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## IMPORTANCE OF CITIZEN GRIEVANCE REDRESSAL MECHANISM ON E-GOVERNANCE PLATFORM IN RAJASTHAN

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### **Abstract**

*Its people, need for having an efficient system for redressal of public grievances additionally fills in each association. Truth be told, with the excitement of expectations of the people in the wake of developmental efforts coupled with distributive justice, the pressure for devising innovative methods and procedures in this regard has ever been developing. The ultimate objective of e-Governance in a civilized society, and more especially in a democracy, has ever been the happiness, contentment and welfare of the people over whom it governs. Truth be told, the strength of an e-Governance depends upon the prosperity of the people and it is in their contentment that lies the security and solidness of democracy. However, there has consistently remained, in all types of commonwealth, the significant problem of the average citizen at the bleeding edge of organization, being deprived of the services and treatment to which he is entitled. One of the difficult problems in policy management that has defined arrangement so far has been the manner by which to make the authority at the base bar of the administrative hierarchy, responsive, sympathetic and courteous in his dealings with the citizen and how to enforce this responsibility.*

**Keywords:** Redressal, Grievance

### **Introduction**

The National e-Governance Plan (NeGP) is a significant initiative of the Government of India (GoI) for ushering e-Governance on a public scale. The arrangement expands on the experience gained in implementing several e-Governance initiatives in the country. One of

the learning that structures core of the NeGP is its stress on citizen centric service as against a normal application development/departmental computerization.

The figure below presents the NeGP framework.

