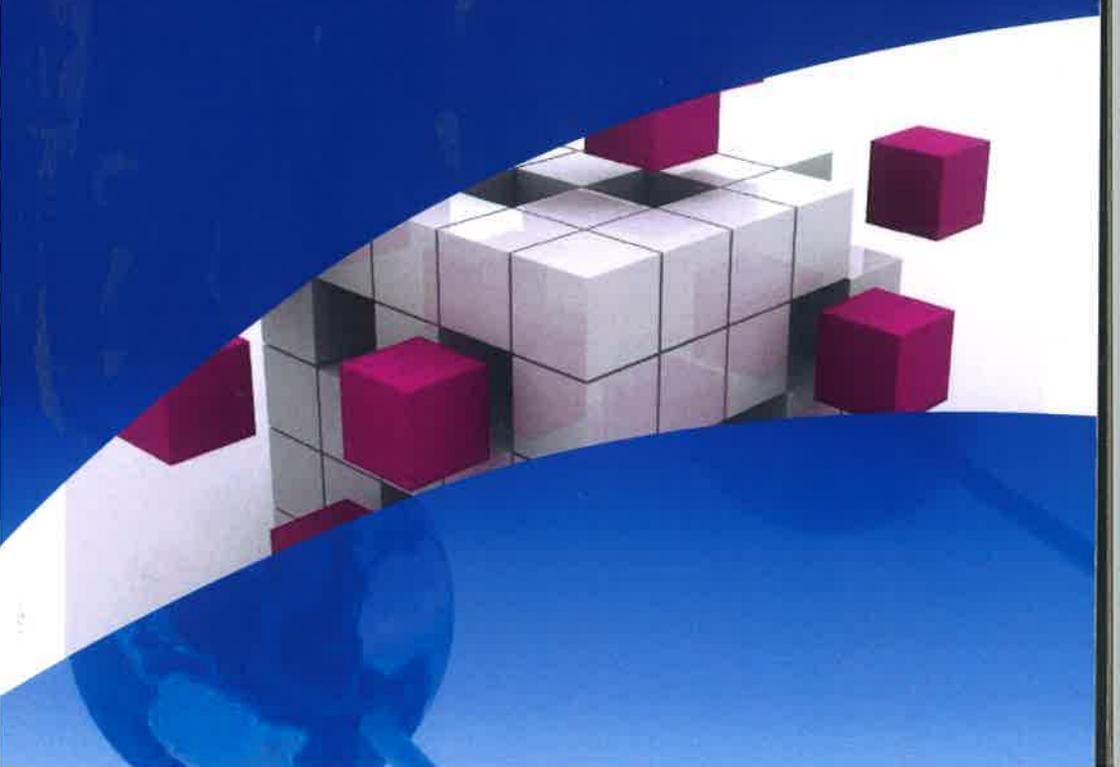


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Aims and Objectives

The information and knowledge through the contributions (writings and opinions) of the academicians, experts, policy makers and administrators in the journal will serve as a platform for clarifying the conceptual contents on the public affairs and that will certainly be helpful in taking right, rational and practical policy decisions. The journal will also provide opportunities for interdisciplinary and empirical research. Finally, it will make efforts to bring clarity and understanding of public affairs in real and right perspective.

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Prevention of corruption has been a crucial concern for the citizens in India and the article **Civil Society and Anti-Corruption Movement in India: A Critical Appraisal of India Against Corruption** by G. Durga Rao analysed the role played by the civil society in influencing public policy to minimise corruption from governance. The author believes that Indian civil society has been partially successful to make anti-corruption movement and led to the enactment and establishing Lokpal and Lok Ayukta and many more measures.

In link to the goal, "Health for All" the last article relates to **Perspective of National Rural Health Mission: Issues and Challenges** by S. S. Chauhan and Hem Raj Sharma. It is true health is wealth. It is a fact health care in rural scenario needs reorientation. Accordingly, in the article rural health care is examined by emphasising the need of comprehensive public health infrastructure, providing right number of human resources to handle rural health-care units. More particularly, besides a general discussion, the paper focusses on health-care system of Himachal Pradesh concerning Accredited Social Health Activist (ASHA) and Anganwadi workers.

Additionally, we expect the readers to make use of these articles and solicit positive comments for improvements.

