



Citizen Centric Governance: A Study of Haryana Right to Service Act, 2014

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Abstract

Effective, efficient and time bound service delivery has remained the priority of the Governments since the beginning. The bureaucratic indifference and delay has created problems and forced the layman to pay bribe to get the necessary public services, instead of entitlement for quick and efficient delivery of public services and information. Based on the concept of the Citizen Charter, The Right to Service Act, 2014 is a milestone Administrative Reform in this direction. The Citizen Charters emphasises on the quality of public services on one hand, the Right to Service Act (RTS) takes a step forward by making a citizen's right to public service delivery legal binding within the notified time period on the other hand. Otherwise, the officials concerned will be liable for penal action. Accordingly, the RTS Act expresses the commitment of Haryana government towards delivery of public services in terms of their standard, quality along with prescribed time period. Haryana which is one of the fastest growing states of India, has initiated various innovative reforms in its administration to make it more Citizen Centric, and Haryana Right to Service Act (HRSA), 2014 is the latest attempt made in this direction. This Act guarantees that the public receives timely services. The very intent and purpose of this Act is to minimise corruption among public servants and promote transparency, openness and accountability in Administration. As the topic is very much relevant, interesting and of concurrent concern, hence a modest attempt has been made to analyse it in respect of Haryana Right to Service Act.

Keywords: *Designated Officer, Grievances Redressal Authorities, Timeliness of Services, Auto Appeal System, Citizens Centric.*

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Introduction

The modern state has been called as the Administrative State because it performs a lot of activities meant for the welfare and development of its citizens and renders a number of services to them. Thus, in the modern state, the quality of Government is a significant factor to decide the quality-of-life citizens enjoys in a particular political regime. Therefore, the need of Good Governance or Citizens Centric Governance was realised in 1990s under the impact of Public Choice Theory and New Public Management all over the world including India. Citizen Centric Governance should be inclusive, participatory and transparent. It should be effective, efficient and responsive to the citizen's demands and legitimate expectations as well as in delivery of public services. Furthermore, all government organisations should adhere to the concept of serving people. Last but not least, Government Organisations should be accountable to the people. Since one of the main responsibilities of the State is to advance the welfare of its people, an assessment of how well the institutions of governance are working will ultimately depend on how satisfied the general populace is with the services they get. Thus, ensuring greater involvement of people's representatives and community at large in the conceptualisation and execution of programs, is the fundamental objective of Citizen Centric Governance.

Therefore, a number of Administrative Reforms have been recommended and introduced to bring Administration closer to the people and make it Citizens Centric. These include:

- i) Enacting laws giving certain rights to people,
- ii) Setting up of new institutional mechanisms to redress Citizens' Grievances,
- iii) Improving accessibility to citizen by setting up units closer to people,
- iv) Simplifying procedures to reduce Bureaucratic grapevine and delays,
- v) Using technology particularly ICT to improve internal efficiency etc. (Second Administrative Reforms Commission, 2009, p.2)

India is the largest Democracy of the world having over 125 crore population which is 18 percent of the World whereas it owns just 2 percent of the total land. Moreover, India is the youngest country, having the highest youth population in the world. So far, the economic development and growth is concerned, it is the fastest growing economy of the world during 2012-2016 (with 7.5 percent GDP) which was more than 5 percent in 2019-2020. It has acquired the status of the fifth largest economy of the world with volume or size of 2.68 trillion dollar (3.27 percent of world economy) and surpassed even the economies of Britain (2.62 trillion dollar) and France (2.58 trillion dollar) by December, 2019 (Kumar, 2022, p.9). If the steps like Demonitisation (2016), GST Act, 2015 and Lockdown under Covid -19 (2020) were not taken in a hurry, it will certainly be the third largest economy by 2023. Moreover, the corruption, mal-administration, complex and lengthy criminal justice, and over-politicization of Administration are the other factors which have adversely affected India's economic growth and development.

