

Answer:

The Sevottam model was suggested by the 2nd ARC in its 12th report titled **Citizen Centric Administration**. It provides an **assessment - improvement framework** to bring about excellence in public service delivery. The model has **three main components** i.e. effective charter implementation by opening up a channel for receiving citizen's inputs, public grievance redress and excellence in service delivery.

The model can help in improving the quality of public service delivery in following manners:

- The model **defines services and identifies clients**, sets standards and norms for each service by **developing capability** to meet the set standards.
- It helps in **monitoring the performance** of organisations against the set standards.
- It evaluates the impact vis-a-vis the service delivery through an **independent mechanism** and **ensures continuous improvement** based on observation and evaluation.
- The framework is a tool in the hands of implementing organization that guides them through **systematic initiatives for sustainable improvements** in service delivery.
- It enables implementing organizations to undertake a **credible and authentic self-assessment** or **gap analysis** for citizen centric service delivery.
- It will help in evolving **practical solutions** which will be implemented in the organization's day to day routine ensuring sustainable results.
- Also this model incentivizes through its certification scheme developed by **BIS** and **provides award of the Sevottam** symbol of excellence to the public organization.
- The model provides for a **credible grievances redressal mechanism** within organizations to ensure improved service delivery standards. Accordingly Centralised Public Grievance Redress and Monitoring System (CPGRAMS) online portal was set up in 2007 to strengthen the grievance redress pillar of Sevottam model.

However, to achieve the intended objectives of the Sevottam model, few issues need to be addressed. There is a need to make Citizen Charters **more effective** and its formulation should be ensured through **wider consultation**. More effective mechanisms to evaluate and set benchmarks based on end-user feedback is required. Efforts should also be taken to communicate and educate the public about the standards of public service delivery.

7. What are Self-Help Groups? Discuss their potential in addressing the development challenges of the rural poor with the help of adequate examples.

Approach:

- Briefly define Self-Help Groups.
- Write about the potential of SHGs in tackling the challenges faced by the rural poor.
- Substantiate your answer with relevant examples.
- Conclude appropriately.

Answer:

Self-Help Groups (SHGs) are small groups of people (10-20 members) having similar socio-economic backgrounds in a small contiguous area, who come together to improve their living conditions. They voluntarily form SHGs to save and mutually contribute to a common fund to be lent to its members as per the group members' decision. The members of an SHG operate on the principles of self-help, solidarity and mutual interest.

SHGs movement has the potential to have a substantial impact on the developmental challenges of rural poor due to following factors:

- **Access to credit:** SHGs can get **timely loans** for a variety of purposes which helps in creation of self-employment opportunities for members, such as for releasing mortgaged land, for meeting working capital needs, for housing materials, for acquiring assets like sewing machines, handlooms, cattle, etc.
 - As any case of non-repayment of loan by any one member is followed up seriously by other members in the SHG, banks are willing to lend to them even **without a collateral**. For