

## **Evaluating the Effectiveness of the Punjab Transparency and Accountability in Delivery of Public Service Act, 2018 in Ensuring Time-Bound Service Delivery in Sangrur District**

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### **ABSTRACT**

*The present study evaluates the effectiveness of the Punjab Transparency and Accountability in Delivery of Public Service Act, 2018 (PTADPS Act, 2018) in ensuring timely, transparent, and accountable service delivery in Sangrur district. Based on primary data from 400 service users across Sewa Kendras, Police Saanjh Kendras, and Fard Kendras, the findings reveal that overall awareness of the Act, its services, timelines, penalty provisions, and appeal mechanisms remains very low. Although a majority of users found the application procedure easy, significant delays were reported, particularly at Sewa and Police Saanjh Kendras. Issues of staff shortage, inadequate infrastructure, and limited knowledge among employees further hindered service efficiency. Users also reported corruption and expressed doubts regarding the Act's capacity to eliminate malpractice. While Fard Kendras performed relatively better in timely service delivery and user satisfaction, the overall assessment indicates that the PTADPS Act, 2018 has brought improvements in certain areas but has not achieved its full potential due to weak implementation, limited public awareness, and administrative shortcomings.*

### **Keywords:**

PTADPS Act 2018; Service Delivery; Transparency; Accountability; Sewa Kendra; Saanjh Kendra; Fard Kendra; Time-bound Services; Public Awareness; Grievance Redressal.

### **INTRODUCTION**

Ensuring effective, efficient, and time-bound delivery of public services has been a persistent challenge for the State. Administrative delays, procedural complexities, and lack of accountability have often compelled citizens to face inconvenience and, at times, resort to unfair means to obtain services that are rightfully theirs. The Punjab Transparency and Accountability in Delivery of Public Service Act, 2018 represents a significant governance reform aimed at addressing these challenges. Building upon the principles of the Citizen Charter, the Act goes beyond merely prescribing service standards by conferring upon citizens a legally enforceable right to receive public services within prescribed time limits. It introduces a robust accountability framework whereby responsible officials can be penalized for unjustified delays or denial of services. By emphasizing transparency, digitalization, and institutional oversight, the Act seeks to curb corruption, enhance administrative responsiveness, and promote citizen-centric governance. Through legally binding timelines and grievance redressal mechanisms, the Act bridges the trust gap between the government and the public, strengthens participatory democracy, and contributes significantly to good governance and administrative efficiency.

## **THE PUNJAB TRANSPARENCY AND ACCOUNTABILITY IN DELIVERY OF PUBLIC SERVICE ACT, 2018**

The *Punjab Transparency and Accountability in Delivery of Public Service Act, 2018*, enacted on **17 July 2018**, was introduced to improve how public services are delivered to citizens by creating a more structured, accountable, and transparent administrative system. The Act requires that services be provided within a fixed time frame by designated officers, making departments more responsive to the public. A major feature of the Act is its emphasis on digitalization—maintaining electronic records, enabling online applications, generating digital acknowledgements, and allowing real-time tracking of service status thereby reducing corruption and human error.

The Act clearly defines the duties of designated officers and provides a strong grievance redressal system through the First Appellate Authority and, if needed, the Punjab Transparency and Accountability Commission. It makes transparency and accountability a legal obligation by mandating the publication of service timelines and responsible officers. While allowing temporary extensions during emergencies through official notification, it ensures that accountability is not compromised. Building upon the earlier *Punjab Right to Service Act, 2011*, the 2018 Act goes further by embedding technology, transparency, and stronger oversight into the legal framework, making public service delivery more citizen-centric, timely, and dignified.

## **THE EVOLUTION OF THE PUNJAB TRANSPARENCY AND ACCOUNTABILITY IN DELIVERY OF PUBLIC SERVICE ACT, 2018**

The evolution of the *Punjab Transparency and Accountability in Delivery of Public Service Act, 2018* is closely linked to Punjab's political and administrative landscape. The earlier *Punjab Right to Service Act, 2011* was introduced by the *Shiromani Akali Dal–Bharatiya Janata Party (SAD–BJP)* government as a major governance reform to guarantee timely delivery of public services. It focused primarily on fixing time limits, identifying designated officers, and penalizing delays. While the 2011 Act marked an important beginning, it had limitations especially concerning transparency, oversight, and the use of technology. When the Congress government under Captain Amarinder Singh came to power in 2017, it emphasized strengthening governance systems, reducing corruption, and introducing digital reforms. This political shift created the foundation for a more comprehensive law, resulting in the enactment of the PTADPS Act in 2018.