The Union Government on December 19, 2022, replied in Lok Sabha that the willful defaulters (mostly Corporates) are becoming a serious challenge to Indian economy and the rising Non-Performance Assets (NPA) of public sector banks is a serious threat to its banking

system. Quoting the information provided by Reserve Bank of India (RBI), it said that Rs. 92,570 crores as debt of Indian Banks were overdue towards top 50 willful defaulters and the number of such willful defaulters having Rs 25 lakhs and more as debt was 12,439 in case of Public Sector Banks and 2,447 of Private Banks by June 30, 2022. In nutshell, during the last five years of Modi Regime (2017-22), the debt of Rs 10.1 lakh crore has been put in the NPA by the banks. According to Dr Raghuram Rajan, the Eminent Economist and the former Governor of RBI, 'No doubt, India is the 5th largest economy of the world at present but in Per Capita ranking of IMF, it stands at 142nd position out of 197 Countries. It will take some more time (2 years) to be an economy of five trillion dollar with per capita income of Rs. 2.86 lakh per annum. If it has to become one of the developed economies of the world with per capita income of about Rs. 11 lakhs, then it has to grow with a GDP rate of 8-9 per cent for the next 20 years, hence advised the policy makers to focus more on its growth rate. (Agency, 2022)

Similarly, India's rank has shifted to 107th out of 121 countries in Global Hunger Index Report, 2022 as compared to 101st position of previous year. It is noteworthy that in this aspect India's neighbour countries like Pakistan, Bangladesh and Nepal are in better position to it (Bhaskar, 2022). The Gandhian philosophy serves as the moral and ethical foundation for the Right to Public Service. Gandhi ji in 1890 pointed out "A customer is a very important visitor on our premises. He should not be treated as an outsider, an interruption and a dependent on us or our business instead of it we are dependent on him. Thus, he is the purpose and integral part of our business. By serving him, we are not doing him a favour, rather he is giving us the opportunity to do so" (Argal, 2008). It is worth of government imitation and represents the essence of citizen-centered governance.

Haryana which is situated at the north-western part of Indian Union, is a small State constituting 2.35 percent of its population and 1.76 percent of its area, but it is one of the fastest growing states. The State Government has introduced many innovative reforms in its administration to make it Citizen Centric like Consumer Protection Forums, 1986, Democratic Decentralisation by 73rd and 74th Constitutional Amendment Acts, 1994, Citizens Charters, 1997, e-Governance, 2004, Right to Information Act, 2005 and Haryana Right to Service Act, 2014. The Right to Service Act guarantees that the people should get timely delivery of public services. It emphasized on elimination of corruption among public servants with increasing openness and accountability in public administration. As the topic is very much relevant, hence a modest attempt has been made to analyse it in respect of Haryana Right to Service Act.

Objectives

The followings are the main objectives of the present research paper:

- a) To highlight the need of Citizens Centric Governance in India in general and the State of Haryana in particular.
- b) To focus on the main features of HRS Act, 2014 and its organisational set up.
- c) To evaluate the services notified under this Act and their timeline.

- d) To assess the overall performance of this Act in light of HRSC and its impact toward Citizens Centric Governance.

Methodology

The present research paper is an outcome of an exploratory and analytical study conducted in the State of Haryana based on the information related to Citizen Centric Governance, Right to Service Act as well as information about notified services under Haryana Right to Service Act.

Concept

The Eleventh Five Year Plan (2007-12) emphasized on the concept and need of Good Governance in India. There are a number of similarities between the Good Governance and Citizen Centric Governance. In other words, citizens and their welfare remain in the center of policy formulation and execution in both of these. Thus, the legally guaranteed right to elect government at various levels in a fair and transparent way, with meaningful involvement by all sectors of the public, is one of the fundamental aspects of Good or Citizen Centric Governance. This is a basic necessity for the legitimacy of the government and its accountability to the people. The Government at all levels must be responsible, responsive, accountable and transparent. Closely related to accountability is the need to curb and eliminate corruption, mal-administration, and arbitrary working of the politico-administrative machinery which are widely seen as the major deficiency in governance. Citizen Centric Governance is one of the components and bases of good governance. While emphasizing the need of Citizen Centric Administration Pt. Jawahar Lal Nehru (March 29, 1954) and rightly observed “Administration is meant to achieve something and not to exist in some kind of an ivory tower, following certain rules of procedure and narcissus-like, looking on itself with complete satisfaction. The test after all is the human beings and their welfare”. (Second Administrative Reforms Commission, 2009, p.1)