Ajmer Singh Malik
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Does Governance Connect with Public Affairs Holistically? Subaltern Citizen's-Voice, Impaired Governance and Development Paradigm

Satyajeet Nanda

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ABSTRACT

With a question whether governance reflects the Public affairs, this article tries to examine mainly at micro level, the public policy, governance and institutional aspects of development monitoring. It undertakes a critical review that would meticulously assess the effectiveness of citizen's voice in measuring the governance quality and quantity using citizen report card (CRC). This article carries out a comparative longitudinal analysis over retrospective secondary data from CRCs on public service delivery in Indian city context conducted in four different time periods (the years 1994, 1999, 2003 and 2011) over a span of 17 years. Within the broad public service arena, 3-4 different basic services are analysed taking important citizen governance variables such as citizens' expectation, satisfaction on service and staff behaviour. The analysis will carry out multi-dimensional comparison of service components across time and service providers. The expected output of this analysis provide a comprehensive knowledge about differential in the level and nature of participation of citizens (users) by different service types and changes by time periods in a given geographical area, which has a bearing on the governance quality (including staff behaviour, champions vs. poor performers). This article thus contribute towards understanding the importance of citizen's participation as well as its effectiveness in monitoring the governance and in turn present a case for innovative ways to overcome the monitoring challenges of developing

the new development agenda in any typical democratic set up. This article also pose questions before critiques and program people to dig out the concept of democracy in terms of what roles various stakeholders would play when the citizen's participation emerges to be a major concern.

Keywords: Subaltern, Citizen, Governance, Paradigm, Participation, CRC

THE PRELUDE

While (at least) theoretically the concept of 'Democracy' dwells on the citizen's voice (power), in practical sense it is still a question. Review of issues surrounding democracy has led different schools of thought to realise the need for a holistic development paradigm that can ensure citizen's participation in development processes. One such school (Global Thematic Consultation on Governance and the Post-2015, 2013) believes that it is only through addressing the governance bottlenecks and ensuring spaces for citizen participation in policy design, program formulation and implementation followed by a meticulous monitoring; the 'real' development can be achieved. It is also universally accepted that governance acts as an enabler for socio-economic transformation and thus can help in improvement of lives through eradication of structural inequality. Hence strengthening the local governments is critical for ensuring empowerment, civic participation and better service delivery. Furthermore, governance is measurable and can be monitored; thus can ensure a measurable implementation, accountability and monitoring framework (IBID, 2013).

Theoretical Critique: Contextual Gap Analysis

The concept of Subaltern has passed through a journey of subjectivity with the change in contexts and the way it has been viewed, experienced, understood and interpreted by thinkers, researchers and writers. While the exogenous contexts tend to overtake the internal (psychological) ones, many political philosophy schools of thought see this as a discourse of internal capacity or capability (deprivation). In this circumstance, the perceptual and attitudinal effect of subaltern conditions is often reflected in practice in the form of voice, action and so on. Hence, the factors behind such phenomenon come out to be significant not only for academic consumption but also from policy and program points of view. Again, in the context of democracy this concept bears a lot of significance; as citizens being the building blocks of

democracy may find their development process being influenced by sub alternism. If this happens, then definitely there could be a major bearing of such outcome over the utilisation of citizen's rights and voice in making or unmaking of democratic process. And here from would emerge the questions on role of 'Subaltern citizen's voice' over governance, development and the ecosystem of democracy as a whole.

In post-colonialism and critical theory context, subaltern as a concept would refer to populations that are socially, politically and geographically positioned outside of the hegemonic type of power structure within the same homeland. Other schools of thought focus on the historiography of the term deriving from Gramsci's research on cultural hegemony that identifies the groups excluded from established structures of a society in political discourse and denial of means by which people exercise their voice in the state. Roy (2008) in the context of political society observes Partha Chatterjee's defending of his original idea and then splitting the realm of politics into elite and subaltern domains so far as the colonial Indian society was concerned. This was intended, he argues,

to mark a fault line in the arena of nationalist politics in the three decades before independence during which Indian masses, especially the peasantry, were drawn into organised political movements and yet remained distanced from the evolving forms of the postcolonial state.

In the endeavour to explain the concept of subalternity, Guha (1995) illustrates the differentiating behaviour in reporting such as explicit or implicit reluctance (both conscious and unconscious efforts) to report selective information on the 'perceived' unimportant people in general discourse analysis. The later he calls as mere 'Bhadralok' studies which develop an environment for differentiating the general discourse from the subaltern studies. Pandey (2006) in explaining the sub alternity concept takes us from the concept of peasant to the citizens' fight for both sameness as well as different ness and ends in finding the sub alternity as an almost perennial and irreversible change in the society.