Unlike the 2011 Act, the PTADPS Act, 2018 introduced several structural and technological reforms. It created an independent Transparency and Accountability Commission, expanded appellate mechanisms, and granted suo-motu powers to monitor systemic failures. It also mandated digital delivery of services, electronic tracking, and record-keeping, moving beyond paper-based governance. Penalty provisions were enhanced, compensation to citizens was formalized, and responsibilities of officers were clearly defined. Thus, while the 2011 Act established the concept of a “right to service,” the 2018 Act strengthened it by embedding transparency, accountability, and digital governance into the legal framework. The shift from

the SAD-BJP 2011 law to the Congress 2018 legislation reflects both political intent and administrative modernization, marking a transition from simple service delivery guarantees to a more robust, technology-driven, and citizen-centric system.

### **PROFILE OF SANGRUR DISTRICT**

Sangrur district is in the state of Punjab in northern India. Sangrur city is the district headquarters. It is one of the five districts in Patiala Division in the Indian state of Punjab. Neighbouring districts are Malerkotla (north), Barnala (west), Patiala (east), Mansa (southwest) and Fatehabad (Haryana) and Jind (Haryana) (south).

Sangrur consists of the cities of Dhuri, Lehragaga, Sangrur, and Sunam. Other cities are Bhawanigarh, Dirba, Khanauri, Longowal, Cheema and Moonak. There are 7 sub-divisions, being Sangrur, Dhuri, Sunam, Lehragaga, Moonak, Bhawanigarh and Dirba. Till 2006, Barnala was also a part of Sangrur district, but now it is a separate district. In 2021, a new district Malerkotla district, consisting of Malerkotla and Ahmedgarh subdivisions and the Amargarh sub-tehsil, was formed out of Sangrur district.

### **METHODOLOGY OF THE STUDY**

The present study is based on primary data collected from service users of Sangrur district. For this purpose, two educationally backward tehsils, Lehragaga and Moonak, and two urban centers, Sangrur city and Bhawanigarh, were selected to cover both rural and urban areas.

A total of 400 respondents were chosen using the random sampling method, and information was gathered through a structured interview schedule. The data collected was classified and analyzed using simple statistical techniques to draw meaningful conclusions.

### **MAJOR FINDINGS OF THE STUDY**

#### **SOCIO-ECONOMIC PROFILE OF THE BENEFICIARIES OF SANGRUR DISTRICT**

The socio-economic characteristics of beneficiaries such as age, gender, caste, marital status, education, and profession play a crucial role in determining the effectiveness of any policy or program. Age influences participation levels, with younger individuals often engaging more actively and supporting implementation with new ideas. Gender assessment is equally important, as many women in India are still unable to fully access government schemes. Caste also significantly shapes outcomes, as social hierarchies often restrict equal opportunities. Education enhances awareness and understanding of policies, while income and occupation affect both access to services and program effectiveness. Therefore, analyzing the socio-economic profile of beneficiaries in Sangrur district is vital to understanding who benefits from public services and how these factors impact overall policy implementation and outcomes.

