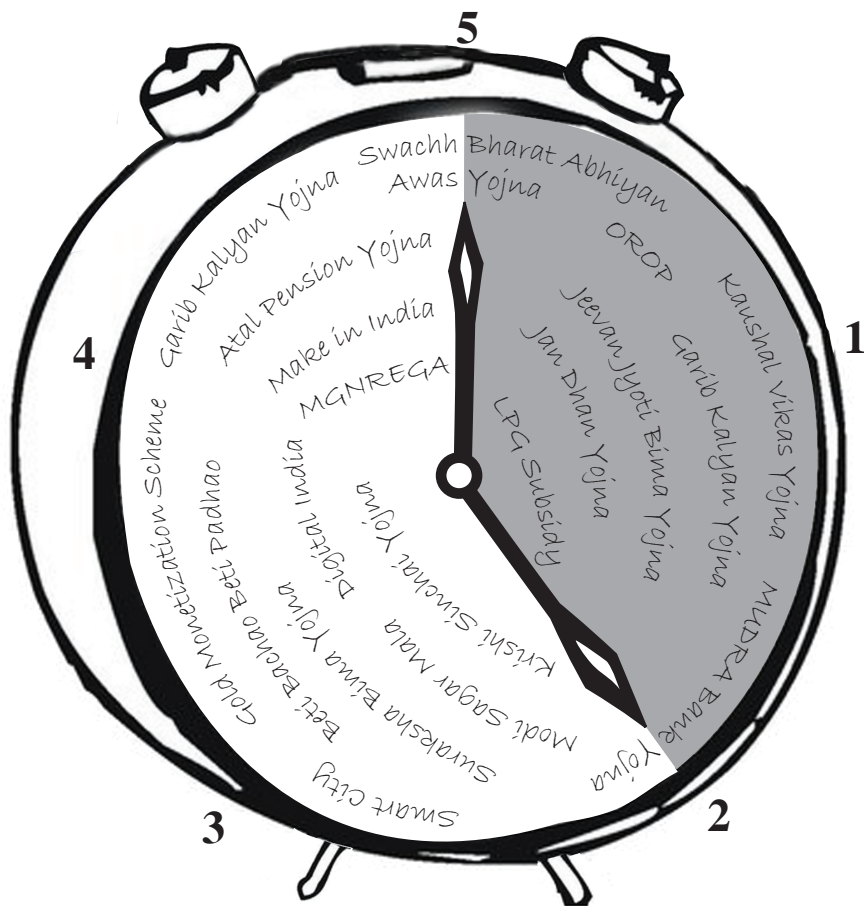


UNION GOVERNMENT'S PERFORMANCE APPRAISAL BY CMS

Two Years of Modi Government



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Two Years of Modi Government

Foreword by

Dr. Subhash C. Kashyap

*Constitutional Expert and
former Secretary General, Lok Sabha*

Dr. Vishvanath Pai Panandiker

was Founder President of the Centre for Policy Research, New Delhi

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Dr. V. Pai Panandiker

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Ms. P N Vasanti

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Foreword



BJP led NDA Government, with Shri Narendra Modi at its head, completes two years in office in May. The Constitution provides for the people's normal assessment of the performance of every elected Government on the conclusion of its prescribed five-year term. In case of the Modi Government, however, expectations were raised sky high from day one, largely because of the preceding ten dismal years of darkness and the new dispensation promising the moon.

Reports and random comments evaluating Government's work have been doing the rounds at short intervals, right from the first few months of the Modi team in office. But, it is for the first time that Dr. Bhaskar Rao and his highly talented and dedicated colleagues at the CMS have taken pains to come up with a scientific, objective and entirely nonpartisan assessment of the achievements and failures of the Government and its functioning. Dr. Bhaskar Rao is, of course, nationally and worldwide known for his pioneering work in the ICT field of opinion polls and surveys.

Some activists in different political parties may not fully agree with the results of the present CMS assessment study based on data collected from a wide universe all over the country. But no body can question the honesty and ability of the researchers and the absolute impartiality and high quality of the exercise.

I fervently hope that the policy makers would take note and the study would have tremendous impact potential. It should surely give direction to the national debate on whether the Modi Government which came with a boom of fresh breeze has so far proved to be a boon or a bane.

The results of the study seem to confirm that the personal image of Shri Modi as Prime Minister remains very bright, that progress is being made on several fronts, that as contradistinguished from the UPA regime, there have been no corruption scandals involving Ministers but that public perception of service delivery in areas of health, education and employment as also in matters of corruption at the level of day to day public dealings may point towards imperatives of mid-course corrections.

