EFFECTIVE DECISION MAKING IN PUBLIC SYSTEM

Project By- Group-5

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INTRODUCTION-

- Decision making is the most critical business process in any system.
- Decision making implies choice of one option from two or more alternatives.
- In government, decision making is a process in which evidence, both from systematic research and practical experience, mixes with a complex interaction of ideas, interests, ideologies, institutions, and individuals.
OBJECTIVES-

- Collective public good is the ultimate objective of decision making in Public System
- Providing quality services to the citizens
- Ensuring compliance with laws, rules and regulations.
- Striking balance between the efficiency and effectiveness.
- The objective of the study was to understand the dynamics of decision making in Public System, diagnose the hindrances in effective decision making and discovering the solutions which can improve the quality of decision making in public system.
The 5 Elements of an Effective Decision Making Process
(Peter Drucker)

1. The Problem Rationalization.
   - Clearly understand and define the problem.
2. The Boundary Conditions.
   - The definition of the specifications that the answer to the problem has to satisfy, that is, of the “boundary conditions.” Know your range of options that will still count as success.
3. The Right Thing to Do.
   - Before you decide what’s feasible, first figure out what the right thing to do is.
   - Turn decisions into action
5. Feedback.
   - Get feedback on what’s working and what’s not.
Methodology

• Three methodologies is adopted to conduct study-
  • **A)** Questionnaire,
  • - Sample size- 40, participants IRS officers
  • **B)** Secondary data
  • 1. Discussion paper on Programme evalation
  • 2. Article on The Decision maker Organization by Dennis Bakke
  • **C)** Observation
1) Decision making in Indian public system is -
A) poor     B) average     C) good     D) very good     E) excellent
2) Do you think that Decision making is influenced by -
A) Caste/religion/language/state  B) monetary consideration,
C) Threat/coercion  D) Nepotism  E) all of above
3) Can decision making be improved by training
A) Yes
B) No
4) Can decision making be improved by increased use of IT/Automation?
   A) Yes  B) No

- Yes: 90.32%
- No: 9.68%
5) Hindrance to decision making is caused by -
   A) superior                                           B) subordinate                      C) self

   35.48
   9.68
   6.45
   3.23
   superior
   subordinate
   self
   A&B
   NONE
6) In government sector the biggest obstacle to decision making is -
A) CBI
B) CIC
C) CVC
D) Court
7) Which is the most conducive way of improving decision making-
A) Giving immunity       B) Mentoring       C) training
D) Shared decision making

- Giving immunity: 54.84%
- Mentoring: 6.45%
- Training: 9.68%
- Shared decision making: 25.81%
- A&B: 3.23%

**ALL**: 100%
8) Decision making by public system should be guided by -
   A) efficiency   B) effectiveness   C) transparency   D) public good
9) In reality, decision masking by public system is guided by –
   A) populism           B) play safe        C) short of knowledge/capability
   D) Ideological /political mileage
10) Do you think that MCTP is useful for training on effective decision making in public system-
A) Highly useful      B) somewhat useful      C) totally irrelevant

6.45
70.97
22.58
Highly useful
somewhat useful
 totally irrelevant
11) In real life, which of the following factors effect the decision making in public system-

A) putting right person for right job
B) Regional bonding of political and administrative leaders
C) extraneous factors
12) Do you think that proper training is useful for politician and Administrators for given portfolio also-
A) Yes   B) No

93.55
0.00
3.23
3.23

YES
Not
Not necessary
training if objective

- YES
- Not
- Not necessary
- training if objective
For effective impact analysis of the policy level decisions taken, the BEST method is:

- A) outsourcing it to an expert agency
- B) Feedback from stakeholders
- C) Feedback from administrators
14) Do we need to take recourse to these to improve, make the right decisions
A) referendum  B) surveys  C) Expert committees

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
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<tbody>
<tr>
<td>referendum</td>
<td>25.81</td>
</tr>
<tr>
<td>surveys</td>
<td>58.06</td>
</tr>
<tr>
<td>Expert committees</td>
<td>9.68</td>
</tr>
<tr>
<td>ALL</td>
<td>6.45</td>
</tr>
</tbody>
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15) After independence in India, which scheme/event/policy do you consider the most effective decision-making in the government sector-

- LPG: 37.74%
- Bank Nationalisation: 35.85%
- IT Revolution: 13.21%
- Green Revolution: 13.21%
- Others incl. pan card, EVM, RTI 1971, wae, Delhi Metri, Missile / Pokran, 5 year plan, demonitisation, Panchayat Raj, Creation of smaller states: 16.98%
16) Which event/scheme proposed /under process do you think most effective decision and why-
A) GST  B) Demonetization  C) Simultaneous election of Central and State  D) Surgical strike
What sort of difficulties have you faced in decision making in your workplace?
A) Approach of subordinate  B) Approach of seniors  C) resources constrains  D) outdated rules & regulations

![Pie chart showing the distribution of difficulties faced in decision making. The chart indicates that the majority of difficulties are in the category of Approach of seniors, followed by resources constraints and outdated rules & regulations.]