Below is a detailed analysis of the data collected from in Sangrur district, covering the tehsils of Sangrur City, Bhawanigarh, Lehragaga, and Moonak, regarding The Punjab Transparency and Accountability in Delivery of Public Service Act, 2018. The data is based on responses from 400 service users regarding the effectiveness of the Sewa Kendras, the police Saanjh Kendra, Fard kendra under The Punjab Transparency and Accountability in Delivery of Public Service Act, 2018

**Table No.1 Socio-economic Profile of Service Users**

	<b>TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)</b>				<b>Total No. of Service users</b>
<b>AGE</b>	<b>21-30 years</b>	<b>31-40 years</b>	<b>41-50 years</b>	<b>Above 51 years</b>	
	88 (22%)	114 (28.5%)	141 (32.25%)	57 (14.25%)	<b>400</b>
<b>GENDER</b>	<b>Male</b>	<b>Female</b>			
	233 (58.25%)	166 (41.5%)			<b>400</b>
<b>AREA</b>	<b>Rural</b>	<b>Urban</b>	<b>Semi-Urban</b>		
	211 (52.75%)	171 (42.75%)	18 (4.5%)		<b>400</b>
<b>MARITAL STATUS</b>	<b>Married</b>	<b>Unmarried</b>			
	278 (69.25%)	122 (30.5%)			<b>400</b>
<b>EDUCATION</b>	<b>Illiterate</b>	<b>Primary</b>	<b>Secondary</b>	<b>Graduations &amp; Above</b>	
	106 (26.5%)	164 (41%)	98 (24.5%)	32 (8%)	<b>400</b>
<b>PROFESSION</b>	<b>Job</b>	<b>Labour</b>	<b>Agriculture</b>	<b>Any other</b>	
	64 (16%)	138 (34.5%)	144 (36%)	54 (13.5%)	<b>400</b>

Source: Primary Data

The table No.1 presents the socio-economic profile of 400 service users across various Kendras in Sangrur district, covering Sangrur City, Bhawanigarh, Lehragaga, and Moonak.

In terms of **age**, the highest proportion (**32.25%**) of users belonged to the **41–50 years** age group. This was followed by **28.5%** in the **31–40 years** range and **22%** in the **21–30 years** group. Only **14.25%** of users were **above 51 years**.

Regarding **gender**, a **majority (58.25%)** of service users were **male**, and **41.5%** were **female**. Looking at the **area of residence**, a **majority (52.75%)** of users came from **rural areas**, **42.75%** from **urban regions**, and only **4.5%** were from **semi-urban localities**.

In terms of **marital status**, a **majority (69.25%)** of respondents were **married**, while **30.5%** were **unmarried**.

Regarding **education**, **majority (41%)** had completed **primary education**, followed by **26.5%** who were **illiterate**. **24.5%** had a **secondary education**, and only **8%** had attained graduation or above.

**It is very clear that most service users had limited formal education**, with a small minority being highly educated.

From a **professional standpoint**, **36%** of the users were engaged in **agriculture**, **34.5%** worked as **labourers**, **16%** held **jobs**, and **13.5%** were in **other occupations**.

**This reflects a workforce predominantly based in agriculture and informal labor**, with fewer participants from formal employment sectors.

**Table No.2. Do you know about The Punjab Transparency and Accountability in Delivery of Public Service Act, 2018?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Yes	To a large extent	To Some extent	No	Total No. of Service Users
SEWA KENDRA	11 (5.5%)	13 (6.5%)	21(10.5%)	155 (77.5%)	200
POLICE SAANJAH KENDRA	06 (5%)	07 (5.8%)	13 (10.8%)	94 (78.3%)	120
FARD KENDRA	04 (05%)	08 (10%)	16 (20%)	52 (65%)	80
<b>TOTAL</b>	<b>21 (5.25%)</b>	<b>28 (7%)</b>	<b>50 (12.5%)</b>	<b>301 (75.25%)</b>	<b>400</b>

Source: Primary Data

The Table No. 2 shows that a majority (77.5%) of service users under *Sewa Kendra* were not aware of the PTADPS Act, 2018. Only a small portion 5.5% were fully aware, 6.5% were aware to a large extent, and 10.5% to some extent.

In *Police Saanjh Kendra*, majority 78.3% of users were not aware of the Act, while 5% were fully aware, 5.8% were aware to a large extent, and 10.8% to some extent.

In *Fard Kendra*, the awareness was slightly better. Still, a majority (65%) of users said they were not aware of the Act. Only 5% were fully aware, 10% were aware to a large extent, and 20% to some extent. Looking at the overall data across all Kendras, surprisingly (75.25%) of the users were not aware about PTADPS Act, 2018. which is a matter of concern.

