the water charges).

However, in urban areas, the charge varies as Rs.1000/- are charged per connection for domestic. For commercial and institutional purposes; per month for water supply per kilolitre Rs.1/- is charged; whereas in addition to Rs.2000/-, per connection, Rs.4/- per kilolitre are charged for water supply for industrial, commercial and institutional purposes.

For Sewerage Connection in Urban Areas

➤ **Domestic Connection:**

Rs.500/- per connection along with 25% of water charges per month.

➤ **Commercial/Institutional Connections**

Rs.1000/- per connection and 25% of water charges per month.

➤ **Industrial Connections**

Rs.2000/- per connection and 25% of the water charges per month.

Delivery of Services

Soon after receiving the application the Sub Divisional Clerk issues receipt or acknowledgement to the applicant and sends the application to the concerned Junior Engineer. The SDE gives the final sanction and makes sure that the service is delivered in time provided the pipeline is available to the location of house/building. However, in the case of non-availability of the pipeline up to the house/building the applicant has to bear the expenditure of laying down the pipeline.

Staff positions

A detailed analysis of the staff positions in the Department of Public Health and Engineering has been provided as follows.

Table No. 3.3
Staff Positions in the Department of Public Health and Engineering

Districts	Designations and Positions											
	Superintendent Engineering			Executive Engineer			Sub Divisional Engineer			Junior Engineer		
	Sanctioned Position	Filled Position	Vacant Position	Sanctioned Position	Filled Position	Vacant Position	Sanctioned Position	Filled Position	Vacant Position	Sanctioned Position	Filled Position	Vacant Position
Kaithal	1	1	-	2	2	-	6	6	-	22	9	13
Yamuna Nagar	1	1	-	2	2	-	8	8	-	25	14	11
Gurgaon	1	1	-	2	2	-	8	8	-	23	16	7
Mewat	1	-	1	1	1	-	4	4	-	39	26	13
Jind	1	1	-	2	2	-	6	3	3	29	16	13
Hisar	1	1	-	2	2	-	6	6	-	25	13	12
Jhajjar	1	1	-	2	2	-	6	5	1	29	17	12
Rohtak	1	-	1	3	3	-	10	10	-	33	26	7

*Data collected from headquarter Department of Public Health, and Engineering has been compiled by the author.

Table No. 3.3 suggests that the Circle is headed by Superintendent Engineer (SE). In all the districts under study, there had been six SEs, except the two districts: Rohtak and Mewat where the additional charge was given to SE Jhajjar and SE Palwal. There was no position vacant at the level of division, which is headed by Executive Engineers (XENs).

The number of SDE was highest (10) in Rohtak district, where all the positions were filled. However, in Jind district, three positions of SDE were lying vacant whereas in Jhajjar district one position was vacant.

At the level of Junior Engineer, the highest numbers of positions (13) were vacant in each of the districts of Kaithal, Mewat, and Jind district. As much as (12) positions were vacant in each of the districts of Hisar and Jhajjar. In Yamuna Nagar district, the number of vacant positions was (11). Each of the districts of Gurgaon and Rohtak had (7) positions vacant.

(C) Department of Power

In 1998 Haryana State Electricity Board was divided into two parts namely Haryana Power Generation Corporation Limited (HPGCL) and Haryana Vidyut Parsarn Nigam Limited (HVPNL). On 1st July 1999, the HVPNL was further divided into two parts namely Dakshin Haryana Bijli Vitran Nigam (DHBVN) and Uttar Haryana Bijli Vitran Nigam (UHBVN).

DHBVN is responsible for distribution of power in South Haryana. It covers ten districts namely Bhiwani, Faridabad, Fatehabad, Gurgaon, Hisar, Mewat, Narnaul, Rewari, Sirsa and Jind.

Director Operation is the overall in charge of operation wing of DHBVN. Under Director, General Manager/Commercial, Vidyut Nagar, and two Chief Engineers (Operation) are appointed. The Chief Engineer is assisted by three Superintendent Engineers (SEs). And, each Superintendent Engineer is assisted by Executive Engineers (XENs), who takes care of the area under their respective division. The XEN of Hisar has more than one division under him. Each of the XEN is assisted by Sub Divisional Officers (SDOs).

Uttar Haryana Bijli Vitran Nigam Limited (UHBVN) is a Government of Haryana Undertaking. It primarily undertakes the Power Distribution and Retail Supply Business in Northern parts of Haryana. UHBVNL is registered under the Company Act 1956 and has commenced its

operation on July 1999. The power is procured through Haryana Power Purchase Centre (HPPC), and it is a joint form of UHBVN and DHBVN.

UHBVN had ten districts namely Panchkula, Ambala, Yamuna Nagar, Kurukshetra, Kaithal, Karnal, Panipat, Sonapat, Rohtak and Jhajjar.

The UHBVN is headed by Chairman-cum-Managing Director and assisted by four Independent Directors, one Company Secretary, and four Directors - as Director Finance, Director Technical-I, Director Technical-II and Director Projects - Each of them having their staff for assistance. Director Finance, in addition to finance also looks after the administration, whereas Director Technical I and II look after the operation. Under the Director Technical I and II comes the following districts: Panchkula, Yamuna Nagar, Kurukshetra, Kaithal, Ambala and Karnal. Each of the districts is headed by Superintendent Engineer (SE) Operation.

Procedure

Prescribed proformas for the service of the release of New Connection for different categories, such as, for LT Connections, 11 KV, 33 KV and above 33 KV are available online on the website of the department. It is also available in the office of the designated officer i.e. Sub Divisional Officer (SDO). The applications for services are submitted online as well as hand-to-hand. However, for fee submission, the applicants of New Connections/Additional Load have to go to the office of the concerned official.

Along with the application, the applicant has to submit the required documents i.e. copy of Aadhar Card, Photograph, Residence Proof; Land Records (e.g. copy of the registry of the house or land). In the case of applying for Additional Load, the applicant has to bring the old copy of paid bill, as well.

The Junior Engineer of the respective area personally visits and verifies the documents, such as land record (registry), revenue records, and maps, etc., required from the applicant for providing the services.

Fee Charges

For each type of service fee charges varies as:

- ❖ For domestic connections up to 2KV – Rs.75 security and Rs.200/KV service charge.
- ❖ For 3 KV – Rs.750/- security and Rs.500/KV - service charge.
- ❖ For 4 KV – Rs.750/security and Rs.500/KV - service charge.
- ❖ For 33KV – Rs.1000/- security and Rs.2000 service charge and Rs.25/KV -processing charge.

Delivery of Service

After filing the verification report by the concerned designated officer, sanction for the release of the new connection is issued.

Meter Complaints

The nature of meter complaints under Service No 58 is:

- a) inspect and check correctness after receiving of meter testing fee;
- b) replacement of slow/fast/creeping/stuck/defective/burnt meter, if the cause is not attributed to the consumer;
- c) In other cases, the complainant after submitting the application along with the fees required for the service can submit his complaint. However, the department does not provide any prescribed proforma for meter complaints.

Junior Engineer has been declared the Designated Officer under the RTS Act, 2014, who after inspecting, checking and verifying the meter will send it to the lab for testing and on receiving the testing report the meter is replaced.

Methods of Submission of Complaint

The methods available to the applicant for submission of complaints:

- a) toll-free number;
- b) departmental telephone number;
- c) mobile or telephone number of the concerned officer/staff numbers;
- d) entering written complaints in the register;
- e) online complaints: e-mail, texts, etc.

**Table No.3.4
Staff Positions in the Power Department**

District	Division/ Circle	Designation	Sanctioned Strength	Working Strength	Vacant Positions	Remarks
Kaithal	Division No.1	S.D.O.	1	1	-	
		J.E.	4	4	-	(J.E.1+J.E-F)
		L.M.	11	22	-	11 Surplus
		A.L.M.	26	8	18	
Yamuna Nagar	Yamuna Nagar Circle	S.E.	1	1	-	
		XEN	3	3	-	
		A.E./A.E.E.	14	10	4	1 Post created through ITI S/D. 2 Nos. AE (P) and 1 No. CDC AE is working against the post of S.D.O.
		J.E.	66	45	20-	J.E.-1+J.E.-F/J.E./S/Stn. 4 Posts created through ITI S/D. 03 Nos. JE-I are working against the post of S.D.O.
		L.M.	384	299	85	11 Posts created through ITI S/D.
		A.L.M.	969	242	722	27 Posts created through ITI S/D. *179 Posts are outsourced and 372 are working through Contractor.
Nuh	Nuh Division	XEN	1	1	-	
		S.D.O.	4	4	-	
		J.E.	18	10	8	(J.E.1+J.E-F)
		L.M.	77	82	5	
		A.L.M.	178	48	11	141 Outsourced
Jind	Jind Circle	S.E.	1	1	-	
		XEN	3	3	-	
		A.E./A.E.E.	12	10	2	
		J.E.	55	32	23	J.E./1+J.E./F+J.E.1.1+J.E./S/stn.
		L.M.	340	326	14	
		A.L.M.	818	500	318	*In Narwana Division 91 A.L.Ms are working (50 through Outsource + 41 through Contractor.

District	Division/ Circle	Designation	Sanctioned Strength	Working Strength	Vacant Positions	Remarks
Rohtak	Rohtak (Circle)	S.E.	1	1	-	
		XEN	3	3	-	
		A.E.E.	3	3	-	
		A.E.	6	6	-	
		J.E.	63	34	29	(J.E.1+J.E-F)
		L.M.	193	144	49	
		A.L.M.	442	351	91	146 (77 through Contractor and 69 through Agreement)

Source: IDC Field Survey 2016-17.

Table No. 3.4 above, reveals that the working positions in the Power Department have been lying vacant especially below the rank of SDO/AE/AEE. In Jind Circle, there were 23 positions of JE rank vacant whereas in Yamuna Nagar Circle there had been 20 positions and the Rohtak Circle had 29 vacant positions. Below the rank of JE, the Lineman plays a vital role in the delivery of services, but there were 14 positions of Lineman lying vacant in Jind Circle. In Yamuna Nagar Circle 85 positions were vacant while in Rohtak Circle 49.

Total numbers of 318 positions of ALM were vacant in Jind Circle. In Yamuna Nagar, the staggering number of vacant positions was 722. In Rohtak Circle 91 positions were vacant. However, the Power Department claims to do its best in terms of filling the vacant positions through outsourcing and hiring the staff on contract basis, *but the officials candidly admit that in the absence of regular staff 'the parameters of transparency and accountability required for effective delivery of services under the RTS Act 2014 can't be assured.'*

Observations

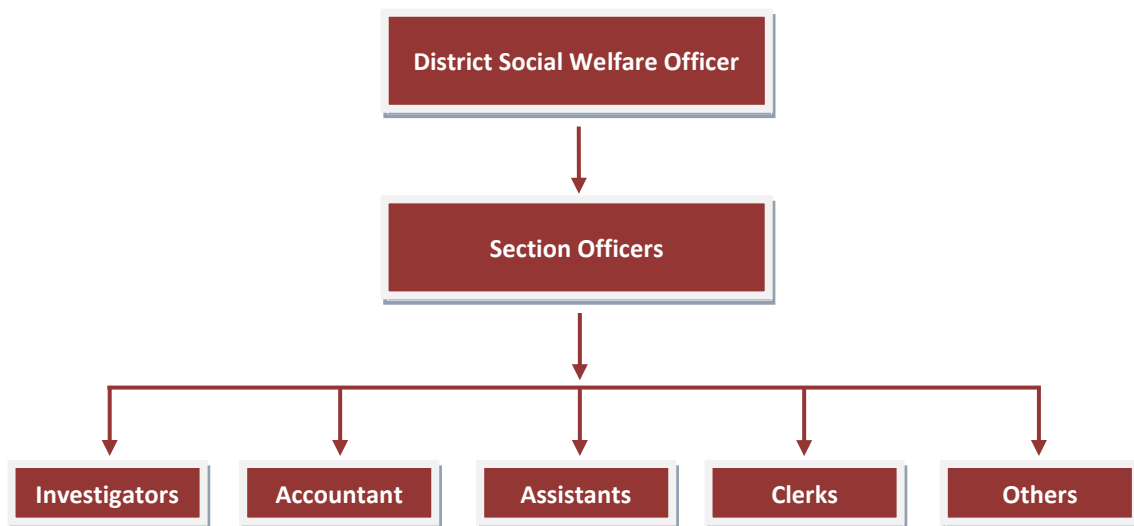
- Both the Lineman and Assistant Lineman are the key persons in the delivery of services - be it fixing the fuse, maintaining the power supply lines, transformers, etc. Their non-availability due to non-recruitment and lack of safety kits required for performing the duties not only result in a delay of services but also put their lives at risk. *One of the JEs in the surveyed districts conceded to the fact that 'most of the Lineman and ALMs were not having the safety kits required for the safety purpose.'*

- In one of the surveyed districts, an SDO stated, 'in my Sub Division, there is an acute shortage of material and machines e.g. cranes to pull heavy wires, poles, etc. Now tell me... under such circumstances how I can perform my duties and meet the timelines given under the RTS Act, 2014.'

(D) Department of Social Justice and Empowerment

Department of Social Justice and Empowerment is headed at the district level by District Social Welfare Officer (DSWO), who is assisted by a Section Officer. Under the Section Officer, there are Investigators, Accountants, Assistants, Clerks and other staff.

Chart No.3.3
District level Organisational Structure



Source: Compiled by the Author.

Procedure

The application proformas are available at DSWO office, Block Development Panchayat Officer (BDPO) Office, Community Service Centre (CSC) in the villages.

The submission of an application for services is made through online as well as hand-to-hand. The CSC in villages provides the online facility of sending the application of Old Age Samman Allowance to the DSWO office.