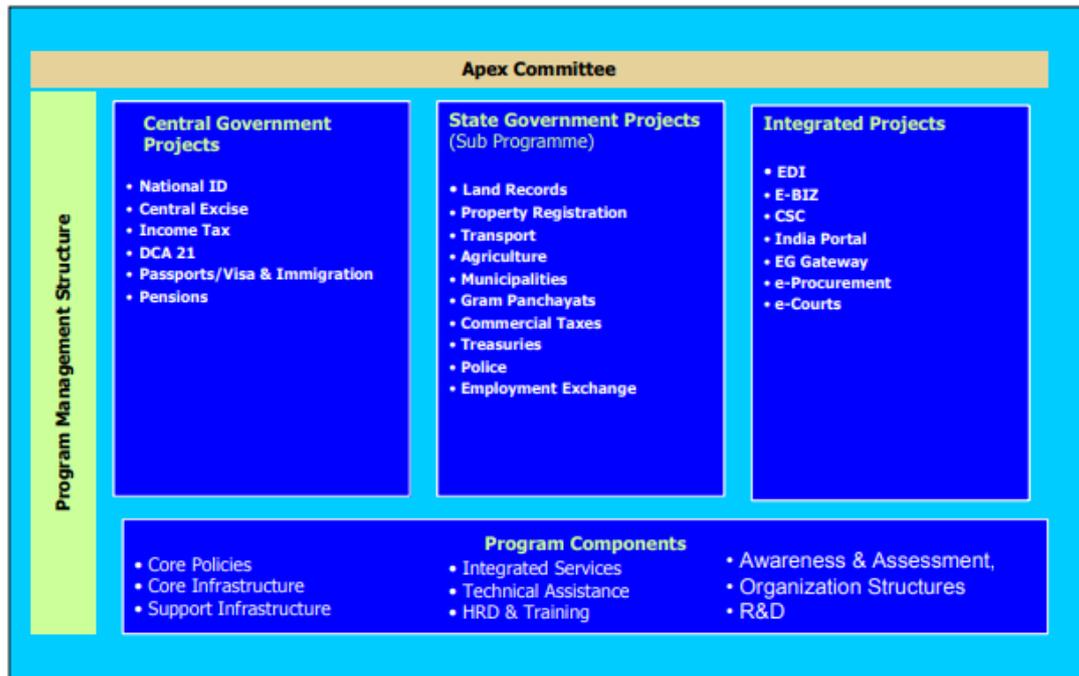


Fig. 1: NeGP Framework

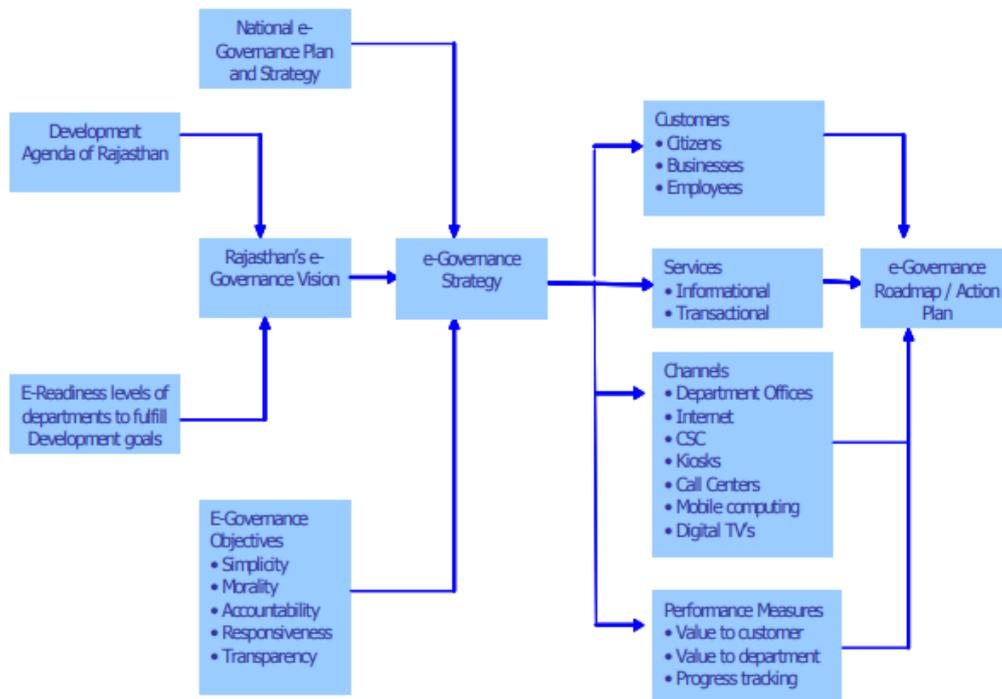
The arrangement essentially comprises of core policies, integrated service projects that cut across departments, Mission Mode Projects (MMPs) in the Central and State Sector. The arrangement is proposed to be implemented over a 4-year period (2003-07) at an estimated cost of over Rs.25,000 crore. To achieve the same, the National e-Governance Plan likewise provides for critical investments in areas like Government Process Reengineering, Capacity Building, Training, Assessment and Awareness. The nature and scale of e-governance initiatives planned inside the space of the State Governments, present a considerable enhancement in the desire level of Government. Major managerial and technological challenges are one consequence of this, especially in the context of the need for implementation of these projects in a "mission/projectized mode", (with clearly defined objectives, timelines and responsibilities) by concerned departments of the State Governments. There is likewise a need to manage the entire programme at the State level in a coherent manner with consistent strategies for cost improvement and integration. For achieving this, the State Governments need to provide for overall direction, normalization

and consistency across initiatives and at the same time, have the resources and flexibility to drive this arrangement. The aforementioned requirements and the sheer scale of the initiatives warrant the state governments to articulate clearly the strategic priorities of the state and ensure that they are in alignment with the NeGP. A clear vision, guide to satisfy the vision and strategy for implementing the guide are significant to mitigate hazards associated with any wastage of resources and time. The Government of Rajasthan appreciates this and has therefore engaged NISG to draft an e-Governance Roadmap for Rajasthan. The NISG has retained the services of PwC to undertake the assignment and draft this report.

### Objective

1. To assess the adequacy of the Public Grievance Redressal Mechanism and their accessibility to people in general in Rajasthan
2. To analyze the awareness of general society and their responses towards public grievance redressal system implemented by Rajasthan