As a result, it can be said that most service users in Sangrur district are not aware of the PTADPS Act, 2018, though users of Fard Kendras are slightly more aware than others.

**Table No. 3. Do you know about the services provided by these Kendras under the Punjab Transparency and Accountability in Delivery of Public Service Act, 2018?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Yes	To a large extent	To Some extent	No	Total No. of Service Users
SEWA KENDRA	11(5.5%)	20 (10%)	32 (16%)	137 (68.5%)	200
POLICE SAANJAH KENDRA	17 (14.16%)	03 (2.5%)	06 (5%)	94 (78.3%)	120
FARD KENDRA	14 (17.5%)	08 (10%)	12 (15%)	46 (57.5%)	80
<b>TOTAL</b>	<b>42 (10.5%)</b>	<b>31 (7.75%)</b>	<b>50 (12.5%)</b>	<b>277(69.25%)</b>	<b>400</b>

Source: Primary Data

The table No.3 reflects the level of awareness among service users regarding the services offered under The PTADPS Act, 2018 by various Kendras in Sangrur district. In the case of *Sewa Kendra*, a majority of respondents (68.5%) were being unaware about the services of the Sewa Kendra. Only 5.5% were fully aware, 10% had awareness to a large extent and 16% to some extent.

At *Police Saanjh Kendra*, the level of awareness was even lower, with **78.3% of users stating that had no knowledge** of the services. A mere 14.16% were **fully aware**.

In contrast, *Fard Kendra* showed relatively better awareness levels. While 57.5% of users still reported being **unaware**, 17.5% were **fully aware**, 10% had awareness **to a large extent**, and 15% **to some extent**. When examining the **combined data** from all Kendras, it is clear that a majority (**69.25%**) of the **beneficiaries** were **not aware** of the services which are provided under the Act, while 10.5% were **fully aware**. This indicates that most service users lack awareness about the services provided under the PTADPS Act, 2018. Awareness is particularly low at Sewa Kendra and Police Saanjh Kendra, while Fard Kendra users show comparatively better, though still limited, awareness.

**Table No. 4. How was the procedure for applying services?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Easy	Difficult	Total No. of Service Users
SEWA KENDRA	115 (57.5%)	85 (42.5%)	200
POLICE SAANJAH KENDRA	87 (72.5%)	33 (27.5%)	120
FARD KENDRA	56 (70%)	24 (30%)	80
TOTAL	258 (64.5%)	78 (35.5%)	400

Source: Primary Data

The table No. 4. shows that a majority (57.5%) respondents of *Sewa Kendra* described the process as easy, while 42.5% said it was difficult.

In *Police Saanjh Kendra*, feedback was more positive a majority (72.5%) found the process easy. A 27.5% found it difficult.

At *Fard Kendra*, a majority (70%) found the process easy. 30% found the process difficult.

As a result, it can be said that a majority (64.5%) of users across all Kendras found the procedure for applying services to be easy, while 35.5% said it was difficult.

This indicates that most service users find the application process easy across Kendras, especially at Police Saanjh and Fard Kendras. However, a significant number of users at Sewa Kendras still face difficulties.

**Table No.5. Did the staff attend to you without unnecessary delay?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Yes	No	Total No. of Service Users
SEWA KENDRA	77 (38.5%)	123 (61.5%)	200
POLICE SAANJAH KENDRA	33 (27.5%)	87 (72.5%)	120
FARD KENDRA	57 (71.25%)	23 (28.75%)	80
TOTAL	167 (41.75%)	233 (58.25%)	400

Source: Primary Data



**The table No. 5.** Indicates that **38.5%** of service users at *Sewa Kendra*, said they were attended to without delay, while a majority (**61.5%**) reported facing delays.

In *Police Saanjh Kendra*, **27.5%** of users said they were attended to on time, whereas a large majority (**72.5%**) experienced delays.

In contrast, *Fard Kendra* shows a better picture, where a high majority (**71.25%**) of service users reported that staff attended to them without unnecessary delay, and only **28.75%** reported delays.

Overall, across all Kendras, a majority (**58.25%**) of service users reported unnecessary delays by staff, while 41.75% reported facing delays.