Observations

- Of all the surveyed districts, Jhajjar was the only district where the mode of receiving applications for Old Age Samman Allowance was only through online. The DSWO stated, 'the facilities of online submission of application are available in each of the CSC in villages in the district.'
- The DSWO of Mewat reported, 'through online application submission the cases of forgery in documents, such as age proof, income certificate, residence proof, have increased.'
- In Kaithal district the mode of submission of application was only hand-to-hand; no online application submission was reported by the authorities.

For Rural Areas

In all the districts under study, the officials of the Social Justice and Empowerment Department stated that they hold one day camp once in a month at the Block level at BDPO office, where the eligible applicants submit their applications.

For Urban Areas

In urban areas too, the Social Justice and Empowerment Department officials hold one day camp in the wards, where the eligible applicants submit the application.

Documents Attached with Application

With the application form the following documents are to be attached:

- A photograph of the applicant;
- aadhar card;
- ration card or residence proof;
- age proof (voter card, any school certificate, medical report, any age proof on the eldest son/daughter, who should be above the age of 41 years).

Eligibility Criteria

A person above the age of 60 years and having an annual income less than Rs.2,00,000/- is eligible for Old Age Samman Allowance (Pension Scheme).

Verification of the documents

In rural areas, the PRI representative i.e. Sarpanch of the village verifies the documents, whereas in urban areas the ULB member, such as Municipal Councillor does the verification of documents. Then, the clerk of the respective department verifies the age proof by matching it with the Election Commission website. The Section Officer before sending the application to the DSWO also does the cross-checking of the documents.

Rejection of Application

In most of the cases of rejection of the applications of Old Age Samman Allowance, the main reason reported by the officials is; 'not matching of age proof documents with the Election Commission Website.'

Staff positions

Table No.3.5 (a)
Staff Positions in the Department of Social Justice and Empowerment

Divisions	Districts	Designations and Positions								
		District Social Welfare Officer			Section Officer			Investigators		
		Sanctioned Position	Filled Position	Vacant Position	Sanctioned Position	Filled Position	Vacant Position	Sanctioned Position	Filled Position	Vacant Position
Ambala	Kaithal	1	1	-	1	1	-	3	1	2
	Yamuna Nagar	1	1	-	1	1	-	3	2	1
Gurgaon	Gurgaon	1	1	-	1	1	-	3	2	1
	Mewat	1	1	-	1	-	1	3	-	3
Hisar	Hisar	1	1	-	1	1	-	3	1	2
	Jind	1	1	-	1	1	-	3	2	1
Rohtak	Jhajjar	1	1	-	1	-	1	3	1	2
	Rohtak	1	1	-	1	1	-	3	3	-

Source: IDC Field Survey 2016-17.

Contd....

Table No.3.5 (b)
Staff Positions in the Department of Social Justice and Empowerment

Divisions	Districts	Designations and Positions								
		Assistant/ Accountant/ Cashier			Clerk			Others		
		Sanctioned Position	Filled Position	Vacant Position	Sanctioned Position	Filled Position	Vacant Position	Sanctioned Position	Filled Position	Vacant Position
Ambala	Kaithal	4	4	-	5	4	1	3	1	2
	Yamuna Nagar	4	3	1	7	3	4	4	1	3
Gurgaon	Gurgaon	4	4	-	7	2	5	4	2	2
	Mewat	4	1	3	6	2	4	5	-	5
	Hisar	4	4	-	5	5	-	3	2	1
	Jind	4	4	-	7	3	4	3	1	2
Rohtak	Jhajjar	4	4	-	7	2	5	5	-	5
	Rohtak	3	3	-	7	3	4	4	-	4

Source: IDC Field Survey 2016-17.

Table Nos. 3.5(a) and (b) show the staff positions in the Department of Social Justice and Empowerment in the surveyed districts of Haryana.

All the positions of DSWO were filled. The post of Section Officer was lying vacant in two districts, i.e., of Mewat and Jhajjar.

All the three posts of Investigators in Mewat district were vacant. However, two of the Investigators' positions in each of the districts of Kaithal, Hisar and Jhajjar were vacant. There was one post of Investigator lying vacant in each of the districts of Yamuna Nagar, Gurgaon and Jind.

Mewat district had the highest number of positions i.e. Assistant/Account/Cashier lying vacant.

Five posts of Clerks were lying vacant in Gurgaon and Jhajjar districts, while, four positions were lying vacant in each of the following districts: Yamuna Nagar, Mewat, Jind and Rohtak.

In the category of Other Positions, such as Data Entry Operator/Computer Operator, Driver, etc., there were the highest numbers of positions vacant in Mewat and Jhajjar districts. The following districts had a different number of positions lying vacant: Rohtak (4), Yamuna Nagar (3), Kaithal (2), Gurgaon (2), Jind (2), and Hissar (1).

Table No. 3.6
District-wise total number of beneficiaries and their status of accounts

Division	District	Beneficiaries and their status of accounts		
		Number of beneficiaries	Accounts uploaded	%age of accounts uploaded
Ambala	Kaithal	134524	130924	97.32
	Yamuna Nagar	118953	116255	97.73
Gurgaon	Gurgaon	65869	64486	97.98
	Mewat	75590	72699	96.18
Hisar	Hisar	182903	179789	98.30
	Jind	152728	150106	98.28
Rohtak	Jhajjar	101424	99081	97.69
	Rohtak	111030	108779	97.97
Haryana		2404244	2344737	97.52

Source: District Social Welfare Office and IDC Field Survey.

Table No. 3.6 shows that the number of beneficiaries of Samman Scheme (old age Pension). The highest number of beneficiaries of the scheme were in Hisar district (182903) followed by Jind (152728), Kaithal (134524), Yamuna Nagar (118953), Rohtak (111030), Jhajjar (101424) and Mewat (75590). The lowest numbers of beneficiaries of Samman Scheme were in Gurgaon (65869).

The uploading of bank accounts of beneficiaries with the Department of Social Justice and Empowerment varies from 96.18% to 98.30%.

Conclusions

The backend architecture of the selected high volume services reportedly suffers from a lack of required strength of staff who play vital in the delivery of services. What is more, the staff dealing with the public at service delivery centres lack realigned approach and mindset that is required for effective delivery of services and building a harmonious relationship between the service providers, and the service seekers may lead to reducing the trust deficit as well.

IV SERVICE SEEKERS SATISFACTION LEVEL

Until a few years ago, the common man had to face several difficulties in getting public services like electricity, education, healthcare, public transport, water supply, etc. The complicated government processes, unreliable time frame, difficulties in contacting officials had been common complaints. What is more, the middlemen and the search for alternative channels generated corruption and reduced faith in the Government processes and systems. Now with the introduction of RTS Act, that aims to provide services in a time-bound manner, the degree of change in the status quo, and people's expectations from the Government has further necessitated transparency and accountability from the respective officials, who are responsible for the delivery of services.

The present chapter provides analysis of the data gathered from all the eight surveyed districts. The total number of service seekers were 2020 interviewed as referred to earlier.

Awareness about Services under the RTS Act

Only ten respondents were aware that the service they applied for came under the RTS Act. Notably out of a total 2020 respondents their source of information was PRI representatives i.e. Sarpanches and MC members.

Awareness about the availability of information about RTS at Submission Centres

Table No.4.1

Service-wise awareness of the Service Seekers regarding information available at the Submission Centres

Services	Responses						Total	
	Yes		No		No response			
	%	N	%	N	%	N	%	N
Birth Name Entries	3.3	20	52.8	317	43.8	263	100.0	600
Certified copies of New Birth Certificate	-	-	50.0	8	50.0	11	100.0	19
Death Name Entries	3.9	12	49.8	154	46.3	143	100.0	309
Water leakage/ overflow of pipes	0.8	3	28.0	106	71.2	270	100.0	379
Meter complaints	3.6	6	22.9	38	73.5	122	100.0	166
Release of new connections	-	-	50.0	34	50.0	34	100.0	68
Additional load	-	-	50.0	15	50.0	15	100.0	30
Old Age Samman	0.2	1	37.4	168	62.4	280	100.0	449
Total	2.1	42	41.6	840	56.3	1138	100.0	2020

Source: IDC Field Survey 2016-17.

Table No. 4.1 entails the details of awareness of the service seekers about the information available at the Submission Centres regarding RTS Act. As much as 56.3% of the service seekers were not sure about the display of information, so they did not respond. 41.6% respondents denied that there was a display of information at the centres.

Only 2.1% confirmed about the information display. All of them said that the information was displayed on the board at offices.

Awareness about Right to Appeal

None of the service seekers across the selected services under the study either reported knowing about the grievance redressal mechanism and in case of delay/denial of the services none of them filed an appeal either to the first or second Appellate

None of them admitted whether they were dissuaded from filing an appeal for grievance redressal.

Places to Procure Proforma

**Table No.4.2
Places to Procure Proformas**

Services	Places																			
	Office		Hospital/CHC/PHC		Verbal Complaint		Written Application		ANM/ASHA Worker/Staff		BDPO		On Line		Sarpanch		MC Office		Total	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Birth Name Entries	5.0	30	49.8	299	-	-	3.2	19	28.5	171	-	-	-	-	-	-	13.5	81	100.0	600
Certified copies of New Birth Certificate	31.6	6	47.4	9	-	-	-	-	-	-	-	-	-	-	-	-	21.0	4	100.0	19
Death Name Entries	9.1	28	40.1	124	-	-	7.4	23	40.8	126	-	-	-	-	-	-	2.6	8	100.0	309
Water leakage/ overflow of pipes	-	-	-	-	73.4	278	27.6	77	-	-	-	-	-	-	-	-	6.3	24	100.0	379
Meter complaints	-	-	-	-	56.0	93	44.0	73	-	-	-	-	-	-	-	-	-	-	100.0	166
Release of new connections	100.0	68	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100.0	68
Additional load	100.0	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100.0	30
Old Age Samaan	38.5	173	-	-	-	-	-	-	-	-	42.3	190	10.2	46	9.0	40	-	-	100.0	449
Total	16.6	335	21.4	432	18.4	371	9.5	192	14.7	297	9.4	190	2.3	46	2.0	40	5.8	117	100.0	2020

Source: IDC Field Survey 2016-17.

Table No. 4.2 suggests that as much as 16.6% service seekers procured proforma from the respective offices. Only 2.3% of them reported receiving the required proforma online i.e. from the website of the Social Justice and Empowerment.

For Birth and Death Name Entry, service seekers procured the proformas from the hospitals, MC office and Asha Workers.

However, there was no proforma for Water Leakage/Over Flow of Pipes and Meter Complaints. For Water Leakage/Over Flow of Pipes 73.4% and for Meter Complaints, 56.0% stated that they complained to the officials verbally.

All the service seekers for Release of New Connections and Additional Load procured their proforma from the concerned office.

For Old Age Samman Allowance as much as 42.3% procured proforma from the BDPO office. The following 38.5% procured proforma from DSWO office, while 9.0% procured the proforma from PRI representatives i.e. Sarpanch.

The proformas were available free of cost. None of the service seekers reported paying for it.

Awareness about Documents to be attached along with Application

Table No.4.3
Service-wise awareness about documents to be attached along with the application

Services	Responses				Total	
	Yes		No		%	N
	%	N	%	N		
Birth Name Entries	100.0	600	-	-	100.0	600
Certified copies of New Birth Certificate	100.0	19	-	-	100.0	19
Death Name Entries	100.0	309	-	-	100.0	309
Water leakage/ overflow of pipes	-	-	100.0	379	100.0	379
Meter complaints	77.7	129	22.3	37	100.0	166
Release of new connections	100.0	68	-	-	100.0	68
Additional load	100.0	30	-	-	100.0	30
Old Age Samman	100.0	449	-	-	100.0	449
Total	79.4	1604	20.6	416	100.0	2020

Source: IDC Field Survey 2016-17.

As per table no. 4.3, all the service seekers of the respective services except Water Leakage/Over Flow of Pipes confirmed attaching the documents along with the applications. As many as 77.7% of the service seekers for Meter Complaints confirmed of attaching the documents required for the service.

Observation

For Meter, two kinds of complaints were reported: 1) replacement of Meter, for which attachment of the documents was required and 2) fast running of Meter wherein the attachment of documents was not required.

Accessibility of Delivery Centres

Table No.4.4
Service-wise opinion of the service seekers regarding accessibility of delivery centres

Services	Accessibility of Delivery Centres				Total	
	Yes		No			
	%	N	%	N	%	N
Birth Name Entries	98.7%	592	1.3	8	100.0	600
Certified copies of New Birth Certificate	100.0	19	-	-	100.0	19
Death Name Entries	100.0	309	-	-	100.0	309
Water leakage/overflow of pipes	95.0	360	5.0	19	100.0	379
Meter complaints	98.8	164	1.2	2	100.0	166
Release of new connections	100.0	68	-	-	100.0	68
Additional load	100.0	30	-	-	100.0	30
Old Age Samman	97.3	437	2.7	12	100.0	449
Total	98.0	1979	2.0	41	100.0	2020

Source: IDC Field Survey 2016-17.

Table No. 4.4 shows that majority of the service seekers 98.0% across the selected services stated that Delivery Centres are accessible.

Observation

1. For Water Leakage/Over Flow of Pipes and Meter Complaints, particularly in the rural areas, Pump Operators and Lineman/ALM were reported to be not available due to being overburdened by additional charges of neighbouring villages.