Two years back, Shri Modi came on the national scene on a strong wave of hope. On a normative note, it may be said that, irrespective of all political party considerations, it is in the best interests of the nation that he brings about the much needed political reforms and succeeds in moving towards national resurgence by ensuring clean, corruption-free, people-friendly, transparent, inclusive and accountable, good governance. Failure is not an option.

New Delhi
24 April, 2016

Dr. Subhash C. Kashyap
Constitutional Expert and former Secretary General, Lok Sabha

Foreword



The core principle of our Constitution as succinctly expressed in the Preamble is: “dignity of the individual” which is reflected principally in the Part III of the Constitution. Mahatma Gandhi was also explicit when he stated: “My conception of freedom is no narrow conception. It is co-extensive with the freedom of man in all its majesty”.

Prime Minister Narendra Modi in his election campaign of 2014 clearly stated that his government will have “More Development, Less Government, and More Governance” and free People from poverty, poor development, and corruption.

Long years ago C. Rajagopalachari, who became first Indian Governor General of India criticized Prime Minister Jawaharlal Nehru’s system of excessive “Controls and Regulations” as “Permit License Raj”. Every “permit”, and every “license” today is the basic source of impediment to growth, oppression, and corruption.

Today the Rights of the Citizen are unduly “controlled”. This impedes growth and also leads to inefficiency and corruption. The anger of “We the People of India” is writ large over many elections but for reasons well known, the politico-bureaucratic class is not willing to change our corrupt system of governance.

Very simply our Citizens suffer enormous handicaps in exercising their Rights within the Rule of Law. In other words while the British colonial rule ended in 1947, colonial system of governance continues.

The “People of India” felt at Lok Sabha Election of 2014 that Shri Narendra Modi will change the equation and will force 1) higher growth, 2) less Government, and 3) better Governance and gave him a clear majority in the Lok Sabha.

The present study is central to our “knowledge” of the performance of Modi Government but may be as Professor Raj Krishna used to say “we are knowledge-proof”. The people do have faith that Prime Minister Modi will fulfill his promises.

Goa

24 April, 2016

Dr. Vishvanath Pai Panandiker

was Founder President of the Centre for Policy Research, New Delhi

Preface



India today is at cross roads in her socio economic development. Concept of speed in governance too has changed. Twenty years ago one would not have expected dramatic things from a popularly elected government. Today, people appear impatient and expect things to happen much faster. Adding to such a trend, political parties lure with promises in first hundred days or first thousand days in their election manifestos, unconcerned of feasibility and after getting into power, often resorting to media campaigns to justify performance.

In such a trend, assessing performance of a government even in a two year period cannot be reliable using conventional sample survey methodologies. Particularly, if such a study has to have potential for mid course correctives. Such situations call for unique methodologies and this is what CMS did for the present study. This unique CMS performance assessment approach used a combination of tools and measures.

We could do so meticulously and objectively because of our 26 years track record of coming up with appropriate methodologies each time to capture reliably the spirit in the field, public perceptions and aspirations. We also benefited in this exercise from counselling with eminent experts in different fields of governance and public affairs. I like to also compliment all my colleagues at CMS who worked on this study, particularly Mr. Alok Srivastava who led this rigorous exercise. Special thanks to Dr N Bhaskara Rao, founder and chairman of CMS, for his guidance and inputs in this endeavor.

We hope this study will be useful input for transforming governance in our country. We are glad to receive any suggestions or feedback you may have on this report.

Sincerely

New Delhi
26 April, 2016

P N Vasanti
Director General, CMS
www.cmsindia.org

1: An Overview of CMS Assessment

Two Tumulus Years of Narendra Modi Government

Prime Minister Narendra Modi continues to hold his sway across demographics, political divides and the states. While NDA Government's initiatives are generally appreciated, concern for increasing prices and unemployment at grass roots continues. A significant percent of respondents do not find much difference in performance of NDA administration compared to the previous regime. This is specific to Ministries that are critical for common man. But, as Modi empathizes with psyche of masses, he is seen in a beyond five year mould. As the leader of the country, Modi scores higher than NDA Government and its Cabinet.

These are some of the highlights of a CMS assessment study on the eve of the Modi Government completing two years. This is not an impact study. Two years is too also short a period to come up with a "report card" given the kind of complexities of the problems the country is confronted with, said the Chief of CMS while releasing the report. Since only sample survey based review cannot bring out credible feedback, this CMS assessment is based on a specially devised composite methodology involving an analysis of initiatives taken, extent of citizen interface and involvement, and public record and perceptions on ground realities and implementation.