Some sort of a contrast is visible in Gayathri Spivak's presentation about the practicality of the concept of subaltern, or then classifying people under this group. She has brought the dynamism of the concept into forefront rather than static definitions by Gramsci and other thinkers which predominantly

dwell on Marxist concepts. She emphasises the processes behind subalternism such as the geography and mechanics of discrimination. This explanation has program implications in scanning the real demands of common people, utilisation of citizens' (needy) voice in designing and prioritising the programs based on the need of subaltern as she stresses... 'let them speak'. Sometimes certain inherent nature of a social structure such as the differential capabilities or deprivation of the same (Sen, 1985; 1987; 1992; 1999; 2006a, 2006b in Roy, 2008), a sort of opportunity relationship or power relationship between the key stakeholders (providers versus users) in a dominant or dependent paradigm rather which may act as catalyst to subaltern situation.

Governance by definition encompasses the provision of citizens with basic as well as essential services in its best quality and adequacy. Hence, any departure from this endeavour or outcome would be a real concern for researchers and policy monitors in terms of the extent of impairment, causes behind them and possible course corrections. At macro level, this is reflected in some schools of thought as

Weak and illegitimate governance—both within and between countries—explains to a significant degree why the benefits of development are not equally shared nor sustainable over time, despite the existence of abundant material and human resources sufficient to enable people and future generations everywhere to live lives of dignity, free of disparity and deprivation (Global Thematic Consultation on Governance and the Post-2015, 2013; pp.2).

Similarly...

Governance in practice is often coloured by unequal relations of power, between the state and impoverished/discriminated groups, between the government and the private sector and between small states and more influential ones (IBID, 2013:2).

In this line, use of efficient tools and techniques to gauge these aspects are theorised as essential elements needed towards the improved governance. It is thought that 'The ability to consistently monitor and review conduct of development actors against established responsibilities is an essential prerequisite for just and accountable governance' (IBID, 2013:3). What emerges from this discourse is that, the participation of citizens is key to the governance/development process. Even most theories of democracy advocate varying degrees of people's participation in the government process as a

While conceptually 'Development' is considered as a linear process of improvements for the beneficiaries or citizens, many other schools of thought believe in possible alternatives in its course. Many sociological and Anthropological theorists focus on the importance of individual's need and vision for development program design, few (say Emile Durkheim) saw the need for institutional linkages as the backbones of the same. On the contrary, economists dissected the concept of development in terms of individual's response to outside forces (say modernisation and industrialisation) as the output of development. These forces such as for instance modernisation could rather project or over emphasise the backwardness of traditional society thereby producing results opposite to the expected ones. The growth models of development visualise the linear path of the process of artificially designed processes. Another theory of development, the structuralism focus on the systematic and planned change in economic structure such as from agricultural society to industrial society and so on. Whereas neo-liberalist and post-development theories criticise the economic concept of living standard as being partial and half-baked thoughts for development and emphasise the 'actual needs' of the consumers. Many development alterative thinkers are armed with concepts like development paradigms, development alternatives and so on. The need for such paradigm change might probably germinate from citizen's development expectations in a more or less normative context. Many critics (see Nielsen and Oskarsson, 2016) find that there is an explicit tension between elite-driven political efforts to facilitate industrial investments as real development on the one hand and the continued existence and even expansion of policies that aim towards strengthening local democracy and active citizenship as alternative development on the other mainly in newly conceived concept of states.

Approach and Operationalisation

Against this backdrop, the approach of this article is to examine mainly at micro level, the public policy, governance and institutional aspects of development monitoring. A critical review is undertaken examining the effectiveness of citizen's voice in measuring the governance quality and quantity using citizen report card (CRC).

