

- ✓ ARL 2 : CC → means to an end
- ✓ Citizen centric governance commitment of GoI
⇒ SEVOTTAM model of public service delivery developed after extensive consultations ⇒ It has led to dev of BIS's Indian Standard IS : 15700 : 2005
⇒ India first country to have a published standard for Public Service delivery.
- ✓ IS : 15700 : 2005 is Indian standard for Quality Management Systems.

CPA

- ✓ 50 yrs old ; post WW2
- ✓ emergence of 3rd world nations → ↑ interest
- ✓ CPA = Comparative Study of govt. administrative systems functioning in different countries, belonging to different cultural and geographical setting and different periods.
- ✓ Dahl, Waldo, Simon : In order to make PA scientific it has to be made comparatively rational.
- ✓ Riggs : 3 trends in CPA :
 - (i) normative → empirical approach
 - (ii) Ideographic → Nomothetic
 - (iii) Non-ecological → Ecological basis.
- ✓ Ferrel Heady : 4 important foci of research in CPA
 - (i) Modified Traditional : continuity with earlier lit. of somewhat parochial character
 - (ii) Development Orientation : problems of PA in context of rapid socio economic & political change
 - (iii) General System model building : focus on whole society
 - (iv) Middle Range Theory : focus on particular components of Admin. system.

✓ Nicholas Henry : CPA v/s traditional PA.

(i) PA: culture bound ; CPA: cross cultural

(ii) PA: practitioner oriented ; CPA: purely scholarly thrust.

Significance of CPA

- ✓ improving public policies & theory building
 - ✓ ↑ understanding of individual characteristics of admin systems in diff contexts.
 - ✓ explain factors responsible for cross-cultural, & cross national diff/similarity
 - ✓ Policy Recommendation
 - ✓ Academic utility
 - ✓ It has brought politics & admin closer to each other
 - ✓ ↑ significance of study of admin in developing countries.
- ⇒ PA has undergone a revolution of sorts

Factors of Post war rise of CPA

- ✓ Behavioral Revolution
- ✓ Dissatisfaction with traditional approaches.
- ✓ Emergence of developing countries.
- ✓ Technical Assistance Programmes for research
LUS & UN, research efforts augmented by financial support from agencies like Ford Foundation. who needed more info about recipient countries.

CPA: Origin & Tradition.

- ✓ Woodrow Wilson : introduced [TSoA, PSA, 1887]
- ✓ ↳ first comparativist who compared American govt system with cabinet sys of UK to demonstrate that USA lacked unified authority in several fields of admin.
- ✓ Essentially a post WW2 development.
- ✓ policy oriented catalysts + intellectual oriented catalysts.

- ✓ Marshall Plan for economic recovery of Europe
- ✓ Point four programme for developing nations.
↳ campaign for international admin reforms.
- ⇒ CPA developed gradually with initiative of US scholars.
- ✓ American Pol. Sc. Association → CAG, 1960 with help of Ford Foundation. Fred Riggs was Chairman of CAG.
- ✓ 1963 → 1976: Golden era for CPA
- ✓ Ecological perspective: main concern of CPA scholars.

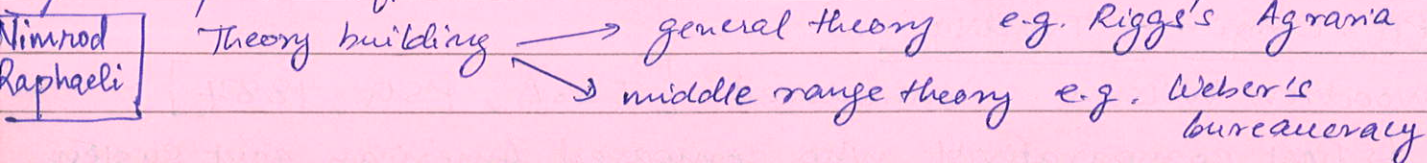
Prerequisites of comparative method.

- (i) units of comparison shd. have same conceptual framework
- (ii) Level of comparison same
- (iii) agreed definition of things to be compared
- (iv) definition of focus of inquiry

3 analytical levels of comparative study: Macro, Middle, Micro

Characteristics of CPA:

- (i) youth: origin traced to 1952 conf. on PA @ Princeton
- (ii) Thomas Kuhn: 'preparadigmatic' stage
- (iii) Riggs: 3 trends (stated earlier)
- (iv) dominated until recently by American Scholars and CAG.
- (v) 2 primary 'motivational concerns': theory building and development of administration.



Types of CPA studies. : inter institutional, intra national, cross national, cross cultural, cross temporal.

✓ Social audit : engagement of stakeholders in measuring the achievements of objectives under any or all of the activities of a govt. org. especially those pertaining to developmental goals.

• ✓ 2nd ARC reco : operational guidelines of all dev schemes and citizen-centric programmes should provide for a social audit mechanism.

chronology:

✓ ① vigilance audit → ✓ ② Regularity audit → ✓ ③ Propriety audit → ✓ ④ value for money audit → ✓ ⑤ performance audit

④ → economy

⑤ → efficiency

⑥ → effectiveness

↓
✓ social audit ⑥

✓ Social audit given in §50

CITIZEN'S CHARTER

✓ concept of good governance is not new : Kautilya → paternalist rule, Gandhi - concept of 'Su-Raj'

✓ Good Governance → all citizens can develop to full potential

✓ 4 pillars of GG:

- 1) Ethos (of service to the citizen)
- 2) Ethics (honesty, integrity, transparency)
- 3) Equity (treat all alike with empathy for weaker sections)
- 4) Efficiency (speedy & effective delivery + ICT use)

✓ Citizens are thus core of GG.

✓ Citizen's Charter : Set of commitments made by an org regarding the standards of services which it delivers.

✓ Seeks to make an org transparent, accountable & citizen friendly

✓ Essential Components: Vision & Mission statement, services

- ✓ provided, remedial mechanism, responsibilities of citizens.

Evolution of Citizen Charter

- ✓ Margaret Thatcher, 1970s: rolling back the state, improving quality of public services
- ✓ Reforms → Economy, efficiency, effectiveness
 - └ FMI (1982)
 - └ Efficiency Scoutiniser (1997)
 - └ Next Steps Program (NSP) (1988)
- ✓ NSP → foundation for Citizen Charter
- ✓ John Major : CC launched (1991)
- ✓ 6 principles originally framed
 - (i) Quality — of services
 - (ii) Choice — for users
 - (iii) Standards — what to expect?
 - (iv) Value — for taxpayer's money
 - (v) Accountability.
 - (vi) Transparency
- ✓ Revised Principles (1998).
- ✓ Charter Mark Scheme : 1991 : UK : scores in 6 criteria
→ charter mark as recognition
- ✓ 1998: Charter office in UK renamed to 'People First' Unit.

RCS VAT

CC in India

- ✓ Strong support at Conference of CMs (1997)
- ✓ Idea piloted by Consumer Coordination Council + 'Common Cause' headed by H.D. Shourie in association with Cabinet Secretariat.
- ✓ momentum provided by DARPG in consultation with DCA
- ✓ DARPG : made guidelines for structuring a model charter