**This indicates that** delays in attending service users are a common issue at **Sewa and Police Saanjh Kendras**, whereas **Fard Kendras perform relatively better** in providing timely attention to beneficiaries.

**Table No. 6.** Was the service applied by you delivered in stipulated time period as mentioned in the receipt?

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Yes	No	Total No. of Service Users
SEWA KENDRA	67 (33.5%)	133 (66.5%)	200
POLICE SAANJAH KENDRA	78 (65%)	42 (35%)	120
FARD KENDRA	64 (80%)	16 (20%)	80
TOTAL	209 (52.25%)	191 (47.25%)	400

Source: Primary Data

**The Table No.6** shows that **33.5%** of service users at *Sewa Kendra* confirmed that the service was delivered within the stipulated timeframe, while a majority (**66.5%**) reported that it was **not** delivered on time.

In contrast, *Police Saanjh Kendra* performed better, with a majority (**65%**) of respondents receiving their services within the prescribed time and **35%** reporting delays.

*Fard Kendra* recorded the **highest compliance**, with **80%** of users stating that the service was delivered on time and only **20%** indicating otherwise.

When looking at the **combined data** across all three Kendras, a majority (**52.25%**) confirmed timely delivery, while **47.75%** experienced delays.

**This indicates that more than half of the services were delivered within the stipulated period, substantial delays especially in Sewa Kendra.**

**Table No. 7 Do you know that penalties can be imposed on officials for delay under the Act?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Yes	To a large extent	To Some extent	No	Total No. of Service Users
SEWA KENDRA	16 (33.5%)	07 (12%)	08 (16.5%)	169 (84.5%)	200
POLICE SAANJAH KENDRA	21 (17.5%)	06 (5%)	11 (9.16%)	82(68.3%)	120
FARD KENDRA	18 (22.5%)	10 (12.5%)	14 (17.5%)	38 (47.5%)	80
<b>TOTAL</b>	<b>55(13.75 %)</b>	<b>23(5.75%)</b>	<b>32 (8%)</b>	<b>289 (72.25%)</b>	<b>400</b>

Source: Primary Data

**Table No. 7** shows that a large majority (84.5%) of service users at *Sewa Kendra* were not aware that penalties can be imposed on officials for delays, while only 33.5% were fully aware.

At *Police Saanjh Kendra*, a majority (68.3%) of users were also not aware of penalty provisions, and only 17.5% reported awareness.

At *Fard Kendra*, although awareness was comparatively better, a majority (47.5%) of users still reported that they were not aware, while 22.5% had awareness.

Overall, across all Kendras, a large majority (**72.25%**) of service users said they were **not aware** that penalties can be imposed on officials for delays.

**This indicates that** awareness about penalty provisions under the Act is **very low among service users**, highlighting the need for better information and awareness efforts across all Kendras.

**Table No. 8. Were the service provider corruption-free at these Kendras?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Yes	To a large extent	To Some extent	No	Total No. of Service Users
SEWA KENDRA	56 (28%)	31 (15.5%)	26 (13%)	87 (43.5%)	200
POLICE SAANJAH KENDRA	30 (25%)	08 (6.66%)	15 (12.5%)	67 (55.8%)	120
FARD KENDRA	21(37.5%)	06 (7.5%)	12 (15%)	41 (51.25%)	80
<b>TOTAL</b>	<b>107(26.75%)</b>	<b>45 (11.25%)</b>	<b>53 (13.25%)</b>	<b>195(48.75%)</b>	<b>400</b>

Source: Primary Data

**The Table No.8.** Evaluates beneficiaries' **perceptions of corruption** at different service Kendras in Sangrur district.



At *Sewa Kendra*, (43.5%) services user reported that services were not corruption-free, while only 28% felt they were completely free from corruption.

*Police Saanjh Kendras* show a similar trend, with a majority (55.8%) perceiving corruption, and only 25% reporting corruption-free services.

*Fard Kendras* performed comparatively better, though concerns remain, as 51.25% of users still believed corruption existed, while 37.5% considered the services corruption-free. Overall, across all Kendras, A (48.75%) felt that corruption still exists across Kendras, while 26.75% believed services were corruption-free.