With growing realisation for more objective assessment of the magnitude and quality of services offered by various service providers, the CRC has emerged as a major methodological innovation. This is very handy to be used

both by technical as well as non-technical persons engaged in program evaluation. This is mainly a user feedback tool in addition to an (social) accountability instrument and benchmarking tool whereby one can get feedback from the 'real' users of public services and make them available to the service providers for introspections and possible improvements. The CRC provides a rigorous and proactive agenda/base for dialogue among communities, CSOs, local government versus service providers towards improvement of existing services. The issues that a typical CRC would cover in terms of service delivery comprises of access, which means the physical distance, affordability, demand for services, quality of those services, perceived reliability of services, problems encountered by users in terms of reporting, responsiveness-by possible number of cases solved by service providers, transparency in communicating service provisions like disclosure in public domain on service quality standards and norms, particularly costs incurred in using a service including hidden costs such as bribes. The expected outcomes from CRC would be a process facilitation of open and proactive discussion on performance of completed services by service agencies, empower both in terms of awareness and capacity building of citizen groups to play a watch-dog role by formal structures to monitor public service agencies and local governments. In addition, the CRC would also enable federal ministries and planning departments to streamline and prioritise budget allocations and monitor implementation, deepen social capital by converging and creating interest groups/networks of communities around issues of shared experiences and concerns. The quantitative result of CRC can provide a summative satisfaction score with proportional weights that can capture the totality of critical service-related parameters.

This article carries out a comparative longitudinal analysis over retrospective secondary data on public service delivery in Bangalore, a south Indian city. The data come from the citizen report card surveys (CRCs) on around 8000 urban households various public services, conducted in four different time periods (the years 1994, 1999, 2003 and 2011) for a total span of 17 years. The services which are considered essential and basic for citizens (inhabitants) in the city official limit are provided by different government/public departments. Under these services, 3-4 different basic services provided by different departments are analysed vis-à-vis citizen experience on governance such as citizens' expectation, satisfaction on service and staff behaviour. This is a sort of time and space (context) analysis which tries to build upon a

fair understanding of multi-dimensional comparison of service components across time and agencies. This article attempts to undertake a comparative longitudinal analysis of information from CRCs conducted across time on different services/departments such as electricity to household and streets (BESCOM), public transport (BMTC), garbage clearance-drains-roads-toilet by municipality (BBMP), public hospitals, land revenues (sub-registrar) and water-sewerage (BWSSB). The CRC thus act as a social audit of the city (Greater Bangalore) that assesses the performance of various service providers across standard indicators which include access, usage, quality, problem incidence, corruption, responsiveness of staff and satisfaction. These aspects were studied in two types of populations living in the same city limits but differentiated by quality of service facilities and habitation quality, such as slum households and general (non-slum) households. During the time span of 17 years, some new zones have got added to the city limit additionally covered in the study that throws more light on human experience across time and space.

While a disaggregate analysis would touch upon some aspects of governance and development indicators as part of performance assessment of service providers, like access, usage, quality, problem incidence, responsiveness of staff and satisfaction, a critical discussion would revolve around just a couple of selected indicators such as problem incidence, staff responsiveness and users satisfaction, to construct a theoretical understanding of the main goal (voice, governance and development) of the article. There may emerge a complex picture in this process of capturing the human experience in terms of general versus slum settlements, service by needs versus priorities, governance expectations versus practice and reported satisfaction level. Finally, the journey across time in terms of experience through four time periods within a span of 17 years will enrich our contextual understanding.

Propositions

Based on theoretical critique, following propositions are examined.

P1: The need and voices of subaltern groups are skewed (disconnected) in terms of services quality, access, usage, problem and satisfaction compared to the elite group.

P2: Impairment in governance is reflected in poor service to citizens (users).

Differentiated Citizenry and Governance

In an endeavour to construct some sort of a theoretical understanding about the nature of citizen's voice broadly whether subaltern or not and nature of governance in public service provision system, data on some indicators from a recent CRC (2011–2012) survey on around 3600 urban households such as access, usage, quality, problem incidence, responsiveness of staff and satisfaction among people (households) living in general (or say relatively elite) versus slum (possibly subaltern category) habitations within the same city limits (should be undifferentiated type of governance) are analysed.

The results (Figure 1) show that one of the essential services, the water and sewerage service still do not reach to one-third of all general households and the situation is worse for slum households. Just half of all households get water at their door step through personal taps, rest depend on public taps and bore wells. Usage of public toilets provided by the city municipality is at a bare minimum of one-sixth of expected users. Added to this, a dismal life quality provided by an almost impaired governance agency is reflected by just 2–3 hours of water supply per day and much less than required amount of water supply among general households, when the claims from service agency is much taller than this. This situation in slum is further worse as frequency of public tap water supply is once in 2 days and that too often muddy.