Mode of submission of Application

Table No.4.5
Service-wise mode of submission of applications/complaints

Services	Mode of Submission											
	Online		Hand-to-hand		Complaint on Register		Telephone		Verbal		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Birth Name Entries	5.0	30	95.0	570	-	-	-	-	-	-	100.0	600
Certified copies of New Birth Certificate	42.1	8	57.9	11	-	-	-	-	-	-	100.0	19
Death Name Entries	3.2	10	96.8	299	-	-	-	-	-	-	100.0	309
Water leakage/ overflow of pipes	0.3	1	43.3	164	28.0	106	5.3	20	23.2	88	100.0	379
Meter complaints	-	-	77.7	129	6.0	10	4.8	8	11.4	19	100.0	166
Release of new connections	1.5	1	98.5	67	-	-	-	-	-	-	100.0	68
Additional load	-	-	100.0	30	-	-	-	-	-	-	100.0	30
Old age Samman	9.6	43	90.4	406	-	-	-	-	-	-	100.0	449
Total	4.6	93	83.0	1676	5.7	116	1.4	28	5.3	107	100.0	2020

Source: IDC Field Survey 2016-17.

Table No. 4.5 suggests that the majority of service seekers i.e. 83.0% submit their application hand-to-hand, while online submission of application was only 4.6%. For registering complaints about water leakage/overflow of pipes and meter complaint, 5.7% preferred to enter the complaint in the official registers. Only 1.4% of the service seekers told that they register their complaints telephonically.

Places of submission of application

Table No.4.6
Service-wise places of submission of applications/complaints

Services	Places																Total	
	Office Window		Delivery Centres/ Office		E-Disha Centres		Open Darbar/ BDPO Officer		CSC		PHC/CHC		Asha Worker/ANM		Office Register			
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Birth Name Entries	60.8	365	7.0	47	2.7	16	-	-	-	-	27.0	162	2.5	15	-	-	100.0	600
Certified copies of Birth Certificate	73.7	14	26.3	5	-	-	-	-	-	-	-	-	-	-	-	-	100.0	19
Death Name Entries	65.4	202	2.6	8	1.0	3	-	-	-	-	15.5	48	15.5	48	-	-	100.0	309
Water leakage/ overflow of pipes	57.5	218	14.0	53	-	-	-	-	-	-	-	-	-	-	28.5	109	100.0	379
Meter complaints	88.0	146	6.0	10	-	-	-	-	-	-	-	-	-	-	6.0	10	100.0	166
Release of new connections	100.0	68	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100.0	68
Additional load	100.0	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100.0	30
Old Age Samman	64.6	290	-	-	-	-	30.3	136	5.1	23	-	-	-	-	-	-	100.0	449
Total	66.0	1333	5.8	118	0.9	19	6.7	136	1.1	23	10.4	210	3.1	63	5.8	118	100.0	2020

Source: IDC Field Survey 2016-17.

Table No. 4.6 suggests that for the service of Birth Name Entries 60.8% of service seekers submitted their applications at office window i.e. at Civil Hospitals. Further, 27.0% submitted at CHC/PHC, 7.0% at delivery centres that are MC office window, 2.7% at E-disha centres (operates at district headquarters only). However, 2.5% service seekers reported that they submitted applications through Asha workers/ANMs.

For Certified Copies of Birth Certificates, as many as, 73.7% service seekers submitted applications at the office window, while 26.3% at the delivery centres, i.e., MC office.

For Death Name Entry, maximum of the service seekers i.e. 65.4% submitted their application at office window i.e. Civil Hospital, followed by 15.5% both with CHC/PHC and Asha workers/ANMs. Only eight of them at delivery centres/M.C. office three at E-disha centres.

For services of Water Leakage/Over Flow of Pipes, the service seekers submitted complaints at the office window, i.e., SDE/JE office, followed by 28.5%, who reported registering their complaints in the office register at the SDE Office/JE/Pump Operator. Meanwhile, 14.0% reported submitting of complaints at the delivery centres, i.e., MC office.

88.0% of service seekers suggested that for Meter Complaints they submit their complaints at the office window, i.e., SDE/JE office, while, 6.0% submitted their complaints at the service delivery centre, i.e., Line Man office. As many as 6.0% also reported registering their complaints in the register available in the office.

For the release of New Connections and Additional Load, all the service seekers reported submitting their applications at the SDE office.

For the Old Age Samman Allowance (Pension Scheme), 64.6% of the service seekers reported that they submitted applications at the office window, i.e., DSWO office, followed by 30.3% through Open Darbar organised by the department. While 5.1% submitted at the CSC.

Satisfaction Level

Table No.4.7
Service-wise satisfaction level of service seekers regarding the conduct of officials

Services	Satisfaction Level				Total	
	Yes		No			
	%	N	%	N	%	N
Birth Name Entries	96.3	578	3.7	22	100.0	600
Certified copies of New Birth Certificate	56.3	10	43.8	9	100.0	19
Death Name Entries	84.5	261	15.5	48	100.0	309
Water leakage/ overflow of pipes	73.6	279	26.4	100	100.0	379
Meter complaints	91.0	151	9.0	15	100.0	166
Release of new connections	95.6	65	4.4	3	100.0	68
Additional load	96.7	29	3.3	1	100.0	30
Old Age Samman	96.2	432	3.8	17	100.0	449
Total	89.4	1805	10.6	215	100.0	2020

Source: IDC Field Survey 2016-17.

Table No. 4.7 reveals that as many as 89.4% service seekers were satisfied with the conduct of staff at the respective offices.

However, 10.6% across the services were not satisfied. Main reasons of dissatisfaction, as reported, were: non-cooperation, repeated visits and not paying heed to the problems of the service seekers.

Services received within prescribed time limit

Table No.4.8
Service-wise, services received within the prescribed time limit

Services	Responses				Total	
	Yes		No			
	%	N	%	N	%	N
Birth Name Entries	100.0	600	-	-	100.0	600
Certified copies of New Birth Certificate	100.0	19	-	-	100.0	19
Death Name Entries	100.0	309	-	-	100.0	309
Water leakage/ overflow of pipes	42.0	159	58.0	220	100.0	379
Meter complaints	18.1	30	81.9	136	100.0	166
Release of new connections	16.2	11	83.8	57	100.0	68
Additional load	33.3	10	66.7	20	100.0	30
Old Age Samman	80.4	361	19.6	88	100.0	449
Total	74.2	1499	25.8	521	100.0	2020

Source: IDC Field Survey 2016-17.

Table No. 4.8 provides details about whether the service seekers received the services within the prescribed time limit or not. As many as 74.2% of the service seekers across the services confirmed that they received the services in time. All the service seekers for Birth & Death Name Entry, Certified Copies of New Birth Certificates and in the majority, Old Age Samman Allowance reported of receiving the services.

However, 25.8% of the service seekers denied receiving the services in time. Specifically, 58% were from Water leakage/ overflow of pipes, 81.9% were from the Meter complaints, 83.8% were from Release of new connections, 66.7% were for the Additional load, and 19.6% were from Old Age Samman Allowance.

Communication regarding delay/denial of service

Table No.4.9
Communication regarding delay/denial of services

Services	Reasons						Total	
	Pending		Rejected		No communication			
	%	N	%	N	%	N	%	N
Birth Name Entries	-	-	-	-	-	-	-	-
Certified copies of New Birth Certificate	-	-	-	-	-	-	-	-
Death Name Entries	-	-	-	-	-	-	-	-
Water leakage/ overflow of pipes	30.9	68	1.4	3	67.7	149	100.0	220
Meter complaints	4.4	6	-	-	95.6	130	100.0	136
Release of new connections	12.3	7	-	-	87.7	50	100.0	57
Additional load	20.0	6	-	-	70.0	14	100.0	20
Old Age Samman	50.0	44	10.2	9	39.8	35	100.0	88
Total	25.1	131	2.3	12	72.5	378	100.0	521

Source: IDC Field Survey 2016-17.

Table No. 4.9 shows that 72.5% of the services seekers across the selective services who did not receive the service within the prescribed time limit, had not received any information from the respective department. However, the rest of the respondents stated that they had information i.e. either pending 25.1% or rejected 2.3%. (Note: Those who had information gained it after visits to the department).

Action taken by service seekers post delay/denial of services

Table No.4.10
After delay/denial of services, action taken by the service seekers

Services	Action taken								Total	
	No action		Telephonic reminder		Complaint on CM Window		No response			
	%	N	%	N	%	N	%	N	%	N
Birth Name Entries	-	-	-	-	-	-	-	-	-	-
Certified copies of New Birth Certificate	-	-	-	-	-	-	-	-	-	-
Death Name Entries	-	-	-	-	-	-	-	-	-	-
Water leakage/overflow of pipes	42.7	94	4.1	9	4.1	9	49.1	108	100.0	220
Meter complaints	6.6	9	-	-	0.7	1	92.6	126	100.0	136
Release of new connections	12.3	7	-	-	1.7	1	86.0	49	100.0	57
Additional load	30.0	6	-	-	10.0	2	60.0	12	100.0	20
Old Age Samman	61.3	54	27.3	24	5.7	5	5.7	5	100.0	88
Total	32.6	170	6.3	33	3.4	18	57.6	300	100.0	521

Source: IDC Field Survey 2016-17.

Table No. 4.10 suggests that after the delay/denial of the services, the majority of the respondents i.e. 32.6% did not take any action due to lack of awareness. Only 6.3% reported that they reminded the official telephonically. Only 3.4% stated that they registered their complaints on CM Window.

However, the majority of the respondents 57.6% did not respond to the question as they were unaware of their rights provided under the ACT.

Conclusions

The widespread lack of awareness among people i.e. only ten service seekers knowing about the RTS Act out of (2020) is an authoritative evidence of the uninspiring effectiveness of the RTS Commission. This level of massive ignorance of the people about the existence of RTS Commission, its objectives, its norms, and its procedures further provides lead to the causes of failure of grievance redressal mechanisms provided under the Act. In the absence of public awareness about the grievance redressal in most of the cases, the service seekers do not use the grievance redressal mechanism granted under the RTS, as is evident from the responses of the service seekers. Instead, they rush to the CM Window for lodging their complaints and grievances. That is so because they seem to have much better awareness about the CM Window, thanks to the massive campaigns in media about it.

V OFFICIALS' PERSPECTIVE

This chapter discusses perception and suggestions of officials regarding the effective implementation of RTS Act. It is divided into two sections. Section I provides an insight of Appellate Authorities and the Designated Officers, who are the pivot of Grievance Redressal and are primarily responsible for ensuring time-bound delivery of the selected services as mandated under the RTS Act, 2014. Section II comprises the staff members' perspective, their level of awareness regarding procedures of receiving applications, verification of application and delivery of services.

SECTION-I

Second Appellate Authority

In the selected high volume services: Birth and Death Certificate, and Old Age Samman Allowance, the Designated Second Appellate Authority is the Deputy Commissioner. Regarding the service of Water Leakages/Over Flow Pipes, the Superintending Engineer of Public Health and Engineering Department is the Designated Second Appellate Authority. In two of the other selective services: Meter Complaints and Release of New Connections/Additional Load/Demand, the Superintending Engineer and the Executive Engineer of the Power Department are the Second Appellate Authorities.

Deputy Commissioners of the four districts namely: Kaithal, Mewat, Hisar and Jind were interviewed. In the remaining four surveyed districts, the Deputy Commissioners were not available for interview at the time of field survey due to their official engagements and field visits.

Six Superintending Engineers of the Power Department in the districts of Kaithal, Mewat, Hisar, Jind, Jhajjar and Rohtak, and five Executive Engineers in the districts of Kaithal, Yamuna Nagar, Mewat, Hisar and Jind were interviewed.

Meanwhile, six Superintending Engineers of the Public Health and Engineering Department were interviewed in the districts of Kaithal, Mewat, Hisar, Jind, Jhajjar and Rohtak.

Perception regarding objectives of the RTS, Act 2014

All the Deputy Commissioners were of the view that the public service delivery has shifted from the traditional approach of 'what Government can offer' to 'what citizens' expect from the Government'. This paradigm shift from earlier approaches wherein the citizens were considered beneficiaries of the Government rather than clients had paved the way for RTS Act, which aims to provide time-bound delivery of public services and seeks greater Government-Citizen accountability to eliminate corruption. However, they differ in their opinions regarding the time frames for the delivery of services such as Old Age Samman Allowance (Pension Scheme).

One of the Deputy Commissioners said, 'in the Department of Social Justice and Empowerment, there is no regular and trained staff i.e. computer operators/data entry operators, nor IT infrastructure such as broadband internet connections. Therefore under such circumstances, the given timelines can't be fulfilled, as the Act demands'.

One of the Superintending Engineers of the Power Department further emphasised, 'we are living in a world, where the processes of democratisation and good governance are gaining momentum. The implementation of the RTS Act 2014 to ensure the timely delivery of service to the people is one of the strongest expressions of the growing influence of the people. However, there are many obstacles such as non-availability of regular and trained staff at key positions (e.g. Junior Engineers, Lineman, Assistant Lineman, etc.), who play a key role in delivering services in time as desired under the Act. Still, the noble objectives of the Act need to be appreciated, and its norms must be honoured by the respective officials and the staff at the service delivery centres.'

Likewise, the stated objectives of the RTS Act, 2014, were also appreciated by the Second Appellate Authority of the PHED Department. However, they too share their apprehensions of meeting the timelines given the non-availability of material required for the delivery of services and manpower (e.g. Junior Engineers, Pump Operators, Sewerage Cleaners, etc.).

Perception regarding hassle-free service delivery

All the Second Appellate Authorities endorse the fact that the Act is meant to reduce corruption among the government officials and to increase transparency and public accountability that is essential for providing citizen-centric hassle-free services.

One of the Superintending Engineers of the Power Department said, 'in our department, the timelines given under the Citizen Charter are already being followed. The RTS Act also demands time-bound delivery of services and our staff already practices honouring the timelines.'