This indicates that many beneficiaries still feel corruption exists in service delivery, showing serious trust and governance issues across Kendras.

**Table No. 9. Do you think that PTADPS Act, 2018 is a sufficient to eradicate corruption?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Yes	No	Total No. of Service Users
SEWA KENDRA	74 (37%)	126 (63%)	200
POLICE SAANJAH KENDRA	48 (40%)	72 (60%)	120
FARD KENDRA	56 (70%)	24 (30%)	80
TOTAL	178 (44.5%)	222 (55.5%)	400

Source: Primary Data

The table No. 9. Indicates that a **majority of respondents (63%)** of *Sewa Kendra* believed that the PTADPS Act, 2018 was **not sufficient** to eliminate corruption. Only **37%** expressed confidence in the Act's ability to address the issue.

Similarly, in the case of *Police Saanjh Kendra*, a **majority (60%)** of users did **not believe** that the Act was sufficient, while **40%** responded positively.

In contrast, *Fard Kendra* showed more optimistic feedback a **majority (70%)** of beneficiaries believed that the PTADPS Act, 2018 was indeed **sufficient to curb corruption**, while **30%** disagreed.

Taking all Kendras together, a **majority of (55.5%)** respondents believed that this Act did not control the corruption in the administration regarding the delivery of services. Whereas a **majority (44.5%)** felt that this Act was an effective tool to curb the corruption.

**In other words**, while the PTADPS Act, 2018 has found reasonable support among users of *Fard Kendras*, the sentiment across *Sewa and Police Saanjh Kendras* suggests widespread doubt about the Act's ability to eradicate corruption completely.

**Table No. 10. Do you think that the administration became accountable, transparent, and efficient after the implementation of PTADPS Act, 2018?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Yes	To a large extent	To Some extent	No	Total No. of Service Users
SEWA KENDRA	58 (29%)	08 (4%)	56 (28%)	78 (39%)	200
POLICE SAANJAH KENDRA	31 (25.8%)	10(8.3%)	17 (14.1%)	62 (51.6%)	120
FARD KENDRA	18 (22.5%)	07 (8.75%)	16 (20%)	39 (48.75%)	80
TOTAL	107 (26.75%)	25(6.25%)	89 (22.25%)	179 (44.75%)	400

Source: Primary Data

**The table No.10.** Explores that 29% of users of *Sewa Kendra*, felt that the administration became more accountable and efficient after the Act, but 39% did not see any improvement.

In *Police Saanjh Kendras*, a majority (51.6%) of service users felt that there was **no improvement**. Only 25.8% believed the administration became more accountable.

Similarly, in *Fard Kendras*, nearly half of the users (48.75%) did not feel that any improvement had taken place, while only 22.5% felt positive change.

Considering the combined data from all three Kendras, A majority (44.75%) of service users reported that the administration did not become more accountable, transparent, or efficient after the implementation of the PTADPS Act, 2018, while only 26.75% felt it improved.

Overall, this shows that **many users did not notice improvement in administration after the Act**, indicating continued dissatisfaction.

**Table No. 11. Are you aware about the procedure of appeal/complaint redressal mechanism if the service is not delivered in stipulated time period?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Yes	To a large extent	To Some extent	Not aware	Total No. of Service Users
SEWA KENDRA	07 (3.5%)	06 (3%)	32 (16%)	155 (77.5%)	200
POLICE SAANJAH KENDRA	03 (2.5%)	06 (5%)	13 (10.83%)	98 (81.6%)	120
FARD KENDRA	02 (2.5%)	04(5%)	18 (22.5%)	56 (70%)	80
TOTAL	12 (3%)	16 (4%)	63 (15.75%)	309(77.25%)	400

Source: Primary Data

**The table No. 11** indicate that a majority (77.5%) of service users at *Sewa Kendra* were **not aware** of any procedure for appeal or complaint while 16 % of users were **aware** to Some extent of the redressal mechanism.