On another essential service—the electricity, more than two-third users both in general as well as slum settlements reported two hours of unscheduled power cuts and more than one-third reported frequent voltage fluctuations. However, street-light services were reported to be fairly good by general households but not the slum people as repair from breakdown takes as high as 9–10 days. Punctuality of public transport service by buses was reported by most of the slum households but merely half of general households. While a half of all inhabitants find daily cleaning of roads, more than two-third of general households report the condition of roads to be good, which is just half among slum inhabitants. Much lower proportion of habitants see regular cleaning of drains. More than half of the users said that garbage was cleaned on daily basis and door to door collection was in place. More than two-third of property tax payers in general households were able to easily understand the process of property tax payment and almost all felt that timings were

convenient, but more than three-fourth in slum habitations could not find such facilities. People in slums reported that public toilets were not cleaned regularly and they paid an average of Rs2 to use toilets. In the case of Public Distribution system (PDS), more than two-third had access to the shop within one kilometre distance though one fifth said that ration purchased was not being measured/weighed properly. This confirms the proposition 1 of this article that the need and voices of subaltern groups are skewed (disconnected) in terms of services quality, access, usage, problem and satisfaction compared to the elite group.

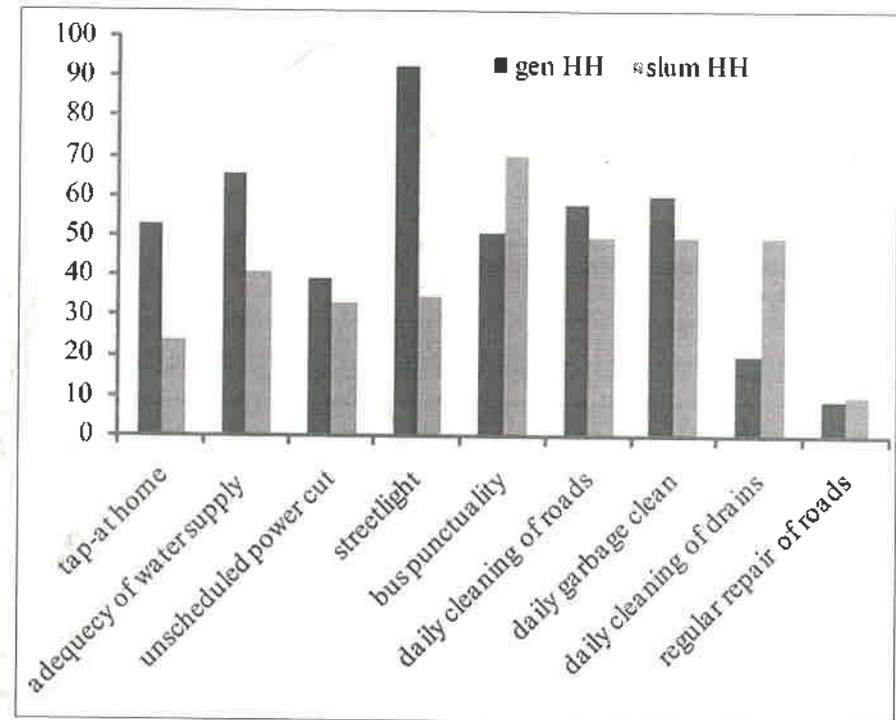


Figure 1: Magnitude of Service—General Versus Slum Households

In terms of satisfaction with public services (Table 1), more than two-third of general households reported to be satisfied in the case of drains and roads, but not garbage clearance. While satisfaction level for services such as electricity, public transport and hospitals are relatively higher for users in general households, tax payment services and water and sewerage services are not much satisfactory. The reasons for the varying satisfaction levels

Table 1: Service Quality-Satisfaction Level: General versus Slum Households

Service Quality-Satisfaction Level	General HH	Slum HH
Problem-resolution	*	^
Satisfaction-most agencies	*	^
Services deteriorate	^	*
Satisfaction—drains and roads	*	^
Satisfaction—garbage clearance	^	^
Satisfaction—electricity	*	*
Satisfaction—transportation	*	^
Satisfaction—hospital	*	^
Satisfaction—tax payment	^	^
Satisfaction—water and sewerage	^	*
Satisfaction—PDS	^	*
Satisfaction—toilet	^	^
Satisfaction—staff responsiveness	^	^
Satisfaction—efficiency of staff	^	^