The Executive Engineer of Power Department said, 'people don't know what RTS is and what the provisions of grievance redressal are. They do not file appeals for grievance redressal as the Act requires. Being an Appellate Authority, I have not received any appeal in the past one year, but it doesn't mean that people don't face hardships in getting the services delivered in time. They file the complaints on the 'CM Window' or register at the 'Shikayat Nivaran Kendra'. For C.M. Window grievance redressal status (see details department wise in Annexure IV, V, VI and VII).

The Superintending Engineer of Public Health and Engineering Department stated, 'our department performs an essential function of disease prevention and preservation of health that largely depend upon the environment in which people are born, grow, eat, drink, work, etc. Hence, the delivery of services on time and hassle-free manner is essential, and the RTS Act too mandates timely delivery of services.'

One of the Deputy Commissioners said, 'providing citizens hassle free services in a time bound manner is certainly first and foremost goal of our administration. I firmly stick to the guidelines and the time limits provided under the RTS Act for delivery of services.'

Institutional mechanisms from request to final delivery of services

All the Appellate Authorities confirmed that the institutional mechanisms from request to the final delivery of service are user-friendly. But, they can't be claimed foolproof as the issues such as the appointment of regularly trained staff at the centre, infrastructure up-

gradation (e.g. computer literate workforce, computers with the internet, etc.), still need to be taken care of.

One of the Deputy Commissioners' said, 'the use of new Information Technologies at the service centres will not only help in delivering services in time but will also save the citizens' money as well.'

A Superintending Engineer of the Power Department said, 'we have an effective institutional mechanism from receiving the request for service/complaint to the delivery of it. However, the lack of manpower and awareness among people about their rights sabotage our efforts of delivering services to the people.'

Perception regarding causes behind delay of service delivery

Regarding listing the immediate causes that result in a delay of services, all the Deputy Commissioners clearly expressed a lack of manpower as one of the major factors that have hampered the efforts of administration in delivering services to the citizens. They further reported a lack of trained staff especially contractual, up-gradation of infrastructure, lack of awareness about the RTS Act's objectives, timelines, etc.

In Power Department, the lack of trained manpower, such as, lineman and ALM, who play a key role in the delivery of services in exigencies and the non-availability of a material i.e. meter, wires, etc., was reported as the major cause of delays in timely delivery of services. Similar views were shared by the interviewed Appellate Authority of Public Health and Engineering Department.

Perception regarding Inefficiency of grievance redressal mechanism

All the Appellate Authorities reported that since the RTS Act came into existence, not even a single appeal was filed. The main reason cited was a lack of information about the Act and lack of awareness about the grievance redressal mechanisms provided under the Act.

One of the Appellate Authority said, 'even though the aggrieved parties have not filed appeals to the designated grievance redressal authorities under the Act, but inefficiencies such as maintaining records of complaints or appeals (as mandated by the Act), lack of qualified and trained staff persist in the Grievance Redressal Mechanisms.'

One of the Superintending Engineer of the Power Department admitted that the complaints filed through CM window or registered telephonically get delayed because of the lack of staff i.e. Junior Engineers, Lineman, etc., and the non-availability of required material such as meters, etc.

Suggestions

To improve efficiency of institutional mechanism

All the Appellate Authorities were of the view that to ensure better citizen services; the Government should promote the use of Information-Cum-Communication Technologies (ICTs), and it should identify its weaknesses and challenges. Regular and qualified staff needs to be appointed for ensuring accountability and transparency as required under the RTS Act mandatory.

The Superintending Engineers of the Power and Public Health and Engineering Departments suggested that there should be a special recruitment drive to fill the existing vacancies with regular and trained staff. And the availability of material required for the up-gradation of existing power lines needs to be ascertained as the number of connections are rising with the growth of population.

To spread awareness among people about the RTS Act and the grievance redressal mechanisms

All of the Appellate Authorities suggested that there is an urgent need of launching a mass media campaign through News Papers, TV, Radio, hoardings at public places about the rights of people for public services protected under the Act and the provisions of the Grievance Redressal Mechanisms.

One of the Deputy Commissioners said, 'in my opinion, all the proformas required for the applications of services should contain the norms of the Act regarding the selective services and their respective grievance redressal authorities and whom they should approach in the case of delay or denial of services.'

Regarding Sensitization of officials

For assuring swift and hassle free delivery of services all the grievance redressal authorities interviewed emphasised on the issue of sensitization of officials at all positions in the service delivery centres. They said that the information about the RTS Act, its objectives, timelines and grievance redressal mechanisms is the key to achieving desired goals of the Act. For achieving this purpose training through workshops, seminars etc. needs to be imparted to the staff appointed at the delivery centres.

First Appellate Authority

In the Health Department, Civil Surgeon is the First Appellate Authority. Three Civil Surgeons of the districts of Yamuna Nagar, Hisar and Jhajjar, were interviewed.

The Executive Engineer of the Power Department is the First Appellate Authority for services regarding meter complaints. A total of five Executive Engineers (XEN) were interviewed in the districts of Kaithal, Yamuna Nagar, Mewat, Hisar and Jind.

The First Appellate Authority in the Department of Social Justice and Empowerment is Additional Deputy Commissioner (ADC). Two ADCs in the districts of Yamuna Nagar and Jhajjar were interviewed.

In the Department of Public Health and Engineering, a total of nine Executive Engineers (XEN), who were designated First Appellate Authority were interviewed.

Perception regarding objectives of RTS, Act 2014

All the First Appellate Authorities in the selective high volume services endorse the State Government move to enact the RTS Act and hailed its objectives of timely delivery of services. They further stressed on the need to generate the awareness about the Act among masses and overcoming the existing shortcomings i.e. in infrastructure and e-governance, recruiting adequate staff and computer literate workforce.

One of the interviewed Additional Deputy Commissioners said, 'I believe, the effective delivery of services to its citizens is a yardstick of good governance and is a worthy initiative to empower people, who have become more assertive and conscious about their rights in

general and demand accountability from the service providers though not under the RTS Act 2014.’

One of the interviewed Executive Engineers in the Department of Power said, ‘the timelines are given under the Act, indeed, seek to ensure citizens delivery of services on time and hassle-free manner, but to honour the timelines we need to have trained and regular staff, availability of material, up-gradation of the existing infrastructure, etc.’

Institutional mechanisms for applying for service to final delivery of services

All the Designated First Appellate Authorities suggested that Information and Communication Technology is a vital cog in the timely delivery of services. The up-gradation of IT infrastructure in the Government institutions is required to streamline the procedures for delivery of services across the departments. They further emphasised that the lack of awareness among people about the Act and the absence of standardised digital workflow is a major stumbling block to achieving the desired results required under the RTS.

Major causes of delay of services

All the First Appellate Authorities reported that the major causes of delay in providing services are due to the lack of trained and regular staff at service delivery centres.

In the Power Department, the Executive Engineer said, ‘services are though provided in time as the Citizen Charter demand; however there are still some major issues, such as, lack of trained manpower, non-availability of material, up-gradation of infrastructure and power lines, etc., that need to be addressed for effective delivery of services.’

Perception regarding Grievance redressal mechanism

The First Appellate Authorities accepted the fact that a large number of the intended beneficiaries are not aware of the existence of the RTS provisions at all. And if they are unaware, how can then they ever demand its implementation?

Additional Deputy Commissioner, First Appellate Authority in the Department of Social Justice and Empowerment said, ‘the lack of awareness among masses about the RTS Act, 2014, leads to chaos; people instead of using their rights for grievance protected under the

Act choose the CM window for grievance redressal - that overburdens both the staff at the Deputy Commissioner office as well as the respective department.'

Suggestions

To improve efficiency of institutional mechanism

For further improvement in the efficiency of institutional mechanism all the respective First Appellate Authorities in the surveyed districts unanimously stated that: a) the enhancement of efficiency of existing institutional mechanism is required, b) the appointment of regular and trained staff needs urgent consideration, c) the availability of material required for the delivery of services in a time-bound manner needs to be ascertained, and d) maximum use of advances in Information Technology.

To improve efficiency of grievance redressal mechanisms

All of Appellate Authorities held the view that first of all there should be a spreading of awareness among masses about the grievance redressal mechanisms provided under the Act and provide consultation and training to the personnel appointed at the service delivery centres.

One of the Appellate Authority in Public Health and Engineering Department said, 'the grievance redressal mechanisms are though well designed, yet in the absence of their proper advertisement and media campaigns they are still unknown to the people. Until the people are informed about their rights provided under the RTS Act and provisions made for grievance redressal through mass media campaigns, the desired results can't be achieved.'

Sensitization of officials

Almost all the First Appellate Authorities in the surveyed districts acceded to the fact that the staff at service delivery centres play a vital role in providing services in a time-bound and hassle-free manner, but they are not trained, and still many posts are being filled with the staff on deputation. What is even more distressing is that most of them are not even aware of the existence of RTS rules in their department. Therefore, there is an urgent need to impart training through the workshop, seminars, etc.

Designated Officers

In the selected high volume services the total number of Designated Officers interviewed was 45;

- a) Ten in the Health Department 'Registrar Birth & Death,
- b) Eight in Public Health and Engineering Department,
- c) Twenty one in Power Department- for service related to meter complaints ten Junior Engineers. For the service of release of new connection up to 11KV, Sub Divisional Officer six. And five Executive Engineers, who were Designated Officers for the release of 33 KV connection and above);
- d) In the Department of Social Justice and Empowerment six District Social Welfare Officers in the surveyed districts were interviewed.

Perception regarding objectives of RTS, Act 2014

All the Designated Officers interviewed in the surveyed districts appreciated the objectives of the RTS Act, 2014. However, they candidly shared their apprehensions regarding the time frames fixed for the delivery of services under the Act. In the Power Department all the Designated Officers reported that given a large number of vacant positions of Junior Engineers, Lineman, Assistant Lineman and computer literate clerical staff undermine their efforts to provide services in time. Designated officers in other department i.e. Social Justice and Empowerment too expressed that the time period to deliver service should be reasonable keeping in view the limitations in IT infrastructure, the practice of fraudulent documentation such as fake self-attestation and self-declaration of Income, etc.

Institutional mechanisms from request to final delivery of services

All the Designated Officer confirmed that the existing institutional mechanisms are neither having the adequate staff to deliver the services in time nor have computer literate workforce that is required for taking advantage of Information Technology.

Major causes of delay of services

All the Designated Officers held the view that though every citizen is entitled to hassle-free public services and the RTS Act seek commitment to standard, quality and time frame for the delivery of services, however, these anticipated outcomes can't be attained until the people are aware 'where to go' and 'how to proceed'. The service delivery centres largely lack trained staff, infrastructure like computers, internet facilities, availability of the material required for the delivery of services such as meters, safety equipment for lineman and assistant lineman, up-gradation of the power lines for new connections, etc.

Suggestions

Designated Officers across the selective departments suggested that the grievance redressal mechanisms provided under the Act are inaccessible to people because of lack of information. Hence, to overcome this hurdle, there is an urgent need to have the adequate publicity of the provisions of the Act.

Also, other deficiencies, such as lack of training to the operative and supervisory staff, lack of infrastructure, hierarchy gap between officers and the operative staff further needs to be addressed. However, for changing the mindset of the officers as well as the staff, regular arrangements of training workshops, seminars, etc. are required.

SECTION-II

This section analyses the data pertaining to staff members' perspective and their level of awareness regarding different stages such as receiving an application, verification, delivery of services, etc. In all the eight surveyed districts a total of 126 staff members were interviewed across the selected departments. Maximum 47 were from the Department of Health. The minimum number of staff members from the Department of Power six was interviewed.

Staff Perspective

Gender - wise composition of staff

Table No.5.1
Gender-wise composition of Staff

Sr. No.	Departments	Sex					
		Male		Female		Total	
		%	N	%	N	%	N
1.	Health	14.3	18	23.0	29	37.3	47
2.	Urban Local Bodies	19.8	25	6.3	8	26.2	33
3.	Power	4.8	6	-	-	4.8	6
4.	Public Health & Engineering	11.9	15	-	-	11.9	15
5.	Social Justice & Empowerment	17.5	22	2.4	3	19.8	25
	Total	68.2	86	31.8	40	100.0	126

Source: IDC Field Survey 2016-17.

Table No. 5.1, shows that in majority 68.2% of the interviewed were male staff, while, 31.8% were female staff. Maximum male officials i.e. 19.8% were in the Department of Urban Local Bodies followed by the Department of Social Justice and Empowerment i.e. 17.5%. Minimum male officials were in the Power Department i.e. 4.8%.

Across the departments, the highest percentage of female staff was 23.0% in Health Department, followed by the Department of Urban Local Bodies 6.3%. Minimum percentage of female 2.4% was in the Department of Social Justice & Empowerment. However, Department of Power and Public Health and Engineering had no share of female staff interviewed.

Sources of Availability of Proformas

As per the RTS norms, there should be prescribed proformas for the selected high volume services. Applicants can avail proforma either of the sources from the respective departments' offices or the official website of the department. In some of the cases like Meter Complaints and Water Leakages/Overflow of Pipes, there was no proforma. However, in the Department of Health for Registration of Birth and Death Name Entries officials reported that they accept written applications as well.