The 2nd ARC in its 12th Report on Citizen Centric Administration observed that a group of stakeholders who can be easily identified in the delivery of a certain public service is the most significant kind of citizen engagement, besides, citizens seeking information, giving suggestions and demanding better services. There are several strategies available to make administration more Citizen-Centered, including the use of modern technology, e-Governance, Right to Information, Citizen Charters, Independent Evaluation of Service and Right to Service. With World’s modernization, the Right to Public Service delivery is proven to be an effective step towards Citizen Centric or Good Governance. The traces of Right to Public Service Act may be seen in Citizen's Charter movement (1990’s), which saw hundreds of charters published by government agencies at the National and State levels. These charters outlined the services that residents may expect from the Government. However, many people thought that these charters lacked the specificity needed to be effective. The Right to Service Act is meant to provide the delivery of notified services or connected matters to the eligible person or service seeker within the notified time limits” (Haryana Government Gazette, 2014, p.104). Failing which there are even provisions for punitive action against the errant officials.

Features of HRS Act

The Governor of Haryana gave assent to Haryana Right to Service Act on 22nd March, 2014. This Act comprises of 23 sections and one Schedule spreaded over 10 pages. 'The concern of Sections 1 and 2 of the Act is with that of its short title and definitions. The beneficiaries covered under this Act and its scope are discussed in section 3. The State Government on the recommendation of Commission can introduce and publish the new services and their time frame covered under this Act on different intervals under section 3(1). Whereas under section 3(2) it notifies the Designated Officer, First Grievance Redressal Authority (FGRA), and Second Grievance Redressal Authority (SGRA)'. The responsibility of the Designated Officer to ensure the delivery of service to the eligible individual within the notified timeline has been mentioned in its Section 4. (Haryana Government Gazette, 2014, p.104)

'The section 5 (1) of Act, states that for getting any service, an eligible person has to submit a properly completed application to the Designated Officer, who has on receipt of any such application to provide service or reject the application within the prescribed time period. In case of rejection of application, the Designated Officer has to record its reasons in written and inform it to the applicant. Every Designated Officer has to keep the detailed record of the services applied for as per section 5(3) in the prescribed format. Section 5(4) mentions that the notified time limit starts from the date when requisite complete application for notified service is received by the Designated Officer or a person subordinate to him authorized to receive the application which needs to be duly acknowledged' (Haryana Government Gazette, 2014, p.105).

The HRS Act covers more than 640 services of 37 departments of Haryana Government. The HRSC is at the top in its organisational hierarchy followed by the Second and First Grievances Redressal Authorities, and the Designated Officers are at its bottom, hence they are directly related with public dealings and delivery of Public services (Haryana Right to Service Commission, 2022). Except the HRSC, all the three officers or authorities are from the service providing department. The State Government in consultation with the Commission can notify some more services under this Act and it is doing so since 2014. Under this Act, all the Appellate Authorities including HRTSC have power to impose penalty on the errant officials.

Organisational Set up of HRSC

The Commission is a Statutory Body, known as the Haryana Right to Service Commission having perpetual succession and a common seal with power, subject to the provisions of this Act, to acquire, hold and dispose of property, both movable and immovable and to contract and shall, by the said name, sue or be sued. Its headquarter is situated in Chandigarh. The Governor appoints the Commission's Chief Commissioner and up to four other Commissioners based on a screening committee's recommendation which is chaired by the Chief Minister (C.M.) and the leader of opposition and one state cabinet minister chosen by the CM act as its members.

To be the Chief Commissioner, one should be an officer with the rank and position of the Chief Secretary of the State of Haryana or Secretary to the Government of India, either currently serving or retired. From among the other Commissioners at least two should be retired officers of the Government of Haryana with the rank and status of an Administrative Secretary or its equivalent in any of the State's services, including officers of the All India Services from the Haryana cadre. The remaining Commissioners should be prominent members of society having minimum twenty years of experience in the field of management, law, administration, or corporate governance. (Haryana Government Gazette, 2014, p.108)Sh. T. C. Gupta IAS (Retd) is presently (2022-23) working as the Chief Commissioner of HRSC.