^denotes high level of satisfaction and symbol

*denotes poor level of satisfaction

may be attributed to problem incidence and problem resolutions (higher among electricity and lower in case of water services) by the staff in respective civic agencies. This situation among slum households presents a bit contrast picture. The highest level of satisfaction was found on services such as electricity, PDS and water, but lower in case of garbage clearance, public toilets and drains. The reasons for the varying satisfaction levels may be attributed to higher problem incidence in case of roads, rains, garbage clearance and public toilets and there is almost no problem resolution. In case of all services providing agencies, both in general and slum households, lower level of satisfaction is reported due to poor staff responsiveness (delay or did not attend at all) and lower efficiency of staff, which warrants a need for all agencies to train their staff to improve their grievance redress skills and overall behaviour. This confirms the proposition 2 of this article that impairment in governance is reflected in poor service to citizens (users).

Service—Satisfaction Paradox!

A critical observation through Figure 1 and Table 1 shows that clear differential exist between importance and availability of services versus satisfaction

Table 2: Service—Satisfaction Paradox!

Services/ Satisfaction	Slum habitation	General habitation	Overall city population
Comparatively better availability of Services	<ul style="list-style-type: none"> • bus punctuality • cleaning of drain 	<ul style="list-style-type: none"> • PDS access • property tax system • road condition • road cleaning • street lights • unscheduled power-cut • adequacy of water supply • public toilet • water at home (tap) 	<ul style="list-style-type: none"> • PDS access • water-sewerage facility • property tax system • road condition • road cleaning • bus punctuality • street lights
Comparatively Poor availability of Services	<ul style="list-style-type: none"> • PDS access • property tax system • road condition • road cleaning • street lights • unscheduled power-cut • adequacy of water supply • public toilet • water at home (tap) • water-sewerage facility 	<ul style="list-style-type: none"> • bus punctuality • cleaning of drain 	<ul style="list-style-type: none"> • cleaning of drain • unscheduled power-cut • adequacy of water supply • public toilet • water at home (tap) • water-sewerage facility
Paradox: Satisfied with poor services!	<ul style="list-style-type: none"> • electricity • water & sewerage • PDS 	<ul style="list-style-type: none"> • drains and roads • transportation 	<ul style="list-style-type: none"> • electricity
Paradox: Dissatisfied even with better service!	<ul style="list-style-type: none"> • transportation • drains 	<ul style="list-style-type: none"> • toilet • PDS • sewerage • garbage clearance 	<ul style="list-style-type: none"> • PDS • tax payment • garbage clearance

level among two populations (relatively elite general household versus a kind of subaltern group slum households). Similarly, the Table 2, Figure 2 and Figure 3 illustrate that paradoxical disconnects exist between satisfaction versus availability of services for people among both kind of population with varying backgrounds (relatively elite general household vs. a kind of subaltern