Table No. 5.2
Department-wise sources of availability of Proforma

Departments	Places															
	Health Institutions		M.C. Office		Office Window		BDPO Office		Online		Written Applications		No Proforma for Complaint		CSC	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Health	97.8	46	-	-	-	-	-	-	-	-	2.1	1	-	-	-	-
Urban Local Bodies	18.2	6	66.6	22	-	-	-	-	27.3	9	6.0	2	-	-	3.0	1
Power	-	-	-	-	33.3	2	-	-	-	-	16.7	1	50.0	3	-	-
Public Health & Engineering	-	-	-	-	33.3	5	-	-	13.3	2	20.0	3	33.3	5	-	-
Social Justice & Empowerment	-	-	-	-	20.0	5	76.0	19	52.0	13	-	-	-	-	24.0	6

Source: IDC Field Survey 2016-17.

Due to multiple responses percentages will not add to hundred.

Table No. 5.2 shows that across the selected departments all the staff interviewed, confirmed the availability of proformas for availing service in the respective offices. The online availability of proformas was reported highest 52.0% for Old Age Samman Allowance in the Department of Social Justice and Empowerment followed by nine staff member of the ULBs, and two staff members of the Public Health and Engineering Department.

The Department of Health and ULBs provide the Registration of Birth and Death Name Entries, so the majority of the staff members stated that proformas were available in their respective institutions i.e. hospitals/CHC/PHC and MC office.

However, as far as the proformas regarding complaints i.e. Meter Complaints and Water Leakage/Overflow of Pipes is concerned, there was no proforma. Hence, the applicants can give written applications to avail the services.

Maximum 76.0% of the staff members of the Department of Social Justice and Empowerment reported that applicants could avail proforma from the BDPO office. Minimum 20.0% staff members stated that applicants could avail proforma from the office window.

However, except the Department of Social Justice and Empowerment, the staff of all other departments confirmed receiving written applications too.

Mode of Receiving of Application

Table No. 5.3
Department-wise mode of receiving applications/complaints

Department	Mode											
	Online		Hand-to-hand		Both		Verbal complaint		Complaint written on Register		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Health	-	-	100.0	47	-	-	-	-	-	-	100.0	47
Urban Local Bodies	15.1	5	45.5	15	39.4	13	-	-	-	-	100.0	33
Power	-	-	50.0	3	33.3	2	-	-	16.7	1	100.0	6
Public Health and Engineering	13.3	2	33.3	5	20.0	3	13.3	2	20.0	3	100.0	15
Social Justice & Empowerment	12.0	3	24.0	6	64.0	16	-	-	-	-	100.0	25
Total	7.9	10	60.3	76	27.0	34	1.6	2	3.1	4	100.0	126

Source: IDC Field Survey 2016-17.

Table No. 5.3 suggests the modes of receiving applications across the selected departments. The staff members of the Health Department confirmed receiving applications only through hand-to-hand.

Receiving applications through both online and hand-to-hand was highest 64.0% in the Department of Social Justice and Empowerment.

In the Department of Power, three staff members confirmed receiving applications hand-to-hand for the services of New Connection and Additional Load. However, two of the staff members also reported receiving applications both online and hand-to-hand, while there was no proforma for complaints, so the applicant had to write their complaints in the office register.

In the Department of Public Health and Engineering, five staff members reported that for New Water/Sewerage Connections the applicants had to submit the applications hand-to-hand. While three of the staff members stated that the applicants could adopt both modes. Two of the staff members also reported that applicants could also verbally complain.

Awareness regarding documents to be attached with Application

Table No. 5.4(a)
Department-wise documents required to be attached along with applications

Departments	Yes		No		Total	
	%	N	%	N	%	N
Health	80.9	38	19.1	9	100.0	47
Urban Local Bodies	90.9	30	9.1	3	100.0	33
Power	33.3	2	66.7	4	100.0	6
Public Health and Engineering	46.7	7	53.3	8	100.0	15
Social Justice & Empowerment	100.0	25	-	-	100.0	25
Total	81.0	102	19.0	24	100.0	126

Source: IDC Field Survey 2016-17.

Table No.5.4 (a), suggests that all the staff members of the Department of Social Justice and Empowerment confirmed receiving an application with the required documents to be attached. Staff members were of similar view from the Department of ULBs 90.9%, Department of Health 80.9%, Public Health and Engineering 46.7% and the Power Department 33.3%.

However, of the total staff members across the selective departments, 19.0% said that there was no need to attach the documents *clearly indicates the lack of awareness among them.*

However, for Water Leakage/Overflow of Pipes staff members of the Department of Public Health and Engineering stated that there is no need to attach documents for complaints, but in the Department of Power for Meter Complaints, the applicant had to attach the document i.e. receipt of the bill, residence proof, etc.

Type of documents

Table No. 5.4(b)
Type of documents to be attached along with the applications

Departments	Type of documents											
	Copy of Aadhar Card		Residence Proof		Voter/ID Card		Revenue/ Land Record Copy		Copy of Income Certificate		Copy of Map of House	
	%	N	%	N	%	N	%	N	%	N	%	N
Health	92.1	35	13.1	5	-	-	-	-	-	-	-	-
Urban Local Bodies	80.0	24	16.6	5	20.0	6	-	-	-	-	-	-
Power	-	-	100.0	2	-	-	-	-	-	-	-	-
Public Health & Engineering	-	-	14.3	1	-	-	42.8	3	-	-	42.8	3
Social Justice & Empowerment	100.0	25	100.0	25	100.0	25			100.0	25	-	-

*Due to multiple responses sum of the percentage will not be equal to hundred.

Source: IDC Field Survey 2016-17.

Table No.5.4 (b) shows the awareness of the staff members regarding the type of documents to be attached along with the application. Out of the total staff members who confirmed that documents are required to be attached along with the application, highest 92.1% was from the Department of Health. They reported that a copy of Aadhar Card was required while 13.1% stated that a copy of residence proof was required.

In the Department of ULBs, 80.0% staff members stated that Copy of Aadhar Card is required as a document, while 20.0% confirmed of Voter/ID Card.

In the Department of Power, residence proof was required with the application for services.

In the Department of Public Health and Engineering 42.8% staff members confirmed a copy of revenue/land record or a map of the house as documents required to avail the services for Water/Sewerage Connection.

All the staff members in the Department of Social Justice and Empowerment confirmed documents like Adhaar Card, Copy of Residence Proof and Voter/ID Card.

Verification process

Table No. 5.5
Department-wise process of verification

Departments	Process of Verification							
	Online comparing with Election Commission Website/ Records		Personal visit by officials		Comparing with original documents		PRIs	
	%	N	%	N	%	N	%	N
Health	6.0	2	-	-	27.3	9	66.6	22
Urban Local Bodies	32.1	9	-	-	35.7	10	35.7	10
Power	-	-	100.0	2	-	-	-	-
Public Health & Engineering	-	-	100.0	7	-	-	-	-
Social Justice & Empowerment	56.0	14	8.0	2	48.0	12	16.0	4
Total	26.3	25	13.7	13	32.6	31	37.9	36

*Due to multiple responses sum of the percentage will not be equal to hundred.

* The percentages in Table No.5.5 have been calculated from the Responses given in Table No. 5.4a.

The analysis of Table No.5.5 above provides insight into the processes of verification department-wise. In the Department of Health, the majority of the staff members 66.6% reported that the verification is done by the PRI representatives (MC members in urban

areas). As many as 35.7% ULB staff members opined the same. Of the respective interviewed staff members, nine stated that the verification is done by comparing the attached documents with the original copies, while two reported matching the details of documents online.

In the Department of Power and Public Health and Engineering, the staff members stated that respective officials verify the authenticity of applicants by visiting the sites.

56.0% staff members of the Department of Social Justice and Empowerment stated that the verification of documents is done by ascertaining age proof by matching certificates with the website of Election Commission. Further, as much as, 48% of the same department reported that they compare copies of documents attached in an application with original documents.

Time taken to instruct the staff

Table No. 5.6
Department-wise time taken to instruct the respective staff after receiving the application

Departments	Responses							
	Immediately		Within the respective time frame		Depends on time and availability of staff		Total	
	%	N	%	N	%	N	%	N
Health	48.9	23	38.3	18	12.8	6	100.0	47
Urban Local Bodies	30.3	10	51.1	17	18.2	6	100.0	33
Power	66.7	4	33.3	2	-	-	100.0	6
Public Health & Engineering	33.3	5	60.0	9	6.7	1	100.0	15
Social Justice & Empowerment	28.0	7	64.0	16	8.0	2	100.0	25
Total	38.9	49	49.2	62	11.9	15	100.0	126

Source: IDC Field Survey 2016-17.

Table No.5.6 suggests that post receiving the application, the time period to instruct the respective officials differ across selective departments.

In the Department of Health, as much as 48.9% of the staff members stated as soon as the application for service is received, the respective staffs are given instructions to deliver the service required. However, 12.8% of staff members stated that the delivery services depend on the availability of staff and time.

51.1% of the staff from the Department of Urban Local Bodies confirmed delivering instructions for the delivery of services within the time frame. Minimum six of the staff members reported that irrespective of the timelines the time taken to give instructions for the delivery of services depends on the availability of staff and time, and in majority staff members are overburdened due to a shortage of staff in the department.

In the Department of Power, four staff members confirmed issuing instructions immediately for the delivery of services, while two termed it to be done within the respective time frame.

Nine Staff members of Department of Public Health and Engineering reported that instructions are given within respective time frame, whereas, one suggested that issuing of instruction for the services depends on the availability of staff, irrespective of the timelines.

In the Department of Social Justice and Empowerment, as much as, 64.0% of the staff members suggested that instructions for respective services are given within the respective time frame. Only two of the interviewed staff members stated that issuing of instructions for the delivery of services depends on the availability of the staff.

Across the selected departments 11.9% staff members reported that issuing an instruction to staff depends on time and availability of staff which clearly indicates that the shortage of staff is one of the main reason.

Reasons for Delay in Service Delivery

Table No.5.7
Department-wise reasons for delay in Service Delivery

Departments	Reasons											
	Shortage of manpower/ material		Discrepancies in documentation		Excessive workload		Lack of Inter/Intra-departmental coordination		No delay		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Health	10.6	5	-	-	12.8	6	-	-	76.6	36	100.0	47
Urban Local Bodies	9.0	3	-	-	21.2	7	18.2	6	51.5	17	100.0	33
Power	66.6	4	-	-	33.3	2	-	-	-	-	100.0	6
Public Health & Engineering	60.0	9	-	-	20.0	3	-	-	20.0	3	100.0	15
Social Justice & Empowerment	4.0	1	84.0	21	-	-	-	-	12.0	3	100.0	25
Total	17.5	22	16.7	21	14.3	18	4.7	6	46.8	59	100.0	126

Source: IDC Field Survey 2016-17.

Table No. 5.7 reveals the reasons for the delay in services in the selective departments. In the Department of Health, the maximum percentage of staff members was 76.6%, who suggested that the services are provided in time. Only six of the staff members reported a delay in providing services due to overburden on the staff members while five reported shortage of staff as the main reasons for the delay in delivery of services. According to the staff, since there is a shortage of staff, the CM window was causing additional burden on them. See Annexure IV, V, VI, VII for further department wise clarification on CM window.

Maximum percentage of 51.5% staff members in the Department of Urban Local Bodies suggested that there is no delay in delivery of services. However, seven staff members reported overburden on the staff, lack of inter-departmental coordination six and shortage of manpower three was the main reason for the delay in delivery of services.

In the Department of Power, four staff members reported that shortage of manpower/material and two stated excessive workload causes a delay in the delivery of services.

Meanwhile, maximum staff, nine-members of Department of Public Health and Engineering stated that the major causes of delay in delivery of services: a shortage of manpower/material, three stated excessive workload and three stated there was no delay.

In the Department of Social Justice and Empowerment, the majority 84.0% stated that discrepancy in documentation and one reported shortage of manpower causes a delay in the delivery of services.

Across the selected departments, majority 46.8% stated that there is no delay in providing the services clearly indicates that services are being provided in a time-bound manner. However, 17.5% those who reported a delay in service delivery cited a shortage of manpower/material as the main reason for the delay in services. While 14.3% stated excessive workload as the main reason for the delay in services.

Mode of Communication:

a) For acceptance of application

Table No.5.8(a)
Department-wise mode of communication for acceptance of applications for services

Sr. No.	Departments	Mode of Communication									
		Written		Verbal/ personal visit		Telephone		Online		Total	
		%	N	%	N	%	N	%	N	%	N
1.	Health	34.0	16	42.5	20	-	-	23.4	11	100.0	47
2.	Urban Local Bodies	30.3	10	24.2	8	9.1	3	36.4	12	100.0	33
3.	Power	16.7	1	33.3	3	16.7	1	16.7	1	100.0	6
4.	Public Health & Engineering	20.0	3	33.3	5	26.7	4	20.0	3	100.0	15
5.	Social Justice & Empowerment	12.0	3	64.0	16	12.0	3	12.0	3	100.0	25
	Total	26.2	33	41.3	52	8.7	11	23.8	30	100.0	126

Source: IDC Field Survey 2016-17.

The table no.5.8 (a) provides analysis across the selected departments, the mode of communication in case of acceptance of application of the required services. The staff members of the Department of Health 34.0% and Urban Local Bodies 30.3% reported that they inform the applicants in writing. The staff members across the departments 23.8% suggested that the applicants receive messages online (only for the online applicants). Telephonic mode of communication was reported by 8.7% of the interviewed staff.

Maximum percentage of staff members 41.3% across the departments reported that the mode of communication in practice was a verbal/personal visit to the office (especially at the time of the submission of the application).

b) For Delay/Denial of Services

Table No. 5.8(b)
Department-wise mode of communication for delay/denial of services

Departments	Mode of Communication									
	Written		Verbal/ personal visit		Telephone		No communication		Total	
	%	N	%	N	%	N	%	N	%	N
Health	48.9	23	40.4	19	2.1	1	8.5	4	100.0	47
Urban Local Bodies	39.3	13	48.4	16	9.0	3	3.0	1	100.0	33
Power	-	-	50.0	3	-	-	50.0	3	100.0	6
Public Health & Engineering	-	-	60.0	9	13.3	2	26.7	4	100.0	15
Social Justice & Empowerment	-	-	92.0	23	8.0	2	-	-	100.0	25
Total	28.6	36	55.5	70	6.3	8	9.5	12	100.0	126

Source: IDC Field Survey 2016-17.