Work Procedure

According to 'Section 6(1) of Act any eligible person, whose application for obtaining service is rejected under section 5(2) or not provided the demanded service within the notified time period, can file an appeal to the FGRA within thirty days from the date of such rejection or the expiry of the prescribed time period, as the case may be. The FGRA can admit the appeal even after the expiry of thirty days if satisfied that the appellant was prevented by sufficient cause from filing the appeal in time. On receipt of such appeal, if the First Grievance Redressal Authority is of the opinion that the grievances of the appellant are genuine, under section 6(2) it may direct the Designated Officer to provide the service within seven working days or in such timeframe as specified by it and in case of default, to appear before the FGRA in person and to explain the position and reason behind it. After giving due opportunity of hearing to the parties, the FGRA will pass a reasoned written order either for accepting the appeal or rejecting it under Section 6(3). Decision in appeal are communicated to the parties concerned through registered post. Any such appeal needs to be finally disposed of by the FGRA within a period of thirty days of its receipt'. (Haryana Government Gazette, 2014, p.105)

As per 'Section 7(1) of Act any eligible person, whose appeal for obtaining service is rejected or not provided the service within the defined time period in compliance of the order of FGRA, can file an appeal before the SGRA within sixty days from the date of such rejection or the expiry of the time specified by the FGRA. The SGRA can admit the appeal even after the expiry of sixty days if satisfied that there are sufficient reasons to prevent the appellant to file this appeal in time. The SGRA on receipt of such appeal will pass a reasoned written order either to accept the appeal and direct the Designated Officer to provide service to the applicant within seven working days or in such time frame, as specified or reject it with detailed written reasons for such rejection. But before rejecting it, the SGRA will give an opportunity of hearing to the applicant and its order shall be sent to the parties by registered post. The SGRA has to decide such appeal within sixty days of its receipt' (Haryana Government Gazette, 2014, p.106).

To give a boost to the RTS Act, the Government of Haryana launched the Auto Appeal System (AAS) with effect from July 1, 2021. Thereafter, such appeals automatically transferred from the Designated Officer to the FGRA after the expiry of stipulated period followed by the SGRA and finally to the HRSC, if it remains unattended and undecided by

the former within the prescribed timelines. It has not only benefited the appellant a lot but also developed a built in mechanism of accountability and to put a check over the lower authority meant for providing the public service or disposal of appeal filed against such delay or negligence. As per the Antodya Saral till July 05, 2023, total 7,53,869 appeals related to delay in services have been registered under the AAS of which 6,47,005 were reported to the First Appellate Authority, and 1,18,854 appeals to the Second Appellate Authority. Only 1503 appeals reached the Right to Service Commission. It shows the quantum of public service people are availing, and level of awareness and grievances among the citizens are so high (Government of Haryana, 2017).

Powers of the Commission and Grievances Redressal Authorities

‘The FGRA and the SGRA while deciding the appeals under Section 8, enjoy the powers as are vested in the civil court under the Code of Civil Procedure, 1908 (5 of 1908) regarding: (a) the production and inspection of documents; (b) issuing summons for hearing to the parties i.e. Designated Officer and the appellant; and (c) any other matter, which may be prescribed’ (Haryana Government Gazette, 2014, p.106). ‘Section 9 (1) of Act where the SGRA 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 can impose a lump sum penalty from Rs 250 to Rs 5000/- on the Designated Officer and/or any other official involved in the process of providing such service. Under Section 9(2) if the SGRA found 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 can also impose the penalty @ Rs 250/- per day upto Rs 5000/- for such delay on the delinquent officer, in each case. But the delinquent official should be given a reasonable opportunity of hearing before any such penalty’.

‘The SRDA under Section 9(3) can give compensation upto Rs 1000/- to the appellant to be paid by the delinquent officer and recommend disciplinary action against the Designated Officer or other defaulters under the service rules applicable to them in addition to the penalty under Section 9(4). As per Section 10, the appellant aggrieved of the order of the SGRA, can file revision before the Commission within a period of ninety days from the date of such order. The Commission can even entertain the application after the expiry of the period of ninety days, if it is satisfied that the revision could not be filed in time due to a reasonable cause’ (Haryana Government Gazette, 2014, p.106-107).