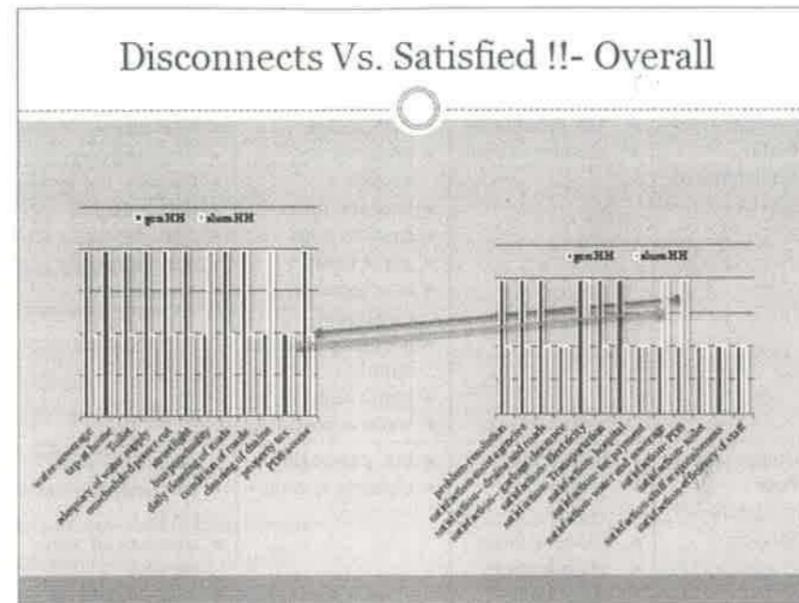


Figure 2: Disconnect versus satisfied: for overall sample

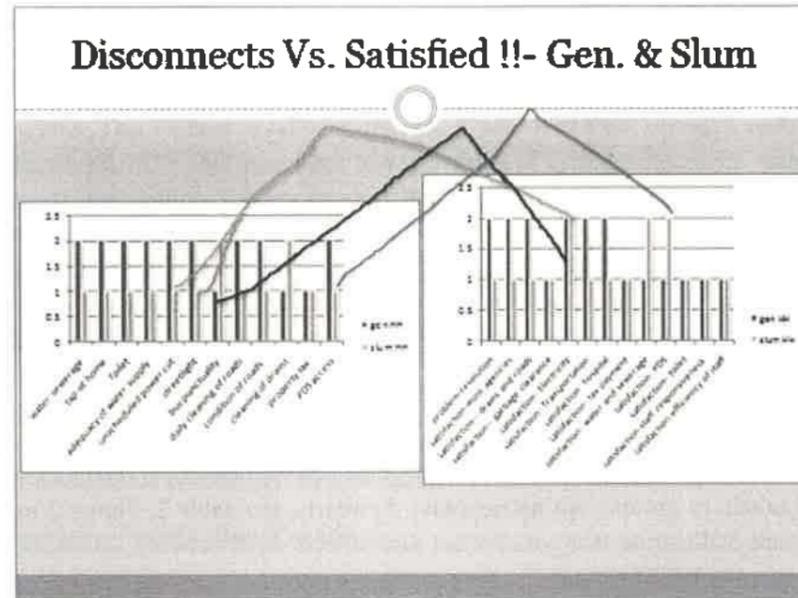


Figure 3: Disconnect versus satisfied: for General and slum population

group slum households). These observations somewhat hint towards co-existence of a subalternism situation of citizens' voice (say about needs and satisfaction) and a possible impaired governance (problem resolution, staff efficiency/behaviour). Hence, there is a need of paradigm change in development planning and implementation.

Comparison across Time: Four CRCs

To understand the change in nature of governance in public service provision system across time, few indicators from CRCs conducted in four different time periods (the years 1994, 1999, 2003 and 2011) for a total span of 17 years among people (households) living in general (or say relatively elite) versus slum (possibly subaltern category) habitations within the same city limits (expected to have undifferentiated type of governance) are analysed, including the expansion of city boundary across time. Compared to previous three CRCs, problem incidence in 2011 has increased substantially both in general as well as slum households in case of roads, drains, garbage clearance and water-sewerage services than in electricity services. In terms of corruption (Extra cost), compared with the previous three CRCs, the current CRC (2011) study finds increase among general households although slum households reported this to be relatively less. This indicates lack of transparency and a felt need for agencies to be transparent about their official fees and the need to avoid any middlemen to avoid corruption practices in the departments with serious action to be taken against those caught taking bribes. These conditions reflected in terms of overall satisfaction that showed a decline among both general and slum households in recent CRC (2011).

Looking across service providers, complete satisfaction with road and drains services has dipped in recent times (2011) as against 2003. Another sharp fall in satisfaction has been with the services of water and sewerage services, public transport services from 2003 to 2011. The PDS services, however, showed marginal increase in satisfaction, from 2003 to 2011. This interesting trend in expression of high levels of dissatisfaction among slum households probably conveys that contrary to traditional opinions that the poor do not have high expectations and would be grateful for any service that the 'sarkar' provides; this is a case of clear indication that expectations have increased and are not being met (Nair *et al.*, 2012).

CONTEXTUALISATION AND CONCLUSION

A quick time and space analysis of service wise variations across general versus slum habitations showed that some amount of satisfaction is there among the general and slum households for all service provision agencies. However, the level of complete satisfaction for most of the service providers was relatively lower for general households as well as slum dwellers. This indicates that there is a huge scope for improvement for all agencies, especially in the newly added five zones; their next step should be to bring those respondents in the partially satisfied category to the completely satisfied category. This study shows that there is a decline/downfall in overall satisfaction ratings among all service agencies compared to the previous CRC (2003). This downfall in overall satisfaction may be attributed to consolidation of increase in three indicators such as problem incidence, shortfall in satisfaction with staff behaviour and increase in corruption regarding the services that they are getting from different agencies.