### Overview of Approach

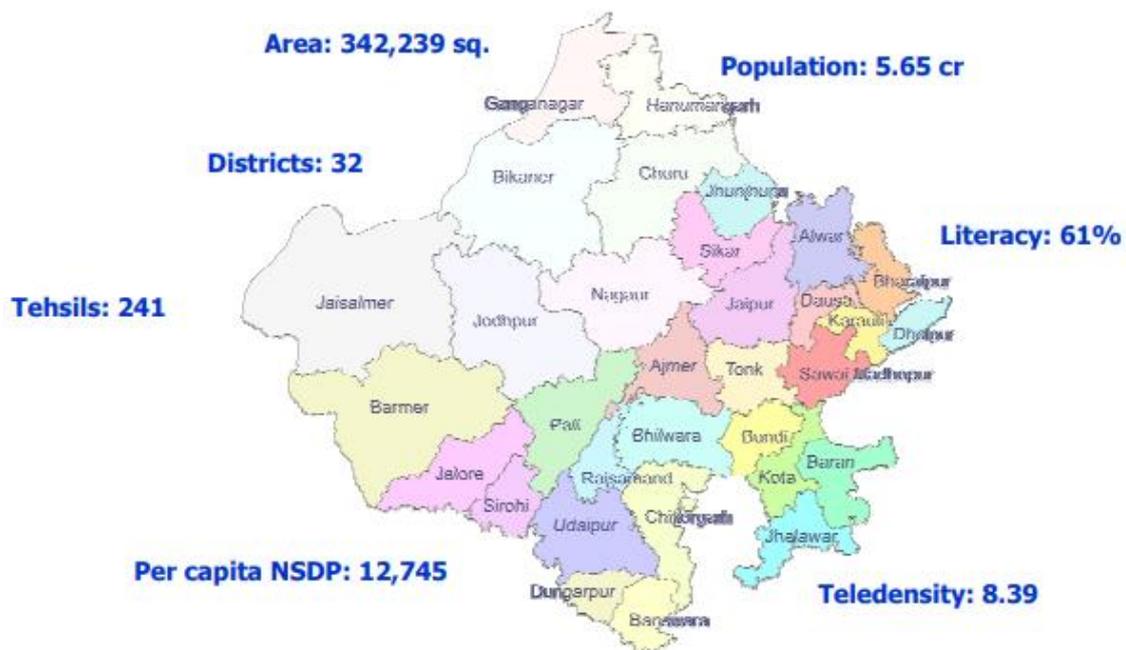


**Fig. 2: Approach for development of e-Governance Roadmap**

The figure above depicts the methodology undertaken to develop the e-Governance Roadmap for the state of Rajasthan. The development agenda of the Government of Rajasthan was examined to understand the need areas for development of the state. E-Readiness assessment of the departments was undertaken to evaluate their readiness and requirements in terms of people, processes and technology; to effectively leverage Information and Communication Technology (ICT) for offering types of assistance. These aspects helped to enunciate the e-Governance Vision of the state which was enmeshed with the NeGP and tenets of e-Governance to design an e-Governance strategy for Rajasthan. The key components of the strategy viz. customers, services, delivery channels and performance measures were carefully examined and based on the prioritization of services and delivery channels the e-Governance Roadmap/Action plan was prepared.

### Rajasthan – An Overview

Rajasthan with a land area of 342,239 sq. Km. is the largest state in India. It is divided into 32 Districts which are further divided into 241 Tehsils, 183 Municipalities, 237 Panchayat Samities and 9184 Village Panchayats. 11 regions of the state covering 61% of complete area and 40% of the all out populace lie in the dry, sparsely populated Thar Desert region.



**Fig. 3: Map of Rajasthan and important socio-economic indicators**

The absolute populace of 56.5 million according to 2001 census translates to populace density of 165 people per sq. Km. which is the lowest in India and a large portion of the all India average. Literacy rate is 61%. Populace is dependant generally on Agriculture and Livestock. Net State Domestic Product of Rajasthan at current prices (2002-03) is 74,467 crores. The fundamental industries of the state are Tourism, Cement, Textiles, Oilseeds processing, engineering and Chemicals. The fundamental export items are gems and ornaments, marble, woolen carpets, crafted works, tie and dye clothes etc.