Total 4,57,448 Appeals to delays in Service have been received in the State under the RTS Act upto December 25, 2022, of which 3,57,862 belongs to First Grievance Appellate Authority, 98,654 to Second Grievance Appellate Authority and 932 to Haryana Right to Service Commission constituting 78.2 per cent, 21.6 per cent and 0.2 per cent respectively (Government of Haryana, 2017). The table 1.1 highlights the number of appeals received against delay in providing services in some of the departments covered under the Act (Haryana Right to Service commission, 2014).

Table 1.1

Serial No.	Name of Departments	Appeal Count
1	Revenue & Disaster Management Department	134834
2	Haryana Shehari Vikas Pradhikaran	97126
3	Welfare of SCs and BCs	43254
4	Dakshin Haryana Bijli Vitran Nigam-DHBVN	37914
5	Police Department	33026
6	Social Justice And Empowerment	16935
7	Public Health and Engineering -PHED	14625
8	Uttar Haryana Bijli Vitran Nigam -UHBVN	13724
9	Health Services Department	12144
10	Animal Husbandry and Dairying	10938
11	Haryana Excise & Taxation	10658
12	Labour Department	7363
13	Industries and Commerce Department	6960
14	Urban Local Bodies	5911

From Table 1.1, it is clear that a greater part of the total appeals received belongs to Revenue and Disaster Management Department followed by Haryana Shehari Vikas Pradhikaran, Welfare of SC and BCs, DHVBN, Police Department, Social Justice and Empowerment, Public Health and Engineering etc. An overview of the total appeals filed district-wise reveals that in Faridabad District maximum 71,094 appeals were filed followed by 70,284 and 59,451 appeals in Gurugram and Hisar districts respectively on one hand and minimum 13,150 appeals in Charkhi Dadri District followed by 19,367 appeals in Panchkula on the other hand (Government of Haryana, 2017). The reason behind is their maximum public dealing and still the administrative wings meant for delivery of public services are unable to provide these within the timeline. The role of AAS is vital in bringing good governance. Total 640 services/schemes have been notified by the Haryana Government under this Act by June, 2023, to extend the benefits of the welfare schemes and public services to the citizens in a definite timeline. Under the AAS, an appeal is automatically taken up to the FGRA followed by the SGRA and ultimately to the Commission on behalf of appellant in a decided time period.

Ms. Savita a resident of Rohtak district filed an application in December, 2021 under Mukhya Mantri Kisan Evam Khetihar Mazdoor Jiwan Suraksha Yojana but she was denied the benefit of this scheme by the concerned officials claiming that due to some legal complexities her request could not materialized. The HRSC panelised Mr. Gurdeep, a clerk of HSAMB with Rs. 10,000 for holding her file for two and half months (Saini, 2022). Sh. Ajit Balaji Joshi,

the Chief Administrator of HSVP was also imposed a penalty of Rs. 20,000/- for causing ‘significant’ delay in delivering the service within the notified time of five days. The HRSC come down heavily on the chief administrator of HSVP, terming it as typical example of bureaucratic notoriety and an attribute for bureaucratic criticism by citizens, thereby causing harassment and hardship to a woman, who had also sought euthanasia a practice of intentionally ending life of relieve pain and suffering (Dhaliwal, 2022).

Impact on Governance

Right to Service Act is an effort taken to reduce corruption and promote openness in government agencies and to ensure accountability, responsibility, quality of service with efficiency and economy. Enabling the general people to access services without difficulty. Quick Service delivery provided to the citizens and also ensures their participation in public Service Delivery. Up to December, 2022 total 640 services categories in 37 Departments of the Haryana Government are covered under the Act. The most prominent departments include Home, Revenue and Disaster Management, Excise and Taxation, HSVP, Agriculture, Food & Supplies, Food & Drugs Administration, Forest, Haryana Labour Welfare Board, Haryana Women Development Corporation, Health, Horticulture, Information, Public Relations and Languages Department, Social Justice & Empowerment, Transport, and Urban Local Bodies. Their services are primarily Citizen Centric in nature. The table 1.2 reflects some of the services covered under the Act department-wise, their timeline, designated officers, the FGRA and the SGRA (Haryana Right to Service Commission, 2014).