As per the RTS norms, applicants should be provided with the reasons in writing for the delay or denial of services. As per table no. 5.8 (b) it was only in the Department of Health and ULBs that provides reasons in writing to the applicant through 'Non-Availability Certificate to the Applicant.' However, 40.4% staff members of the Health Department and 48.4% staff members of the ULBs also reported that the mode of communication for delay/denial of services was verbal/personal visits by the applicants.

Maximum 92.0% of the respondents in the Department of Social Justice and Empowerment stated that the mode of communication adopted was Verbal/Personal visits by the applicants. Three and nine staff members of the Department of Power and Public Health Engineering respectively reported following the same mode of communication.

Across the selected departments 9.5% staff members reported that there was no communication for delay or denial of services.

It clearly indicates that following verbal/ personal visits of the applicants for communication purposes except for the required methods of communication to be followed for the purpose under the RTS is either due to lack of awareness among the staff members or sheer negligence of concerned staff.

Staff members directed by the Appellate Authorities

Table No. 5.9
Department-wise staff ever directed by First Appellate Authority to provide services

Departments	Response					
	Yes		No		Total	
	%	N	%	N	%	N
Health	-	-	100.0	47	100.0	47
Urban Local Bodies	6.1	2	93.9	31	100.0	33
Power	-	-	100.0	6	100.0	6
Public Health & Engineering	20.0	3	80.0	12	100.0	15
Social Justice & Empowerment	4.0	1	96.0	24	100.0	25
Total	4.8	6	95.2	120	100.0	126

Source: IDC Field Survey 2016-17.

Table No. 5.9 reveals that the staff members across the selected departments 95.2% denied receiving direction/instruction by the Appellate Authorities so far largely due to the lack of awareness among service seekers who didn't file an appeal.

The staff members 4.8% suggested that they were directed by the Designated Officers for the delay in services rather than the Appellate Authorities as the RTS Act provide.

Action was taken and decision ever overturned by the Second Appellate Authorities

None of the staff members in all the selected departments for the services reported that their decision was ever overturned by Appellate Authority.

Awareness

A) Visits of the Appellate Authorities

Table No. 5.10
Department-wise awareness of Staff about the visits of Appellate Authorities to the delivery centres

Sr. No.	Departments	Visit of Appellate Authorities							
		Rarely		Regular		Never		Total	
		%	N	%	N	%	N	%	N
1.	Health	42.5	20	12.8	6	44.7	21	100.0	47
2.	Urban Local Bodies	27.3	9	33.3	11	39.4	13	100.0	33
3.	Power	83.3	5	16.7	1	-	-	100.0	6
4.	Public Health & Engineering	73.3	11	6.7	1	20.0	3	100.0	15
5.	Social Justice & Empowerment	56.0	14	20.0	5	24.0	6	100.0	25
	Total	46.8	59	19.0	24	34.1	43	100.0	126

Source: IDC Field Survey 2016-17.

Table No. 5.10 suggests the awareness of the staff members about the visits of Appellate Authorities. On being asked whether the Appellate Authorities visits the Delivery Centres, across the selected departments 46.8% interviewed staff members reported that Appellate Authorities rarely visit the delivery centres. While 34.1% of the staff members suggested that the Appellate Authorities did not visit the centres.

Department-wise percentage of respondents saying that the Appellate Authorities never visited the centre was highest in the Health Department 44.7% followed by the Urban Local Bodies 39.4%.

Regular visits of the Appellate Authorities may improve the delivery of services in a time-bound and hassle-free manner.

B) Awareness about service seekers approach to First Appellate Authority

Table No.5.11
Department-wise staff awareness about service seeker approach to
First Appellate Authority for Grievance Redressal

Departments	Responses							
	Yes		No		No response/ Cannot say		Total	
	%	N	%	N	%	N	%	N
Health	17.0	8	63.8	30	19.1	9	100.0	47
Urban Local Bodies	48.5	16	33.3	11	18.2	6	100.0	33
Power	16.7	1	66.7	4	16.7	1	100.0	6
Public Health & Engineering	60.0	9	20.0	3	20.0	3	100.0	15
Social Justice & Empowerment	24.0	6	68.0	17	8.0	2	100.0	25
Total	31.7	40	51.6	65	16.7	21	100.0	126

Source: IDC Field Survey 2016-17.

Table No. 5.11 suggests that on being asked whether they know if on delay/denial of service, do service seekers visit the Appellate Authority, the majority of staff members 51.6% across the selected departments said no.

Department-wise maximum 68.0% staff members of Social Justice and Empowerment Department, 63.8% staff members of Health Department viewed the same.

It should be noted that the service seekers' awareness regarding Appellate Authorities had been reported by the majority of staff members across the selected departments very low. As a result, there had been no Appeal filed in the past two years.

C) Awareness about the RTS Act

Table No.5.12
Department-wise awareness of the staff about RTS

Sr. No.	Departments	Responses					
		Yes		No		Total	
		%	N	%	N	%	N
1.	Health	34.0	16	66.0	31	100.0	47
2.	Urban Local Bodies	42.4	14	57.6	19	100.0	33
3.	Power	-	-	100.0	6	100.0	6
4.	Public Health & Engineering	20.0	3	80.0	12	100.0	15
5.	Social Justice & Empowerment	56.0	14	44.0	11	100.0	25
	Total	37.3	47	62.7	79	100.0	126

Source: IDC Field Survey 2016-17.

Table No. 5.12 provides the level of awareness about the Act and the Grievance Redressal Authorities. Across the selected departments maximum staff members 62.7% denied awareness about the RTS Act. The maximum number (31), i.e. 66.0% were from the Department of Health; while the lowest number (11) i.e. 44.0% were in the Department of Social Justice and Empowerment.

From the analysis, it can be stated that the majority of the staff members lack awareness which affects time-bound delivery of services

D) Regarding infrastructure facilities at the Delivery Centres

Table No.5.13
Department-wise responses on whether delivery centres are fully equipped to provide effective services to the service seeker

Departments	Response					
	Not Equipped		Equipped		Total	
	%	N	%	N	%	N
Health	72.3	34	27.7	13	100.0	47
Urban Local Bodies	93.9	31	6.1	2	100.0	33
Power	100.0	6	-	-	100.0	6
Public Health & Engineering	73.3	11	26.7	4	100.0	15
Social Justice & Empowerment	68.0	17	32.0	8	100.0	25
Total	78.6	99	21.4	27	100.0	126

Source: IDC Field Survey 2016-17.

Table No. 5.13 suggest that the majority of the staff members 78.6% across the selected departments were of the view that the delivery centres are not equipped to deliver the services as desired under the Act.

The lack of literate computer workforce and the non-availability of trained and regular staff undermine both the reach and effectiveness of the delivery of services. *It must be noted that most of the delivery centres were being run by the staff either on deputation or hired on contract basis in the surveyed districts, which lack both the accountability and responsibility.*

Suggestions

a) To improve functioning of delivery centres

Table No.5.14
Department-wise suggestions to improve functioning of delivery centres

Departments	Suggestions							
	Improve infrastructural facilities		Spread awareness		Improve manpower		No response/ cannot say	
	%	N	%	N	%	N	%	N
Health	26.5	9	5.9	2	32.3	11	35.3	12
Urban Local Bodies	9.7	3	6.4	2	32.2	11	48.4	15
Power	16.7	1	16.7	1	33.3	2	33.3	2
Public Health & Engineering	36.4	4	9.1	1	36.4	4	18.1	2
Social Justice & Empowerment	17.6	3	52.9	9	-	-	29.4	5
Total	20.2	20	15.1	15	28.3	28	36.4	36

Source: IDC Field Survey 2016-17.

Table No. 5.14 comprises analysis of suggestions sought from the staff members who reported that the delivery centres are not equipped. Maximum 52.9% in the Department of Social Justice and Empowerment suggested generating awareness among the staff members, who play a vital role in the delivery of services.

In the Department of Public Health and Engineering maximum, 36.4% of the interviewed staff suggested improving the infrastructure facilities and also improving the existing manpower.

However, across the selective departments except for the Department of Social Justice and Empowerment, the respondents 28.3% suggested improving the man power at the delivery centres. The following 20.2% suggested for the improvement of the infrastructure i.e. computer, internet facilities, etc. For providing training to the staff members and spreading awareness 15.1% across the departments recommended.

b) Regarding training on RTS

Table No.5.15
Department-wise suggestions regarding need to provide training on RTS

Departments	Responses					
	Yes		No		Total	
	%	N	%	N	%	N
Health	93.6	44	6.4	3	100.0	47
Urban Local Bodies	90.9	30	9.1	3	100.0	33
Power	100.0	6	-	-	100.0	6
Public Health & Engineering	93.3	14	6.7	1	100.0	15
Social Justice & Empowerment	88.0	22	12.0	3	100.0	25
Total	92.0	116	8.0	10	100.0	126

Source: IDC Field Survey 2016-17.

Table No. 5.15 suggests that an overwhelming share (92.0%) of the staff needed the training to provide services as the RTS Act requires. Department-wise responses of the staff members provided in the table above further show the urgent need for training.

Conclusions

The Appellate Authorities, as well as other officials, feel that the efficiency of grievance redressal mechanism is adversely affected by factors like lack of awareness among people and staff, shortage of manpower, training, computer infrastructure, etc., has impaired both the reach and effectiveness of the existing intuitional mechanisms. In addition, failure in disseminating information about Appellate Authorities has to lead to no filing of appeals that defeated the very purpose of Act. Rare visits of the Appellate Authorities to the delivery centres and no communication for delay/denial of services has resulted in trust deficit between the authorities and the service seekers.

VI MAJOR FINDINGS AND SUGGESTIONS

The evaluation of the RTS Act was undertaken to assess its implementation in the State of Haryana to unearth leakages and make suggestions to fix them. Specifically, the purpose of the study was:

- To evaluate the existing institutional mechanism – its reach and effectiveness for delivery centres.
- To analyse the efficiency of grievance redressal mechanism such as Right to Service Commission, Appellate Authorities and grievance redressal outreach in various delivery centres.
- To document back-end architecture of selected high volume services for efficient delivery.
- To evaluate proformas for hassle-free and easy access to services.
- To measure citizens' satisfaction level and suggest measures to improve the delivery mechanism for citizen-centric governance.

To achieve the above-said objectives, three categories of respondents were considered. They were:

- Service seekers of selective high volume services;
- Officials of the respective departments responsible for providing the services under study;
- Appellate Authorities who are responsible for the grievance redressal for the services under study.

Perceptions regarding the utility of the Act, problems in its implementation and suggestions to improve its effectiveness were gauged from the above three categories of respondents. In all, 2020 service seekers, including 108 from different delivery centres and 1912 from rural and urban locations, were interviewed. A total of 208 officials, including 82 Appellate

Authorities and designated officers and 126 staff members, were interviewed. The data were collected using schedules separately prepared for each category of the respondents. Interviewing technique was used for the purpose.

Here are the major findings of the study.

SECTION-I
Major Findings
Service Seekers' Satisfaction Level

Awareness

It was found that only ten service seekers out of the total sample of (2020) admitted knowing that the service they applied for came under the RTS Act. What is more, they had no idea about the activities of the RTS Commission and the Rights protected under the Act. For the same reason, they filed no appeals for grievance redressal in the last two years. While 25.8% of the respondents reported not receiving the service within the prescribed time limit, they did not lodge any complaint. Officials agreed on this point. One Executive Engineer of Power Department said that people did not know what was RTS and the provisions for grievance redressal. As a result, the service seekers do not file appeals for grievance redressal as the Act requires. He admitted not receiving any appeal in the past one year. That does not mean that the people do not face hardships in getting the services delivered in time. They file the complaints on the 'CM Window' or, through toll-free numbers, they register their grievances at the 'Shikayat Nivaran Kendra'. All the designated officers held the view that every citizen is entitled to hassle-free public services under the RTS Act, as it provides for the right of the citizens to avail standard, quality and timely delivery of the services. However, the purpose of the Act gets defeated on account of lack of peoples' awareness about it. As things stand, they do not seem to know 'where to go' and 'how to proceed.'

41.6% of the respondents who were interviewed reported that no information was available regarding RTS at the submission centres. As many as 56.3% of the service seekers did not recollect whether any information regarding the RTS was available at the submission centres or not. In the absence of information and knowledge of the RTS Act, the people

were not able to exercise their rights to secure timely delivery of the selected high volume services.

Procedures

Procurement of proformas

Only 2.3% had procured proformas from the official websites of the respective departments. That was so due to computer illiteracy, lack of IT infrastructure and lack of awareness about the availability of the online services. The rest of the respondents reported that for the services like 'Release of New Connections' and 'Additional Load,' proformas were available at the office window. For that, they had to go to the office window. The fact of the matter is that these proformas are available at the official websites of the respective departments. However, the service seekers were not aware of the same.

Submission of application

83.0% of the respondents confirmed submitting the application hand-to-hand, while only 4.6% had used the online mode of submission. The massive lack of the use of the online procedure is attributable to computer illiteracy, lack of IT infrastructure and lack of awareness about the availability of the online services.