### **IT Readiness Status of Rajasthan**

The Government of Rajasthan has identified IT and ITeS as a significant push area for the development and development of the state. The Government of Rajasthan enunciated an IT strategy for Rajasthan in the year 2000 interestingly and has come out with a new IT and ITeS strategy for 2006-08. The features of the IT and ITeS strategy 2006-08, is captured in Annexure 5. The State Government is taking all possible measures for spreading e-Governance all through the state, covering every one of the sectors so as to provide hassle free, transparent and efficient service to the everyday person (both in metropolitan and rustic areas). For achieving this objective, the government has taken a four pronged methodology:

- Citizen Centric Service Delivery
- Back End Computerization
- IT Infrastructure Creation
- Human Resource Development

In line with the above approach, the following 2 specialized agencies have been established:

Department of Information Technology and Communications (DoIT and C) was established by the Government of Rajasthan in 1987 under the Planning Department with the key objectives of figuring IT policies, creating IT awareness and giving technical consultancy to the state government departments in their computerization activities. Presently, it capacities as a Nodal agency in Government sector to provide well organized and project oriented way to deal with the computerization action in the state Government Department. The department is headed by the Director.

Rajasthan State Agency for Computer Services (RajCOMP) was established as consultancy and project implementation agency in 1989, to cater to the increasing scope of utilization of IT in the Government Sector. RajCOMP's everyday working is managed by the Managing Director. The Chief Secretary heads the governing Board of RajCOMP and the Secretary, IT and C seats the executive body. The Government of Rajasthan appreciated the need to construct capacities in different departments from an early stage and as a testimony; around 50 programmers and experts from Do IT&C have been deputed in different departments to spearhead the computerization and e-Governance initiatives of the department. Therefore, the majority of the departments have been able to develop in house applications. Some other departments have undertaken computerization initiatives with the help of RajComp and NIC. Moreover, staff from every department has been provided preparing on computer awareness, general computer abilities and internet by DoIT, NIC or private sector partners appointed by DoIT.

The level of computerization including the hardware available, development of uses and people abilities available in the taking an interest departments is captured in volume 2 which is bounded separately. The accompanying figure gives a depiction of the level of computerization in 39 taking part departments (IT department has not been included) based on our plunge stick study:

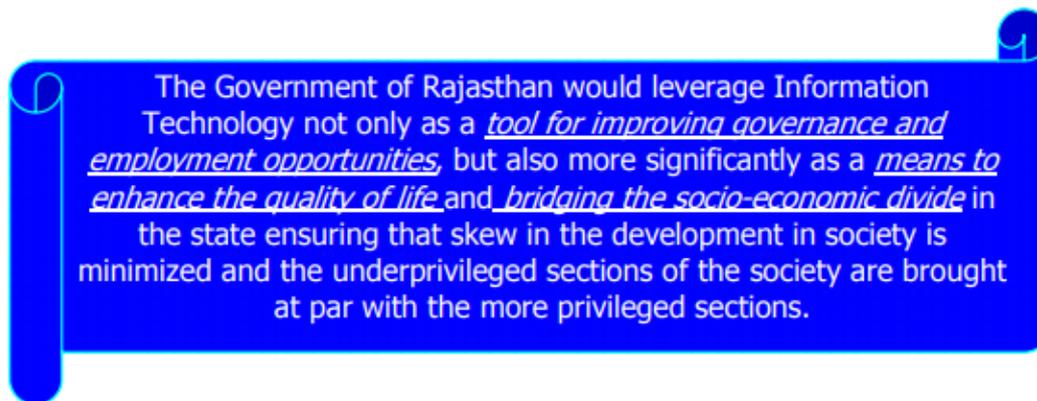
**Table 3: Level of computerization in 40 participating department**

High	Medium	Low
1. Commercial Tax	1. Agriculture	1. Agricultural Marketing Board
2. Excise	2. Elections	2. Animal Husbandry
3. Forests	3. Finance	3. Co-operatives
4. Information and Public Relations	4. Higher Education	4. Employment
5. Jaipur Development Authority	5. Industries	5. Food and civil supplies
6. Medical, health& family welfare	6. Irrigation	6. Labour
7. PHED	7. Local Self Government (Municipalities)	7. Land Settlement Department
8. Police	8. Panchayati Raj	8. Mines
9. Rajasthan Stamps and Registration	9. Power	9. Social Welfare
10. Department of Personnel	10. Planning	
11. Treasuries	11. Primary Education	
	12. PWD	
	13. Revenue and Land Records	
	14. Rural Development	
	15. Technical Education	
	16. Tourism	
	17. Transport	
	18. Urban Development Authority	
	19. Women and Child Development	