In the case of *Police Saanjh Kendra*, a high majority (**81.6%**) reported being **completely unaware**. Only **10.83 %** of users were **aware** to some extent

At *Fard Kendra*, a high majority (**70%**) of the beneficiaries were **not aware** of the procedure. **22.5%** of users were **aware** to some extent.

Overall, across all Kendras, a majority (**77.25%**) of service users were **not aware of the appeal or complaint redressal system**, while **15.75%** of users were **aware** to some extent.

**This indicates that** the vast majority of service users **lack basic awareness** about their right to appeal or lodge complaints if services are not delivered on time.

**Table No. 12. What kind of problems you had to face while applying and availing services at these Kendra's?**

TEHSILS UNDER SANGRUR DISTRICT (Sangrur City, Bhawanigarh, Lehragaga, Moonak)	Lack of staff	Lake of infrastructure	Lake of knowledge among the employees	Any other	Total No. of Service Users
SEWA KENDRA	138 (69%)	22 (11%)	36 (18%)	04 (02%)	<b>200</b>
POLICE SAANJAH KENDRA	88 (73.33%)	14 (11.66%)	04(3.33%)	14 (11.66%)	<b>120</b>
FARD KENDRA	48 (60%)	22 (27.50%)	10 (12.50%)	00 (0%)	<b>80</b>
<b>TOTAL</b>	<b>274(68.5%)</b>	<b>58 (14.5%)</b>	<b>50 (12.5%)</b>	<b>18 (4.5%)</b>	<b>400</b>

Source: Primary Data

The table No.12 shows that at *Sewa Kendra*, the **major problem** reported was a **lack of staff**, affecting (**69%**) of users. Other issues included **lack of knowledge among employees (18%)**, **lack of infrastructure (11%)**.

In the case of *Police Saanjh Kendra*, a majority (**73.33%**) of respondents also highlighted **lack of staff** as a major challenge. **Lack of infrastructure** and **other issues** were each reported by **11.66%**.

At *Fard Kendra*, a majority (**60%**) of users pointed to **lack of staff**, followed by **27.5%** indicating **lack of infrastructure**. Notably, **no other issues** were reported here.

Overall, when aggregating responses from all three Kendras, (**68.5%**) of the beneficiaries reported **lack of staff** as the biggest challenge, followed by lack of infrastructure (14.5%), lack of employee knowledge (12.5%), and other issues (4.5%).

As a result, it can be said that across all Kendras, insufficient staffing significantly impacted service delivery.

## **SUGGESTIONS**

### **1. Strengthen Public Awareness Campaigns**

Mass awareness drives should be conducted through Sewa Kendras, local governance bodies, social media, and village-level meetings to educate citizens about their rights, service timelines, penalty provisions, and appeal mechanisms under the Act.

### **2. Improve Staffing and Training of Employees**

Recruitment of adequate staff and periodic training programs are essential to enhance employee knowledge, reduce workload, and minimize delays. Special focus should be placed on improving service quality at Sewa and Police Saanjh Kendras.

### **3. Upgrade Infrastructure and Digital Facilities**

Infrastructure improvements such as additional counters, waiting areas, functional digital displays, and document guidance boards should be prioritized to facilitate smoother service delivery. Robust digital systems can further reduce manual errors and delays.

### **4. Strengthen Monitoring and Anti-Corruption Measures**

Regular inspections, citizen feedback mechanisms, and strict enforcement of penalties against officials responsible for undue delays or corrupt practices can enhance accountability and build public trust.

### **5. Improve Awareness and Access to Appeal Mechanisms**

Information regarding the First Appellate Authority, timelines for appeal, and complaint procedures should be prominently displayed in all Kendras. Simplified, citizen-friendly processes can empower users to seek redressal when services are delayed.

## **CONCLUSION**

The analysis reveals that a significant proportion of users across all Kendras were unaware of The Punjab Transparency and Accountability in Delivery of Public Service Act, 2018 and the services covered under it. The awareness regarding supporting documents and procedures for applying was also found to be relatively low, especially at Sewa and Police Saanjh Kendras. In many cases, users lacked clarity on the documents required, and a considerable number reported being asked to submit unnecessary documentation, highlighting gaps in communication and implementation.

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