At all the delivery centres, a majority of 66.0% respondents submitted their applications at the office window. Given the fact of inadequate staff, they had to suffer various sorts of inconveniences, including long queues, extended waiting period and mental and physical hassle. As all the villages don't have CHC/PHC in their respective villages, as such, they had to travel long distances to seek the services.

Service delivery

25.8% of the service seekers confirmed that they did not receive services within the prescribed time limit. Specifically, 58% of them were related to Water leakage/ Overflow of Pipes, 81.9% to Meter complaints, 83.8% to Release of New Connections, 66.7% to Additional load and 19.6% to Old Age Samman Allowance.

72.5% of the total service seekers across the five services, those who did not receive the services, said that they received no communication from the respective departments. Only a

small number of officials confirmed it. For delay/denial of services, as many as 92.0% of the respondents in the Department of Social Justice and Empowerment stated that the mode of communication adopted was Verbal/Personal visits by the applicants. Across the selected departments, only 9.5% staff members reported that there was no communication regarding delay or denial of services. The RTS Act, however, mandates that in the case of delay/denial of services, the reasons must be conveyed to the applicants in writing. A few of the officials also agreed to the fact of no communication being sent to the applicants in writing. This clearly shows deviation from the RTS norms on the part of the officials.

Grievance Redressal

Even though 521 service seekers had not received the services, yet not even a single appeal was filed to the Appellate Authorities. The majority of these service seekers (300) had no knowledge about the availability of grievance redressal mechanism provided under the Act. That is how the lack of awareness frustrates the very purpose of RTS.

Satisfaction level regarding the conduct of the officials

10.6% respondents across the services were not satisfied with the conduct of the officials. The main reasons reported were: non-cooperation of the officials and official apathy to the problems of the services seekers.

However, there were no suggestions from the service seekers.

SECTION-II Officials' Perspective

Perception Regarding Objectives of RTS Act

The majority of the Officials, including Appellate authorities, designated officers and the staff members lauded the introduction of the RTS Act 2014 that was meant to ensure timely delivery of the services to the people. But, they claimed that institutional mechanisms, from request to the final delivery of services, left something to be desired. They reported a shortage of regular and trained staff, the inadequacy of infrastructure (computers with internet facility, etc.) and shortage of computer literate workforce as the major stumbling blocks.

One of the Appellate Authorities reported that even though the service seekers had not filed appeals to the designated grievance redressal authorities under the Act, the deficiencies, such as, maintaining records of complaints or appeals as mandated by the Act, was in place. Also, the lack of qualified and trained staff was another drawback.

Shortage of staff

Regarding listing the immediate causes that result in delay in the delivery of services, all the Deputy Commissioners clearly expressed lack of manpower as one of the major factors that had hampered the efforts of administration in delivering services to the citizens. They illustrated by citing lack of trained staff, low-grade infrastructure, lack of awareness about the RTS Act's objectives, timelines, etc., as the critical obstacles.

In the Power Department, all the designated officers reported that a large number of the positions of Junior Engineers, Linemen, Assistant Linemen and computer literate clerical staff were lying vacant which undermine their efforts to provide services in time. The designated officers in other departments had the same views about the shortage of manpower.

Lack of awareness about the Act among the staff

Across the selected departments, the majority of staff members, i.e., 62.7% were not aware of the RTS Act. The maximum officials numbering 31, (66.0%) were from the Department of Health, while the lowest numbering 11, (44.0%) were from the Department of Social Justice and Empowerment. This is truly revealing. It is not hard to imagine its implications for the ineffective operation of the Act.

High discrepancy in documents leads to rejection of application

In the Department of Social Justice and Empowerment, the majority (84.0%) stated that discrepancy in documentation, i.e., age-proof etc., generally leads to delay/denial of service. In other departments, no discrepancies were reported in the documents required to be filed along with the application.

Proforma and lack of IT infrastructure

It was found that the proformas for lodging complaints regarding defective Meters and Water Leakage/Overflow of Pipes were not available at the centre. As a result, the applicants had to give written applications to avail the services.

The staff members of the Health Department confirmed receiving applications only by hand. This practice compels the service seekers to visit the office windows, no matter how far away they live or what physical state they might be in.

The majority of the staff members (78.6%) across the selected departments were of the view that the delivery centres were not equipped to deliver the services, as desired under the RTS Act. However, the Governments, State as well as the Central, were rigorously trying to implement digitalization and e-governance, but, in the absence of computer literate workforce, up-gradation of IT infrastructure especially in the rural areas where most of the time neither electricity is available nor the internet works, one could not expect the service centres to deliver the desired results within the prescribed timelines.

Appellate Authorities do not visit Delivery Centres

46.8% of the staff members who were interviewed reported that the Appellate Authorities rarely visited the delivery centres. 34.1% of the staff members observed that the Appellate Authorities did not visit the centres, at all. Incidentally, the delivery centres are located mainly in the office premises of the Designated Officers/Appellate Authorities.

Record Management and Display of Information

As far as the record management is concerned, most of the departments do not manage the records as desired under the RTS Act. Even the officers, who were designated Appellate Authorities, were not aware of Form 4 A that provides details of record keeping. The dissemination of information through display boards at the concerned offices, especially, the PHED, was not being done as required under the Act.

Suggestions of the officials

For improving the functioning of the delivery centres

28.3% of the respondents from the selected departments under study, except for the Department of Social Justice and Empowerment, suggested strengthening of the manpower at the delivery centres.

20.2% suggested the improvement of the infrastructure, i.e., computer, internet facilities, etc. For providing training to the staff members and spreading awareness 15.1% across the departments recommended.

92.0% of the staff members suggested that there was a need to provide training about RTS to the staff dealing with the services at the delivery centres.

Designated officers in the Department of Social Justice and Empowerment expressed the view that the time to be allotted for delivering the service should be reasonable keeping in view the practical limitations, such as, IT infrastructure, the practice of fraudulent documentation, fake self-attestation and wrongful self-declaration of Income, etc.

Concluding Remarks

To wrap up, we may bring out briefly the major conclusions concerning the objectives of the study.

- The institutional mechanism for the RTS is sound in its format. However, its effectiveness is constrained by the lack of reach regarding coordination between the Commission and the supporting departmental structures, including the delivery centres. This is evident from the rare/minimal visits of the Appellate Authorities to the delivery centres, and shortage of regular and well-trained staff. As a result, there is an appalling lack of awareness among the staff regarding the RTS norms and the casual attitude of the staff towards compliance with RTS norms in several respects, including record management and display of information regarding the rights, timelines and other details for the benefit of the people.
- A more important evidence of the uninspiring effectiveness of the RTS Commission is the widespread and massive ignorance among the people about the existence of RTS

Commission, its objectives, its norms, and its procedures. The above observation was vindicated from the perusal of the responses of the service seekers about their right to public services and the way to exercise their right to service under the Act. In the absence of public awareness about the grievance redressal in most of the cases, the service seekers do not use the grievance redressal mechanism institutionalized under the RTS. That was amply evident from our findings. Instead, they rush to the CM Window for lodging their complaints and grievances. That is so because they seem to have much better awareness about the CM Window, thanks to the massive campaigns in the media about the same.

- The Appellate Authorities, as well as other officials, feel that the efficiency of the grievance redressal mechanism is adversely affected by factors like shortage of manpower, training, computer infrastructure, etc. Besides, the service seekers also have their grievance about the lack of communication in case of delay/denial of services.
- The backend architecture of the selected high volume services reportedly suffers from a lack of proper coordination among the various categories of functionaries and the acute shortage of manpower.
- The proformas, wherever applicable, are largely user-friendly. However, these proformas do lack in giving information about the norms and procedures laid down under the RTS Act. As a result, the service seekers do not get the complete required information about the steps that need to be taken for exercising their right to the services.
- Ironically, there are no proformas for lodging complaints or grievances although grievance redressal mechanism constitutes one of the most important parts of the RTS.
- By and large, the respondents seem to be satisfied with the services. But, they do have complaints about not receiving the services within the prescribed time. It may be clarified here that their awareness about the time limit is drawn from the Citizens Charters displayed in certain departments, and not from other sources of information under the RTS Act. The respondents who did not receive the services

expressed their dissatisfaction about the lack of any official communication in the case of delay/denial of services.

The lack of regular and trained staff, low level of awareness about the RTS among the staff, failure in compliance with the RTS norms in record management and displaying information regarding the rights protected under the Act, timelines, etc., have impaired the reach and institutional effectiveness of the existing mechanisms. Failure in disseminating information about the Appellate Authorities led to no filing of appeals, and that defeats the very purpose of the Act. The incidence of rare/minimal visits by the Appellate Authorities to the delivery centres and not providing any communication for the delay/denial of services resulted in trust deficit between the authorities and the service seekers. In the backend architecture of the selected high-volume services, the overwhelming shortage of manpower has affected the delivery of services in time. The application proformas for services are user-friendly. However, for filing complaints, there were no proformas. The satisfaction level of the service seekers regarding the conduct of the officials turns out to be far from satisfactory.

SECTION-III

Recommendations for the effective implementation of RTS Act

In the light of the findings, the following recommendations may be in order:

Organizational facilities

- Fill all the sanctioned posts, i.e., Junior Engineers, Linemen, Assistant Linemen, and other supervisory staff;
- Ensure systematic, proper and computerised record management as the RTS Act stipulates;
- Equip all the delivery offices with necessary wherewithal for online submission;
- Provide brochures to the staff members containing guidelines of the RTS, listing mandatory timelines and specifying roles, responsibilities of different officials;
- For promoting team effort, there is a need to improve intra-departmental coordination.

Procedure

- For the purpose of overcoming the procedural shortcomings, there is an urgent need for providing the prescribed proformas for each and every service at the Community Service Centres (i.e. village secretariats);
- Prescribed proformas may have the references to the rights of the citizens guaranteed under the RTS Act - especially about time-frames and hassle-free service delivery;
- Online method of submission of the applications for the selected services need to be promoted through CSCs where IT facilities and computer literate employees are available;
- All the departments should communicate in writing to the service seekers to promote responsiveness for acceptance, delay/denial of services through appropriate channels;
- A standard format of acknowledging receipts containing all the necessary entries need to be developed and supplied to all the delivery centres for issuance by them to the service seekers;

Awareness

- For service seekers, adequate publicity of the RTS Act through media campaigns, i.e., newspapers, hoardings, radio, television, internet, etc. is urgently required;
- Generating awareness would lead to overcoming the problems of awareness gap and deficit of trust between the people and the authorities;
- For changing the traditional mindset of the officials, there is a need for imparting sensitization training through orientation programmes, seminars or workshops to the staff;
- For proper display of the timelines and the rights of the citizens, there is a need for providing boards, banners, etc., in each and every concerned office as well as the service delivery centres and CSCs in the village;

The elected representatives, i.e., members of PRIs and ULBs ought to be made aware of the services available under the RTS Act.

Devise ways and means to educate people to use the RTS channel in the first instance before rushing to the CM Window.

It may be noted that both the CM Window and the RTS Act were introduced during the same year. People more often use the CM Window for grievance redressal rather than seeking relief under the RTS Act. The main reason is the wide publicity given to the CM Window and the high level of political awareness among the masses. However, the RTS Act protects the rights of the service seekers and provides relief through punitive and disciplinary measures. But given the low level of awareness among the masses and the lack of media campaigns to disseminate information about the RTS Act, the people prefer to use the CM Window.

The findings of the study and recommendations may help in bringing about improvement in the quality of services delivered under the RTS. The Report:

- May enhance the efficiency of service delivery in a time-bound manner.
- May rationalise the functioning of the institutional mechanism and make them more effective, accountable and responsive.

The government might like to consider facilitating procedural changes in order to enable the Right to Service Commission to take suo-motu notice of harassment and corruption thereby ensure hassle-free service to the citizens and to facilitate procedural charges.

ANNEXURE-I

INSTITUTE FOR DEVELOPMENT AND COMMUNICATION (IDC)

Evaluation of Right to Services Act Institutional Framework and Delivery of Services Interview Guidelines for Key Officials

1. Proforma No. _____
2. Division _____
3. District _____
4. Tehsil _____
5. Block _____
6. Name of the department _____
7. Designation _____
8. Name of the respondent _____
9. Sex: Male – 1 Female - 2
10. In your opinion what are the objectives of the Right to Service (RTS) Act, 2014?

11. Kindly explain the institutional mechanisms; from request to final delivery of services?

First Step

Second Step

Final Delivery of Services

12. Kindly explain modes of receiving of:
- (a) Applications _____
- (b) Complaints _____
13. In your view, what are the unnecessary procedures that cause inconvenience to service seekers?
- _____
- _____
14. What are the other factors that cause delay in providing time bound services to the service seeker?
- _____
15. How do you perceive, a citizen centric hassle free service delivery system?
- _____
- _____
16. In your perceptual experience, what undermine the reach and affectivity of delivery centres?
- _____
- _____
17. Do you believe that inefficacy of grievance redressal mechanisms neglect to deliver services as a matter of right in a time bound manner promulgated under the RTS Act, 2014?
- _____
- _____

Views and Suggestions

18. How can reach and effectiveness of the existing institutional mechanisms i.e. delivery centres can be raised?
- _____
- _____
- _____

19. How efficacies of grievance redressal mechanisms can be improved, so that objectives, such as, to deliver services as a matter of right and in a time bound manner, of RTS, Act 2014, are attained?

20. Is there an urgent need to sensitize the officials about citizen centric hassle free services delivery systems?

ANNEXURE-II

INSTITUTE FOR DEVELOPMENT AND COMMUNICATION, CHANDIGARH

Evaluation of Right to Services Act Institutional Framework and Delivery of Services Schedule for Staff Members

1. Proforma No. _____
2. Division _____ 3. District _____
4. Tehsil _____ 5. Block _____
6. Name of the department _____
7. Designation: _____
8. Name of the respondent _____
9. Sex: Male-1 Female-2
10. What procedures have you adopted to receive the applications?
Online -1 Hand-to-hand -2 Both -3 Other (Specify) _____
11. Where do the applicants procure Proforma?