In general, the Revenue earning departments like the Commercial Taxes, Excise, Rajasthan Stamps and Registration, Jaipur Development Authority, Revenue and Land Records, Municipalities etc. have taken a number of significant e-Governance initiatives. Every one of these departments have a profoundly informative web site, downloadable structures, procedures and timelines for getting services etc. on the internet in Hindi. Another significant revenue earning department, Department of Transport however not internally computerized has placed the structures and procedures and timelines for profiting services over the internet. Treasury department has computerized the vast majority of its significant processes. Police department has likewise taken a number of measures to leverage IT for provisioning services to the citizens. Most departments have implemented grievance redressal systems and this service is provided through the eMitra centers. On the other side, there are some departments like Animal Husbandry, Co-operatives, Labor, Social Welfare, etc. that have not undertaken any IT related initiative. Some of the applications being used in the departments where computerization has taken place have been developed some time in the past in Xbase etc. which isn't amenable to the provisioning of services over a network. Practically all the computerization initiatives (except eMitra) are departmental initiatives and have no linkages with other departments. Furthermore, the state is yet to engage private sector in significant initiatives however much some other leading states in India have done.

### **e-Governance Vision for Rajasthan**

E-governance is a route for governments to leverage the Information and Communication Technologies (ICT) to provide people with convenient access and better nature of government data and services and to provide greater opportunities to participate in democratic foundations and processes. Governments all throughout the planet are utilizing ICT to reach to the citizens and businesses and provide them services through different channels at that point and place of their convenience. The Government of Rajasthan appreciates that a well articulated, realistically achievable vision is the beginning stage for a comprehensive methodology towards implementing eGovernance. A clearly articulated vision statement motivates the stake holders to pursue the achievement of shared objectives in a focused manner. The Government has therefore, articulated a comprehensive E-Governance vision for Rajasthan in the IT strategy 2006-08, as below:



**Fig. 4: Rajasthan e-Governance Vision**

The vision statement clearly elucidates the key theme of Rajasthan's desired eGovernance direction, which is:

Use e-Governance as an instrument for improving Governance and employment opportunities: Use of ICT will facilitate the improvement in observing and implementing different welfare schemes while increasing the responsibility and transparency in government. Moreover, employment opportunities for entrepreneurs would be generated through the establishment of CSC's and booths.

Improve the personal satisfaction of citizens: e-Governance would help in accomplishing this objective through the arrangement of citizen centric service delivery thereby giving better turnaround times and convenience in demanding and profiting services.

Leverage IT to empower masses and promote equitable development thereby eliminating the financial divide: ICT offers a compelling instrument for the government to empower the masses by decreasing the time and cost required for demanding and benefiting services. Mechanisms like citizen feedback, grievance dealing with systems, arrangement for citizen gatherings on the web entrance and increasing the number and breadth of access channels are some means of accomplishing this objective.

In line with the above vision, Government of Rajasthan has made 'e-governance' as one of its prime agendas since the previous few years and designed proactive strategies for its effective implementation. The primary objectives that the government of Rajasthan needs to achieve through the above vision are:

- Enhanced participation of the people in decision making and program implementation
- Equal access to information and Administration for all people
- A credible government-public interface that becomes an interactive forum.
- An efficient service delivery system
- Transparency in operations.
- Community Linkages

### **e-Governance Strategy**

The state of Rajasthan would benefit greatly from an overall enterprise IT strategy for achieving the collective business objectives of its departments. An IT Strategy that is based on an overarching business strategy rather than separate, unaligned singular department strategies would permit executive department agencies, sacred offices, the Legislature and the legal branch to center their energies and resources to enhance value and introduce practical operations all through the government. Such a strategy is essential to create synergy and achieve an alignment between the state's IT investments and its desired service outcomes for citizens and businesses.

In order to fructify its vision, the Government of Rajasthan needs to focus on the following four elements:

- Customers
- Services
- Delivery Channels
- Performance measures

### **Delivery Channels**

The delivery channels represent the means through which electronic services are delivered to the customers. Identifying what channels to use is a key success factor for any effective E-Government strategy as the choice of delivery channels significantly affects the accompanying:

1. Technology infrastructure required to help the channel (i.e. Hardware, Software and Network);
2. Business processes and procedures required to operate the channel; and