Table 1.2

SN	Name of the Department/ Organisation	Name of Service	Given time Limit	Designated Officer	First Grievance Redressal Authority	Second Grievance Redressal Authority
1	Revenue and Disaster Management	Certified copies of all documents at Fard Centre level	1 day	Duty Patwari	Tehsildar of concerned Tehsil	SDM of the Concerned Sub Division
2	Horticulture Department	Seed License: Grant of Nursery Seed License	90 days	Dy. Director Horticulture/ Vegetable (DDH/V)	Joint Director	Director General Horticulture
3	Food and Drugs Administration	Issue of Wholesale Drug licence	30 days	Senior Drugs Control Officer of the zone	Commissioner, Food and Drugs Administration	Additional Chief Secretary to Government Haryana, Health Department
4	Agriculture	License of Seeds	24 days	Deputy Director Agriculture	Joint Director (Administration)	Director Agriculture
5	Labour Department	Factories License under Factories Act, 1948	45 days	Addl. Director-cum-Addl. Chief Inspector of Factories, Haryana	Labour Commissioner-cum-Chief Inspector of Factories,	Principal Secy, Labour & Employment, Govt. of Haryana

SN	Name of the Department/ Organisation	Name of Service	Given time Limit	Designated Officer	First Grievance Redressal Authority	Second Grievance Redressal Authority
					Haryana	
6	Home Department	Copy of untraced report in road accident cases	90 days	Station House Officer of the concerned Police Station	Deputy Superintendent of Police/Deputy Commissioner of Police/Joint Commissioner of Police	Superintendent of Police/Commissioner of Police
7	Forest and Wildlife Department	Permission for felling of trees in areas notified under general section-4 of Haryana Land and Preservation Act, 1900	15 days	Divisional Forest Officer (DFO)	Chief Conservator of Forests (CCF)/ Conservation of Forests (CF)	Additional Principal Chief Conservator of Forests (APCCF) (Forestry)
8	Social Justice and Empowerment	Handicapped Pension	60 days	District Social Welfare Officer of the concerned District	Addl. Deputy Commissioner of the concerned District	Deputy Commissioner of the concerned District

Keeping in view the importance of this Act, Sh. Manohar Lal Khattar, Chief Minister of Haryana directed the Administrative Officers that the Citizen Centric Services of all the departments should be integrated with the Auto Appeal System (AAS) immediately. On October 11, 2022, the CM said, "Serving the public is the first duty of any government and its Administrative Wing," while presiding over a review meeting pertaining to the AAS. The 70 lakh families living in the state should be guaranteed access to citizen-centric services (Tribune News Service, 2022).

For any application that crosses notified timeline, an automatic appeal would be raised on behalf of eligible persons and assigned to the FRGA of the service. If FRGA does not take any action or render a judgement within 30 working days of the appeal submission, the appeal will automatically be moved to SRGA. If the SRGA does not take any action or make a final judgement within 30 working days of receiving the appeal, the appeal will automatically be escalated to the RTS Commission. Appeal can also be filed by the Applicant on Antyodaya Saral Portal (<https://saralharyana.gov.in>) or through Antyodaya Saral Helpline (0172-3968400) in case if the applicant is dissatisfied with the final decision on the appeal by FRGA or SRGA or the applications are not disposed off within notified timeline. The C.M. conferred awards to 118 government officials in the State level function organised in Panchkula on Good Governance Day on 25th December for their quality of services (Bhaskar News, 2022).

In Citizen Centric Governance Sector Ranking, 2021 the state of Haryana ranked at the top. Thus the State got position in Group A with the score of 0.914 in citizen-centered governance

and its four indicators. These indicators include The Right to Service Act, the Grievance Redress Mechanism (GRM), and the advancement of state governments in offering online services. The Good Governance Index 2021 was released by Sh. Amit Shah, the Union Home Minister at Vigyan Bhawan, New Delhi, on the occasion of Good Governance Day on December 25, 2021 this index is prepared by the Department of Administrative Reforms and Public Grievances, Government of India (Express news Service, 2021).