The situation of time wise variations across general versus slum habitations, showed that user satisfaction among the general and slum households have declined in 2011 than previous CRCs except for Public Distribution System that reflects impairment in the governance and hence needs for course corrections. Compared to the 2003 CRC, problem incidence and corruption have increased, leading to satisfaction with staff behaviour being decreased, on the whole these ratings have reflected negatively on the overall satisfaction ratings for all agencies in 2011 CRC as compared to the previous one. These critical observations hints towards subaltern situation in citizens' voice (or say needs) and impaired governance hence needs a paradigm change in development planning and implementation. These results can guide different public service departments so that actionable policies and remedies can be formulated.

While the very intention of these CRC tools seems to be rooted (directed towards) at diagnosing the problems in the service components, it also tries to find ways for improvement of lives of citizen from varying socio-economic background (thus may or may not qualify for subaltern category) by public service agencies. The Synthetic Framework of Governance Disconnects (Figure 4) that emerges from analysis of this article presents a situation where

there is a mere illusionary and fragmented (or explicit absence) umbilical linkage between the state (planning board or so) and these service agencies rather than any clear-cut structure, thus hint towards an impaired governance situation. Hence a comprehensive and new development paradigm would be the need of the hour that not only envisage the real need of the citizens free from biases (sufficient awareness and socio-economic security) but also ensure a logical link (in terms of accountability, monitoring and reporting) of the state based guiding structure (institution) to monitor the service provision agencies. All these functional relationships can then lead to the actual practice of democratic goals and in turn be successful in answering the main question that this article begins with.

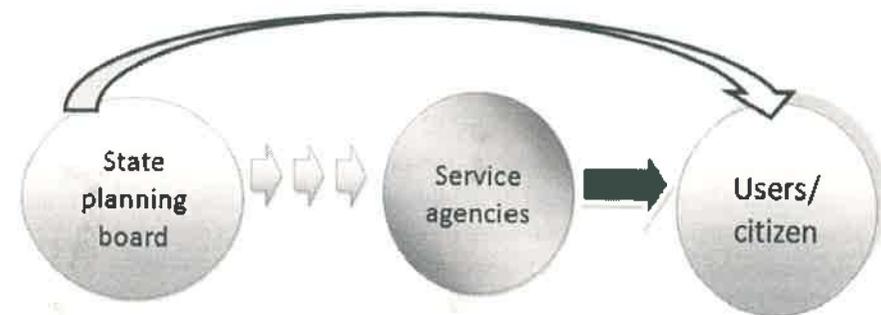


Figure 4: Synthetic Framework of Governance Disconnects!

The output of this analysis provides a comprehensive knowledge about differential in the level and nature of participation (usage and evaluation) of citizens (users) by different service types and changes across time in a given geographical area, which has a bearing on the governance quality (including staff behaviour, champions vs. poor performers). This article thus contribute towards understanding the importance of CRC tool towards gauging citizen's participation as well as its effectiveness in monitoring the governance and in turn present a case for innovative ways to overcome the monitoring challenges of developing the new development paradigm in any typical democratic set up. This article also pose questions before critiques and program people to dig out the concept of democracy in terms of what roles various stakeholders would play when the citizen's participation (evaluations) emerges to be a major concern vis-à-vis unearthing the systemic problems?

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Factors Affecting the Cleanliness of Urban Streets: Perspective of Street Sweepers of Ahmedabad

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ABSTRACT

Street cleaning is a fundamental service provided by Urban Local Body (ULB) to ensure clean and hygienic urban conditions. National Government has demonstrated greater impetus on the cleanliness of cities by initiating Swachh Bharat Mission-Urban. Subsequently, new Solid Waste Management Rules 2016, and revised guidelines for Management of Municipal Solid Waste was published by Government of India. However, not much research is available on understanding the reasons for the reduced efficiency of street sweeping in cities. Therefore, the primary objective of this article is to understand the factors which influence the efficiency of street cleaning from the perspective of street sweepers. Ahmedabad City being one of the top 10 best performing cities in the Swachh Survekshan, was selected as the case city. 310 street sweepers were selected from 14 different wards using stratified random sampling, where wards of the city were stratified based on gross population density. Focus Group Discussions (FGD) with smaller groups of street sweepers were also conducted. Personal interview of officials from Class 1, Class 2 and Class 3 was also conducted to validate the observations of the survey. It is evident from the study that street sweeping engages a considerable share of human resources and financial resources of the Urban Local Body, and there are multiple factors which affect the efficiency of the service delivery. Some of the prominent reasons are lack of motivation and recognition of the street sweepers, confrontation between sweepers and citizens, bad conditions of the streets

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