CHAPTER-V
CONCLUSIONS AND SUGGESTIONS

The institution of District Collector is a unique feature of Indian Public Administration. District is an important and vital unit of the administration which is very close to the public. The present study, “Administration of District in Shimla: A case study of Sugam Centre in Shimla “in Himachal Pradesh: A Case Study of Shimla District” has been carried out with the basic objective to promote efficiency, economy and effectiveness in administering the public affairs at the district level. The institution of collector after independence has to adopt very different conditions and to meet new challenges. The collector today has much larger responsibilities in the field of the development, public welfare, law and order, and Panchayati Raj along with traditional regulatory powers.

Deputy Commissioner’s undisputed and exclusive position as the agent of government in the district has gradually eroded; he now shares executive authority with other district level officers and Panchayati Raj Institutions. But he still remains even today the pivot unit of the District Administration. The Deputy Commissioner is involved in a network of inter-relationship with other district level functionaries. The Deputy Commissioner’s have been given a number of duties relating to developmental activities of the state. Performance of such duties gives him ample opportunities to come in contact with the people and prove his worth as a public servant in the true sense.

E-governance is said to be the ruling king of the 21st century of information and communication technology. E-governance is that form of governance which seeks to realize processes and structures by harnessing the potentialities of Information and Communication Technologies (ICT) at various levels of government and public sector and beyond for the purpose of enhancing services to be delivered to the people. Nowadays, technology is coming like a speedy train or a tidal wave inevitable and unstoppable. Internet and the growth of digital media has raised the hope of many as one can avail services in a convenient way. Application of new information and communication technology has generated new hopes and aspirations among the common man. In order to translate the vision of good governance through a shift from


The first chapter deals with the introduction, definitions, evolution of District, District Administration and Collector. District is an essential point of contact between the citizens and the administration. It is truly the cutting edge of the Public Administration. District Administration is the only media which has brought the totality of governmental machinery nearer and closer to the people at the local level at their doorstep. Deputy Commissioner is a multi-purpose functionary around whom revolves the entire administration of the district. In overall the Deputy Commissioner is the kingpin of the District Administration.

Second chapter deals with the organizational setup of district administration with the help of the organizational chart of the district Shimla, Deputy Commissioner’s Officer. This chapter also discusses the functions of all the functionaries of district collector with all its branches along with its functions.

Third chapter depicts the role of Deputy Commissioner in changing scenario before and after independence. Functions and responsibilities of Deputy Commissioner in various fields have also been discussed in this chapter.

Fourth chapter, an effort has been made to discuss the relationship between the SUGAM center and customers. To analyse the relationship of the SUGAM center with the general public, the help of the schedule was taken. A sample of hundred customers who visited SUGAM centre for getting their work done during the study period was taken for the present study. Their opinion were analysed and data was interpreted in this chapter. Moreover opinion of 13 employees working in Sugam centre of Shimla city was also analysed on the basis of schedule administered to them. The opinion of customers & employees are analysed & interpreted in this chapter.
In last chapter the overall analysis were presented in form of findings and finally suggestions were given in the end to make the working of SUGAM Center and District Administration for effective.

**On the basis of study following Hypothesis were proved that**

The major hypothesis of research study is that

a) People are satisfied with the working of Sugam centre

b) Employees functioning at Sugam centre are not satisfied with their working conditions

On the basis of analysis following findings were given

**FINDING OF THE STUDY**

**Opinion of Customers**

**Time Bound Manner:** 55 percent of customers responded that SUGAM centres provides services to them in a time bound manner.

- **Transparency:** As transparency in delivering services is one of the important objective of SUGAM centres in Shimla city majority of the customers i.e. 60 percent responded that they cannot say heather working of SUGAM centres was transparent.

- **Single Window:** It was observed that majority of customers i.e. 65 percent felt that their query was attended at single window counter at SUGAM Centres in Shimla city.

- **Simplification of Procedure:** 68 percent of customers were of opinion that SUGAM centres in Shimla city had, led to simplification of procedures in availing services.

- **Timings:** 78 percent of the customers were not satisfied with the timings of SUGAM centres in Shimla city as it was fully inappropriate whereas only 10% demanded change in timings.