3. Association structure required to manage and deliver the electronic services (i.e. abilities, roles and alliances)
4. The government of Rajasthan has the alternative of employing a reasonable blend of the accompanying possible delivery channels to use for the delivery of services:
5. Citizen Service Centers: Information dissemination, acceptance of service requests and delivery of services through citizen service centers involves integration of the backend utilizations of departments with Citizen Service centers. The Citizen Service center have been taken as an electronic channel of delivery as they will be offering the types of assistance to the different government departments and their customers through a single interface utilizing the electronic integration. eMitra initiative in Rajasthan has been hugely successful and the state may expand on this success to improve service delivery with private investment.
6. Internet: Customers can use desktops and hand-held computers to connect to government's web gateway to request services and search for data, make payments etc.
7. Phone (Call Center): Customers can dial the Government of Rajasthan's hotlines and emergency center to request services and data. 'Phone' is considered as an electronic delivery channel due to the potential use of 'Call Center' and 'Interactive Voice Response' technologies. e.g. the Revenue department, Govt. of Rajasthan has started utilizing IVRS to answer queries regarding land records.
8. Mobile Computing: Customers can request services and data through mobile phones and hand-held computerized personal partners.

## **REDRESSAL SYSTEM**

A citizen-friendly government should give high need to the redressal of public grievances. The government being a service provider, it will undoubtedly meet people's needs and desires. Effective and timely redressal of public grievances is a sign of responsive and responsible governance. Subsequently, the grievance redressal mechanism is an integral piece of any governance system. Today, with increased awareness, the desires of citizens have gone up as additionally the demand for instant and effective resolution of their grievances. The essential principle of a grievance redressal system is that if the assured level of service delivery isn't achieved or assuming a right of a citizen isn't honored, the citizen ought to be able to take recourse to a mechanism to have the grievance redressed. This mechanism ought

to be well publicized, easy to use and expeditious or more all, citizens should have confidence that they will get justice from it.

1 Administration and the citizens are intimately connected with each other as the existence of one without the other is impossible in a civilized society. Therefore, there ought to be a wide concurrence between what the government does and what the people expect. There ought to be amicable and smooth relationship between the organization and the citizens, as Pt. Jawaharlal Nehru has appropriately said, "organization must be great as well as to be felt to be acceptable by the people". 2 With the development and evolution of modern democracies, governments have been implementing several socio, economic development and welfare oriented reforms. Normally, this has widened the sphere of activities of government in modern societies and has proliferated administrative foundations and agencies as instruments of public welfare and development. Consequently, the increasing power has accrued to the bureaucrats. This trend under democratic systems has given rise to the problem of keeping bureaucratic arbitrariness in check and making the administrative machinery more responsive to the needs and grievances of citizens.

A citizen's grievance is the public disappointment with the working of governmental processes. In the welfare states like India, which is engaged in nationbuilding and financial arranging, public disappointment is proliferating inferable from the hole between rising expectations of the people and failing of the administrative machinery. Public grievances especially aroused by organization of metropolitan areas are diverse and multi-dimensional. 3 It is in this context, this investigation attempts to analyze the Public Grievances Redressal System existing in Rajasthan Metropolitan Development Authority (CMDA).

Rajasthan Metropolitan Development Authority (CMDA) is taken up for this investigation as it is one of the major metropolitan development authorities in India. This investigation would enable us to identify different arrangement push areas of metropolitan management and give proper emphasis on different roles it needs to play. Further, CMDA being a significant development authority, its achievements and failure could be used as a model just as guidelines to redefine the objectives and role of other development authorities and agencies in India.

## CONCLUSION

The citizen today has higher expectations from the e-Governance and they need the capacity to interact with the e-Governance towards their need. The e-Governance needs mechanism for getting response from citizens it serves. Existence of a decent feedback mechanism is an unquestionable requirement, not exclusively to get feedback on what's going on in the field yet additionally to identify weak marks of governance, to take the remedial measures whether systemic or procedural. These days, the empowered and enlightened citizenry is undeniably more demanding services in convenient and comfortable channels. Furthermore, the government, therefore, needs to develop, evolve and enable itself to meet the developing demands of the society. A citizen friendly government should give high need to redressal of public grievances. Since the government being a service provider, it will undoubtedly meet people's needs and goals. Effective and timely redressal of public grievances is a sign of responsive and responsible governance. The society today is impatient with the old system of e-Governance that isn't coming up to its expectations.

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