12. Do you think service seekers face any difficulties while procuring the Proforma?
Yes -1 No -2
13. If yes, what are those?
_____ N.A. -9
14. Are there any documents required to be attached along with the applications?
Yes-1 No-2
15. If yes, please list the documents to be attached?
_____ N.A.-9
16. Do you verify the documents attached along with the applications?
Yes-1 No-2 N.A.-9

17. If yes, please explain the process of verification.

_____ N.A.-9

18. After receiving the applications how long does it take to instruct the respective staff to provide services?

19. In case of delay in delivery of services please explain the reasons:

20. Kindly give details about the given time limit under the RTS Act to inform the applicants in case of rejection of their application?

21. Is Information provided to the applicants for:

(a) Acceptance of applications	Yes-1	No-2
(b) Delay in services	Yes-1	No-2
(c) Rejection of services	Yes-1	No-2

22. Mode of communication for:

(a) Acceptance of applications _____	N.A.-9
(b) Delay in services _____	N.A.-9
(c) Rejection of services _____	N.A.-9

23. In your view, do service seekers face any difficulties while filling application forms?

Yes -1 No-2

24. If yes, please explain?

_____ N.A.-9

25. How many times do officials (appellate authorities) visit the delivery centers?

26. In your view, are the delivery centres fully equipped to provide effective delivery of services to the service seekers?

Yes-1 No-2

27. If no, please explain.

_____ N.A.-9

28. Are there any complaints regarding delivery centers?

Yes-1 No-2

29. If yes, state the nature of complaints?

_____ N.A.-9

30. Please make some suggestions to improve the functioning of delivery centers?

31. In your opinion, do service seekers approach first appellate authority for grievance redressal?

Yes-1 No-2

32. If no, please explain the main reasons.

_____ N.A.-9

33. Have you ever been directed by the first appellate authority to provide the services?

Yes-1 No-2

34. Were you given any time limit to provide the service?

Yes-1 No-2

35. If yes, how much time was given?

_____ N.A.-9

36. Has there any action taken by the second appellate authority against you in the past one year?

Yes-1 No-2

ANNEXURE-III

INSTITUTE FOR DEVELOPMENT AND COMMUNICATION, CHANDIGARH

Evaluation of Right to Services Act Institutional Framework and Delivery of Services (Service Seekers' Interview Schedule)

Proforma No. _____

1. Division _____
2. District _____
3. Tehsil _____
4. Block _____
5. Village/Ward/Colony _____
6. Location Rural-1 Urban-2
7. Name of the Service Centre if the Respondent is at the Service Delivery Centre
_____ N.A.-9

SECTION-I

(Demographic Profile of Respondent)

8. Name of the Respondent _____
9. Sex Male-1 Female-2
10. Category SC-1 OBC-2 Gen-3
11. Religion Hindu-1 Sikh-2 Muslim-3 Christian-4 Others-5
12. Qualification

Up to Primary/Primary - 1 Up to Middle/Middle – 2

Up to Matric/Matric – 3 Up to Senior Secondary Senior Secondary – 4

Up to Graduate/Graduate – 5 Up to Post –graduate/Post-graduate – 6

ITI -7 Diploma Holder- 10

Professionally Qualified – 12

13. Main occupation of the respondent:

Agriculture-1 Self Employed-2 Govt. Service-3 Pvt. Service-4

Non-agriculture labour-5 Agriculture labour-6 Student-7 Retired-10

Household duties -11 Other – 12

14. Monthly Income from all sources (In Rs.) _____

SECTION-II

(For Selected High Volume Services Delivery)

15. Have you heard about Right to Service Act?

Yes-1 No-2

16. If yes, please explain.

_____ NA-9

17. Have you heard about the Right to Service Commission?

Yes-1 No-2

18. If yes, what does it do?

_____ NA-9

19. Which of the following services did you apply for in 2015-16, 2016-17?

Birth name entry-1 Certified copies of new birth certificate-2

Name entry of death-3 Certified copies of death certificate-4

Water leakage/Overflow of pipes-5 Meter Complaints-6

Release of New Connection-7 Additional Load-8

Old age Samman allowance-9

20. What was the mode of submission of Application?

Online-1 Hand-to-hand -2

21. Where did you submit an application?

Office Window -1 Delivery Center -2 E-Disha Centres-3

Others (Specify)-4 N.A. -9

22. Was the submission centre easily accessible?

Yes-1 No-2

23. If no, kindly explain?

_____ N.A.-9

24. Where did you get the application form?

25. Did you pay for it?
Yes-1 No-2
26. Did you face any difficulty in procuring it?
Yes-1 No-2
27. If yes, explain?
_____ N.A.-9
28. Did you face any difficulty while filling the form?
Yes-1 No-2
29. If yes, explain?
_____ N.A.-9
30. Were you required to attach documents along with application form?
Yes-1 No-2
31. Did you face any difficulty in attaching documents?
Yes-1 No-2 NA-9
32. If yes, explain?
_____ NA-9
33. Was there any official deputed to help you at the submission centre?
Yes-1 No-2 NA-9
34. While applying, were you satisfied with the conduct of officials?
Yes-1 No-2
35. If no, state reasons?
_____ N.A.-9
36. Were you asked by any official for any favor in exchange for delivering service?
Yes-1 No-2

37. If yes, what was it?
 Bribe -1 Other (Specify) -2 _____
38. State any other problem/harassment while applying?

39. Were you aware that the service you applied for comes under the RTS Act?
 Yes – 1 No -2
40. If yes, how did you know?
 _____ N.A.-9
41. Were you aware about the prescribed time limit to deliver the service (applied for) under the RTS Act?
 Yes – 1 No-2
42. If yes, please explain.
 _____ N.A.-9
43. Was there any information available at the submission centre regarding it?
 Yes – 1 No -2
44. If yes, in what mode was the information available (e.g. board, information desk, etc. please specify)?
 _____ N.A.-9
45. Did you receive the service within the prescribed time limit?
 Yes-1 No-2 N.A.-9
46. If no what was the reason given to you?
 Pending – 1 Rejected – 2 No communication – 3 NA – 9
47. In the case of rejection, what were the primary reasons given to you?
 _____ NA-9
48. If there was delay or rejection of service, what did you do?
 _____ NA-9

49. Are you aware of your right to appeal for grievance redressal?
 Yes-1 No-2 Don't Know-8
50. If yes, please explain the procedure.
 _____ N.A.-9
51. Did you file appeal?
 Yes-1 No-2 N.A.-9
52. a) If yes, to whom you addressed it?
 _____ N.A.-9
- b) Where did you submit it?
 _____ N.A.-9
- c) What was the mode of submission?
 _____ N.A.-9
53. If you did not submit appeal, what was the reason?
 _____ N.A.-9
54. If appeal was submitted, did you receive any acknowledgement/receipt?
 Yes-1 No-2 N.A.-9
55. Was there any response to your appeal?
 Yes-1 No-2 N.A.-9
56. If yes, what was the response?
 Accepted – 1 Rejected – 2 Don't know -8 N.A.-9
57. How were you informed about the status of your appeal?
 _____ N.A.-9
58. If the appeal was accepted, was there any action taken?
 Yes -1 No -2 NA – 9
59. What was the action was taken (specify)?
 _____ don't know – 8 N.A.-9

60. Did you receive service after the appeal was accepted by First appellate authority?
 Yes – 1 No-2 N.A. – 9
61. How long after filing appeal did you receive service?
 Within prescribed time limit -1 Beyond prescribed time limit -2 N.A.-9
62. In case your appeal was rejected, were you told why?
 Yes – 1 No -2
63. If yes, what was the reason given?
 _____ N.A.-9
64. Did you face any kind of problem while filing the appeal?
 Yes-1 No-2 N.A.-9
65. If yes, what?
 _____ N.A.-9
66. Were you aware about the time limit given to the first appellate authority to resolve your problem?
 Yes -1 No -2
67. If yes how much is that? _____ N.A.-9
68. If you did not receive service after appealing to the first appellate authority, what did you do?
 _____ NA-9
69. Did you know that you have the right to file appeal to the second appellate authority?
 Yes-1 No-2 NA-9
70. Do you file the appeal to the second Appellate Authority?
 Yes-1 No-2
71. If no, why did you not submit an appeal?
 _____ N.A.-9

72. Were you dissuaded from filing an appeal?
 Yes-1 No-2 N.A.-9
73. If yes, who dissuaded you?
 a) For first Appellate Authority
 _____ N.A.-9
 b) For second Appellate authority
 _____ N.A.-9
74. How you were dissuaded (please explain)?
 _____ N.A.-9
75. Did you face any problem in filing second appeal?
 Yes -1 No-2
76. If yes, please explain.
 _____ NA-9
77. Did you receive response to your second appeal?
 Yes-1 No-2 NA-9
78. Was your appeal?
 Accepted – 1 Rejected – 2 NA-9
79. In case your appeal was rejected were you told why?
 Yes – 1 No -2 NA-9
80. If yes, what was the reason given?
 _____ N.A.-9
81. In case your appeal was accepted, was there any action taken?
 Yes – 1 No -2 NA-9
82. Did you receive service after filing an appeal to Second appellate authority?
 Yes – 1 No -2 N.A. – 9

83. Were you aware of the time limit is given to the second appellate authority to address your appeal?

Yes -1 No -2

84. If yes, how much time?

_____ N.A.-9

85. Are you satisfied with the grievance redressal mechanism?

Yes -1 No-2 Cannot say-8

86. If no, please explain.

_____ N.A.-9

87. Do you believe that grievance redressal mechanism is transparent?

Yes-1 No-2

88. Do you believe that there is accountability built into grievance redressal mechanism?

Yes-1 No-2

89. Had you put any extra effort to get the service delivered?

Yes-1 No-2

90. If yes, what type of effort?

Political Pressure-1 Bribe-2 Any other-3 N.A.-9

91. Did the effort work?

Yes-1 No-2 NA -9

92. Any suggestion to make the scheme more effective:

a) To deliver the service in time,

1. _____

2. _____

3. _____

4. _____

b) To deliver the service in hassle free manner,

1. _____
2. _____
3. _____
4. _____

c) To improve grievance redressal mechanism

1. _____
2. _____
3. _____
4. _____

ANNEXURE-IV

District-wise status of C.M. Window, Department of Health as on 04.01.2017

Division	District	Total receipt	Overdue	In ten days	Pending for marking by Subordinate	In action	Disposed	ATR sent
Ambala	Kaithal	244	2	0	4	0	236	4
	Yamuna Nagar	108	2	1	5	2	102	0
Gurgaon	Gurgaon	74	6	3	6	3	64	1
	Mewat	103	2	0	6	1	92	5
Hisar	Hisar	182	6	3	10	4	161	8
	Jind	158	0	1	6	1	147	4
Rohtak	Jhajjar	168	12	0	17	11	146	5
	Rohtak	137	2	0	2	2	127	8
Total Haryana		1174	32	8	56	24	1075	35

Source: Headquarter of Department of Health, Panchkula.

ANNEXURE-V

District-wise status of C.M. Window, Department of Public Health and Engineering as on 16.12.2016

Sr. No.	Circle	Total Receipt	New	Overdue	In-action	Clarification	Disposed	ATR Sent
1.	Ambala	418	1	0	13	1	399	5
2.	Bhiwani	462	0	11	31	8	415	16
3.	Gurgaon	83	0	0	6	0	75	2
4.	Hisar	486	0	13	21	1	453	12
5.	Jhajjar	209	0	4	9	3	198	2
6.	Jind	313	0	4	22	7	284	7
7.	Kaithal	443	0	1	15	1	423	5
8.	Karnal	281	2	5	14	2	263	2
9.	Narnaul	325	0	9	23	6	299	3
10.	Palwal	358	1	5	30	3	20	5
11.	Rewari	341	1	5	25	4	313	2
12.	Rohtak	443	1	7	35	1	403	8
13.	Sirsa	729	0	13	36	9	689	4
14.	Sonepat	334	0	8	28	10	298	8
15.	Haryana	5455	5	103	335	47	5049	66

Source: Headquarter of Department of Public Health and Engineering, Government of Haryana, Panchkula.

ANNEXURE-V

District-wise status of C.M. Window, Department of Power as on 16.12.2016

Sr. No.	District	Case dealt by	Total Receipt	New	Overdue	In-action	Clarification	Disposed	ATR Sent
1.	Rohtak	SE (Op), UHBVN, Rohtak	456	2	34	52	10	389	13
2.	Jhajjar	SE (Op), UHBVN	325	2	20	37	6	280	6
3.	Yamuna Nagar	SE (Op), UHBVN	531	0	25	41	12	471	19
4.	Jind	Operation Circle, DHBVN	446	0	31	47	25	393	6

Source: SEs, Districts, Department of Power.

ANNEXURE-VII

District-wise status of C.M. Window, Department of Social Justice and Empowerment as on 16.12.2016

Division	District	Total receipt	Overdue	Disposed	ATR sent
Ambala	Kaithal	137	7	55	14
	Yamuna Nagar	219	6	209	5
Gurgaon	Gurgaon	54	1	51	2
	Mewat	87	-	87	2
Hisar	Hisar	140	3	134	4
	Jind	66	6	58	2
Rohtak	Jhajjar	86	3	82	3
	Rohtak	142	8	127	5
Total Haryana		2731	82	2550	86

Source: Headquarter of Department of Social Justice and Empowerment, Chandigarh