- **Behaviour of Dealing Employees is Courteous:** A larger section, i.e. 52 percent of the customers opined that they were satisfied with the behaviour of employees as they were courteous and 10% responded that employees were very courteous.
- **Location**: Majority of the customers, i.e. 65 percent opined that they were satisfied with the location of SUGAM centres and in the following question, 80% customers not agreed that there were adequate signboards to locate SUGAM centres.

- **Staff of Enquiry Counter is Cooperative**: 60 percent of the customers responded that they were satisfied with the cooperative behaviour of the staff at enquiry counter at SUGAM Centres in Shimla City.

- **Credit/Debit Card Facility Should be Needed**: Many of the customers i.e. 70 percent demanded this facility but along with his 10% were satisfied with the cheque system for making payments. Thus, steps are needed to introduce this factory at SUGAM centres in Shimla city.

- **Employees are Skilled**: Most of the customers, i.e. 60 percent responded that employees were skilled in delivering services to customers and 15 percent opined by saying that they were highly skilled.

- **Overall Satisfaction Regarding Working of SUGAM centres in Shimla city**: On customer side, 20 percent rated the working of SUGAM centres as good and 16 percent of employees rated its working as excellent.

**OPINION OF EMPLOYEES**

- **Ambience**: Large section of employees i.e. 84.62 percent responded that they are partially satisfied with the ambience in which they are working at SUGAM centres in Shimla city. They want better ambience to improve their performance.

- **Adequacy of training facility**: It was observed from study that 46.15 percent of the employees felt that the training facilities provided to some extent them were adequate in handling job at SUGAM centre in Shimla city.

- **Adequacy of Equipments**: It was observed that as equipments are adequate at SUGAM centres, most of the respondents 30.77 percent percent were to some extent affirmatives about adequacy of equipments such as hardware, software, networking etc.

- **Proper Coordination between back-end and front-end office**: On employees side 61.53 percent opined that there is proper coordination between back-end and front-end office to deliver services to customers in a time bound manner.
Better Record Management: 84.62 percent employees agreed and 15.38 percent strongly agreed with the opinion that SUGAM centres in Shimla city have facilitated better record management.

On employee side 61.53 percent were satisfied with the overall working in context of delivering services to customers to SUGAM centre in Shimla city.

It was evident from the findings of the study that majority of the employees i.e. 61.53 percent were not satisfied with the overall working in context of delivering services to customers at SUGAM centre in Shimla city.

Employees were not satisfied with the salary provided at SUGAM centre in Shimla city. A large section of the employees, i.e. 53.85 percent were dissatisfied with the salary provided at SUGAM centre in Shimla city.

On the basis of above findings following suggestions are given to make sugam centre functioning efficient.

- Customers should be fully aware about services provided at SUGAM centre.
- It is proposed that advertisement through television in local language publicity through movies and newspapers is also needed so that people become fully aware of the services provided at SUGAM centre.
- Grievance redressal mechanism needs improvement. Many of the customers are not aware of the channels to redress their grievances. The study also revealed that suggestion boxes, helpline and other mechanisms were difficult to locate and they were not even existing.
- In a true democratic setup, it is very necessary to provide effective complaint redressal machinery such as complaint box helpline numbers etc. for feedback from the customers so as to know their grievances and to deliver them efficient, timely, hassle-free services at SUGAM centre.
- More SUGAM centre needed: It is therefore suggested that at least one SUGAM centre or SUGAM like common service centre should be opened in every block and village so that they can avail these services conveniently.
- Credit/Debit Card facility is needed at all SUGAM centre in Shimla city. It was found during the survey that Credit /Debit Card facility for making payment was non-existent in all SUGAM centre in Shimla city. It is suggested that the latest modes of payments, such as credit card, debit card swipe facility
which are widely used in shops, private and public organization etc. for payment of dues, should be introduced for the convenience of customers at all SUGAM centres in Shimla city.

- Timings of Sugam Centres need rationalization: Working customers were of the view that the timings of SUGAM centres need to be rationalized as they have to take leave from the office to avail SUGAM services. The present working days and timings Monday to Friday, 10.00 a.m. to 5.00 p.m. are not convenient for the customers who have to attend office.