Constraints

No doubt, the HRS Act played a significant role to make its Public Services more and more Citizens Centric, accountable and responsive, yet it does not mean that all the Public Services under this Act are very much transparent, corruption less and hustle free. There are still some constraints in this regard as mentioned below:

- Lack of awareness about the Act and its procedure among citizens. Still a larger section of the population is unaware to use computer and e-Governance tools effectively.
- Lack of clarity about services enrolled in the Act and prolonged process of three Appellant Authorities for Grievance Redressal.
- Non-availability of adequate resources both trained manpower and material for fast delivery of services.
- A few Institutes still have not designated their officers to provide the service under Right to Service Act. Whereas some others are not easily accessible for e-governance and their AAS is not working properly.
- Arrogant attitude and rude behaviour of the Designated officer and other officials meant for providing services, reduce the effectiveness and efficiency of the Act.
- Even it has been observed that majority of the key officials are having more than one assignment and they rarely remain available in the office for public grievance redressal. Their unavailability in office encourages the involvement of middleman and adoption of corrupt practices by the subordinate staff.
- Right to Service literacy rate is poor among citizens and lack of mass awakening movement like that of Right to Information Act.
- The FGRA, the SGRA and the HRSC are generally reluctant to impose penalty and recommend disciplinary action against the errant designated officer or official concerned.

Conclusion and Suggestions

No doubt, India is the biggest democracy with highest young workforce and the fastest growing economy with largest consumer market in the world. It is the fifth largest economy in the world. However, the corruption, mal-administration, complex and lengthy criminal justice, and over-politicization of Administration are some of the factors which have adversely affected its growth and development. India's total debt has reached up to Rs. 147.79 lakh crore of which about Rs 100 lakh crore is during 2014-22. In spite of increasing privatization and disinvestment of public properties, the rising debt is a serious cause of concern. The willful defaulters (mostly Corporates) are a serious challenge to its economy

and the rising Non-Performance Assets (NPA) is a serious threat to the banking system and during 2017-22, the NPA of Rs 10 lakh crore is waived of. The above data reflects both the potentialities and challenges of governance in India.

The fight against corruption has already begun, and the goal of the Right to Service Act is to take concrete action to address public complaints against dishonest public officials. Besides, it is time to take some additional reforms that can help in motivation and confidence building of officials meant for implementation of this Act and other relevant policies of the government to make public administration Citizens Centric in real sense. Auto Appeal system has been introduced by the State Government to make the HRS Act more pragmatic, dynamic, automatic and Citizens Centric. Emphasizing the need of AAS and integrating all Citizens Centric Services to it, the CM of Haryana said, 'This work should be done expeditiously as ensuring timely delivery of Citizen Centric services is the priority of both the government and the administrative wing' (Tribune News Service, 2022). It includes provisions for automatic appeals to be filed as soon as the deadline for the prescribed service is over. However, the AAS is applicable only on the services that have been informed and notified under the HRS Act, 2014 and are registered on Saral Tracker.

Thus, AAS has ensured timely delivery of services, enhanced happiness need and ease of living of the applicant on one hand and reduced litigations, checking corruption and red-tapism on the other significantly. Thus, the HSR Act with the AAS have contributed a lot in ascertaining transparency, accountability and openness in public administration, hence paved way for administrative responsiveness and in making it citizen centric. Moreover, the proper training, supervision, control and motivation of the personnel concerned will help in developing a healthy environment and administrative culture in the state. It is noteworthy that more than 78 percent of the total appeals filed are related to the FGRA and 21.6 percent with SGRA, only an insignificant number of appeals (0.2 percent) reached to the Commission. Thus the Appellate Authorities need to be more sincere and sensitive to their duties, and they should not hesitate in imposing penalty and recommending disciplinary action against the delinquent officials. The key officials having more than one assignment should ensure their presence in all such offices to address public grievances at their own or it should be notified by the government while giving additional assignments. The eligible persons or service seekers are also a vital component in this entire process and their awareness, sincerity and honesty will strength the notion of administrative responsiveness and citizen centric governance.

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