- Approach of subordinate: 3.23%
- Approach of seniors: 29.03%
- Resources constraints: 19.35%
- Outdated rules & regulations: 9.68%
- Blank: 3.23%
- A, B, & C: 29.03%
18) What is the way to improve decision-making in public system?
A) Recognition/reward     B) out-of-turn promotion     C) punishment/fixing of responsibility
19) Kindly give your suggestion(s) for effective decision making in public system

- Immunity: 30.91%
- Autonomy: 14.55%
- Participative approach: 14.55%
- Objectivity: 12.73%
- Training Capacity building: 12.73%
- Others, transfer & posting, protocol & unspecified privileges should be done away with, reduction of redtapism and outdated rules and regulation: 7.27%
My Government: A Platform for Citizen Engagement towards Good Governance Initiative-
(MyGov.in)

- Mann ki Baat (share your thoughts for the Prime Ministers Radio Address),
- Open forum (participate and share your views on issues of National interest),
- Creative Corner (showcase your creative instinct and get recognition)
### Evaluation of select e-Governance Projects-

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Gyanodya(M.P)</th>
<th>eSeva(A.P)</th>
<th>Lokwani(U.P)</th>
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<tbody>
<tr>
<td><strong>Objectice</strong></td>
<td>To provide useful information and services to people in rural areas and act as an interface between the district administration and rural people</td>
<td>To provide G2C and B2C services including online payments, issues of certificate, permits etc.</td>
<td>To provide information and services to citizens of district, specially those related to land records and grievance redressal.</td>
</tr>
<tr>
<td><strong>Specific limitation if any</strong></td>
<td>Very low connectivity, irregular electric supply, user charges, limited use to illiterate, e-payment could not be made in rural area.</td>
<td>Success based largely on payment of electricity bills</td>
<td>Depend on existing cyber café/training centers, apart from issues of rural entrepreneurship, infrastructure bottlenecks hinder the spread: rural internet connectivity, rural electrification, poverty.</td>
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<tr>
<td><strong>Lesson if any</strong></td>
<td>User charge is deterrent in rural areas, technology solution should be tailored to environment, poor infrastructure increased the cost of operation especially where the private participation involve.</td>
<td>Offers potential for integration of Union, State, &amp; Local Govt. services at one point, However also shows that model based on payment of utility bills could not be rolled in the rural hinterland, front end e-Service is possible without backend, E-governance project can be broken into components and implemented in phased manner.</td>
<td>E-governance project can be broken into components and implemented in phased manner. Reach of e-governance can be enhanced through PPP model.</td>
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Factors involve in Decision Making in Indian Context-

• 1 Legislative branch

• 2 Executive branch
  – 2.1 President
  – 2.2 Vice-President
  – 2.3 Prime Minister
  – 2.4 Cabinet, executive departments and agencies
  – 2.5 Civil service
    • 2.5.1 Cabinet Secretary of India

• 3 Judicial branch
  – 3.1 Supreme Court
  – 3.2 Public interest litigation (PIL)

• 4 Elections and voting

• 5 State and local governments

• 6 Finance
  – 6.1 Taxation
  – 6.2 General budget

• 7 Issues
  – 7.1 Corruption
  – 7.2 Spending
  – 7.3 Deficits
Hindrances in Effective Decision Making in Public System

- Time Constraint
- Resource constraint- Lack of complete Information.
- Individual Cognitive biases
- Group Conflict
- Fear of failure.
- Fear of Vigilance, Investigation, Court
- Trial by Media
- Leg Pulling
- Paralysis of Analysis
- Frequent Transfer
- Frequent Election
- Red Tapism
- Culture of organization- hierarchical, bureaucratic
Suggestion for Improvement of Decision Making in Public System

- Training of Decision Makers
- Use of Technologies
- Participative decision making
- Immunity - Protecting the bonafide decision
- Making provision of cost for indecision
- Making use of Experts
- Stability of Tenure
- Simultaneous election of Parliament and Legislative Assemblies
- Creating culture for effective decision making
Cont.

• Autonomy- IIMs, Maharatna/mini ratna
• Simplifying the web of rules and regulations.
• Decentralization- **Concept of the decision-maker organization** by Dennis Bakke. In a decision maker organization the top boss becomes the chief adviser rather than the chief decision maker. He chooses the most suitable person, in the given situation, to make the key decision. That person seeks advice(including from the top boss) to gather information and multiple perspectives and makes the final decision and takes responsibility for the final outcome. It unlocks potential of everyone in the organization. Better decisions are made. Employees feel ownership and go extra mile to make it a success. Eg Panchayati Raj.
• Effective execution

• **Programme Evaluation** – As a component of decision making, it was introduced in the Canadian government in the 1970s. P.E. requires that evidence on programme effectiveness should have a bearing on decision making. It should be linked to budgeting and expenditure management. It will assist decision on policy and resource allocation. (Discussion paper March 29, 2005 Peter Aucoin)

• Feedback and flexibility
Stay committed to your decisions, but stay flexible in your approach.”
– Tony Robbins
Thanks