- SUGAM centres should cater to the needs of physically challenged and elderly people. SUGAM centres are not sensitive about the needs of elderly and physically challenged. It is recommended that on the basis of suggestions received from customers, SUGAM centres should pay special attention to needs of elderly and physically challenged, provision of ramps, separate counters for them, easy and wide approach etc., availability of drinking water, provision of toilets, proximity to bus stops are some of the steps which can be initiated towards this objective.

- Employees salary should be increased: Percentage of employees expressed their dissatisfaction with the salary, as was found during the study. The salary provided is low. And it may also be noted that few employees were reluctant to mention salary issues due to the fear of retrenchment and high unemployment rate. According to a number of administrative thinkers, salary is one of the major factor directly related to motivation to work efficiently. Employees of SUGAM centre were found to be very hardworking and qualified but the salary given to them is mini scale as compared to their workload. So employees salary structure should be revised and rationalized according to their workload and qualification.

- Employees should be made permanent instead of contractual: It was found during the survey, all the employees working at SUGAM centre in Shimla city are on contract basis. So they have a feeling of insecurity. It is recommended that employees should be made permanent as job security enhances efficiency. Moreover they will feel that they are a part of institution and will therefore perform better.

- Employees should be provided economic/non-economic incentives: Employees working at all SUGAM centres in Shimla city are not getting
economic / non-economic incentives as they are on contract basis. It is proposed that economic / non-economic incentives should be provided to employees of SUGAM centre to boost their morale and to motivate them to work more sufficiently. Incentives may be offered to them on the basis of number of cases handled by them

Moreover In order to make role of District Administration more effective following suggestions are also given

Modernizing of the Office of the District Collector

The second ARC feels that the organizational arrangement of the collector’s Office, Currently, is not in tune with the requirements of the job. This office has a large interface with the citizens, and hence needs to be more efficient and citizen friendly, Modernization is a basic requirement.

Some Important Steps that could Help this Process are:

- Management Information System/IT Tools/E-Governance : For effective monitoring and evaluation of programmes/projects which are directly under the charge of the collector, there needs to be computerized/MIS attached his office. On the basis of these, the Collector could undertake monthly or quarterly review of performance. This cell could also function as the nodal e-governance cell for the other officers located in the district by suing its capacity to coordinate, and develop relevant IT solutions.

- Grievance & Public Feedback Cell : Grievance redressed of citizens and implementation of citizen charters should be a integral part to the Collector’s officer. This district grievance cell should be linked with the field officers and also with public kiosks located in the far-flung areas of the districts. There should be computerized monitoring of complaints received in this cell.

- A vigilance Cell : Currently, vigilance is a neglected component of the Collectors functioning. In view of the fact that on a average, there are more than ten thousand employees working in a district under various department of the State Government, there is case for setting up an exclusive vigilance cell at this level. This cell could work under overall supervision of the district Collector who will maintain appropriate liaison with the office of the State Vigilance Commission/Commissioner.
- Tours inspection Notes and Institutional Memory: it is largely due to elaborate inspection notes and personal observation of the District Collectors that we have a large collection of valuable District Gazetteers which describe almost all aspects of district administration in pre-independence India. The tradition continued till around 1960. There needs revive it. This could be done by creating and strengthening a cell for this purpose in the District Collect orates.

- Civil Society and Media Cell: The emergence of civil society groups in various sectors of governmental activity, now requires that there should be an appropriate forum where civil society groups could interact with representative of the government. A specialized cell could take care of this necessity. Simultaneously the increasing role of media in society and governance requires the collector of handle public issues promptly and effectively. At the same time, the collector’s office could develop partnerships with them on public education efforts.

- The people were facing inconvenience while taking appointment with Deputy Commissioner. In order to solve the problem the Deputy Commissioner should make a time schedule for meeting with public and strictly adhere to it and give appointments to the general public and VIP’s according to it.

To conclude the Sugam Centre enjoys immense power to do justice to the poor and needy, ensure an environment of peace and order to provide opportunity to public for social and economic development, create necessary infrastructure and promote all-around growth in the district. The Sugam center is still extremely important from the point of view of revenue, development, welfare administration and maintainer of law and order in the district. If these suggestions are taken into consideration Sugam centre will function efficiently & will be able to give better services to citizens in Shimla city.