This assessment was conducted during the month of March 2016, including the field work at 70 clusters (urban and rural) across the country, in the specific context of Modi Government completing two years. Twenty Ministries and as many Ministers were specifically assessed. The composite methodology is based on insights of decades of experience at CMS as pioneer in survey research and evaluation.

This unique exercise benefited from consultations with eminent professionals in different fields. They include, Dr V Pai Panandiker, founder and former Chair Centre for Policy Research (CPR); Dr Subhash C Kashyap, Constitutional Expert; Dr P Kotaiah, former Chairman of NABARD; Shri S D Saxena, ICT Expert.

Significant finding is that Modi is viewed differently for his different distinguishing roles and performance. “As Prime Minister” Modi gets 6.2; but, overall, the “NDA Government” gets 5.5.

Schemes and programmes like Jan Dhan, Swatch Bharat, Make India, Digital India initiatives have caught on with larger public, comes out of this assessment study. Poor performing schemes include Mahatma Gandhi National Rural Employment Guarantee, SMART City, Food Security. Of some 38 public schemes, most are not identified as better implemented.

Ministries of Railways, Finance, External Affairs, Home Affairs and Road Transport & Highways, in that order, stand out on the three parameters of initiatives, interface and implementation momentum. As for the Ministers, Sushma Swaraj, Rajnath Singh, Suresh Prabhu, Manohar Parrikar, Arun Jaitley and Nitin Gadkari are viewed as “performing Ministers” of NDA Cabinet, in that order. Ram Vilas Paswan, Bandaru Dattatreya, Radha Mohan Singh, JP Nadda and Prakash Javadekar do not stand up to the expectations of larger public as per this independent assessment.

Among the Ministries ranking low, overall, Ministry of Labour & Employment stood at the bottom. Noticeably, Ministries having greater relevance to lives of common people are in the bottom five. These include Labour & Employment, Law, Rural Development, Consumer Affairs, Food & Public Distribution and Social Justice & Empowerment. In coming years, Modi government would be better off to focus more on actionable citizen centric policies and initiatives, which in turn will bring much needed change in peoples’ perception as well.

On corruption, a high majority view that the overall corruption in Government has “somewhat declined” since Modi’s regime. That no Minister is accused of corruption scandal has saved Modi Government from such perceptions. However, a difference on the extent of “petty corruption” faced, in availing certain basic public services at grass roots and by common citizens, is not yet felt any significantly. Not much headway is perceived on bringing back black money from abroad. This is despite Modi is seen as a “zero corruption leader” himself.

Silence of the Prime Minister on critical conflicting domestic issues and his not going around within as much around in the country and the Government in general not being sensitive to grass root realities are some of the significant perceptions, according to an analysis of these findings. Modi needs to avoid being viewed as “poll bound PM” as people see his speeches on news media more often in that context.

2: Performance Appraisal

Background

Mandate for change in favour of BJP-led NDA was on 'Good Governance' over 10 years of Congress-led UPA government. Union Government will complete two years in power in May 2016. While two years is too early to come up with a 'report card', it is possible to conduct an assessment of the government and its functioning.

Approach for Assessment

The study methodology that combined primary and secondary research had the following three components:

1. **Analysis of Secondary data and information** including review of reports/ documents/ news paper clippings/ websites/ social media available in public domain, both hard copy and online.
2. Primary collection of data through **face-to-face survey** among citizens who are users of public services across 15 states.
3. **Online survey** was conducted among service specific stakeholders which included academia, ex-bureaucrats, social activists and media professionals.

Levels of Assessment

The level of performance assessment was done at two levels:

1. Overall performance of Union Government
2. Comparative Performance of Ministries and Ministers

The exercise was preceded by a round of group and one to one consultation with experts and stakeholders. It was decided to restrict the exercise to select 20 ministries.

Selection of Ministries

The three criteria used for selection of ministries were:

1. Ministries which are relatively critical for better performance of any government
2. Ministries with larger public interface
3. Ministries that received relatively higher priority of present government in terms of policies and programmes

Assessment Scale

For assessing the performance of each ministry, a group of indicators was used, which mainly covered three components of assessment:

- **Initiatives and Action taken** in terms of policy decisions, bills introduced, initiatives and schemes, utilization of funds. Impact or outcome of these policies and initiatives or funds utilized were not measured, as it is too early to capture the same.
- Keeping **Citizens informed and updated** through Citizen Charter, Annual Report, Media and Social media interactions and such other instruments.
- **Citizens' Perception** about performance of ministries and ministers.

The scores for indicators included under three heads are:

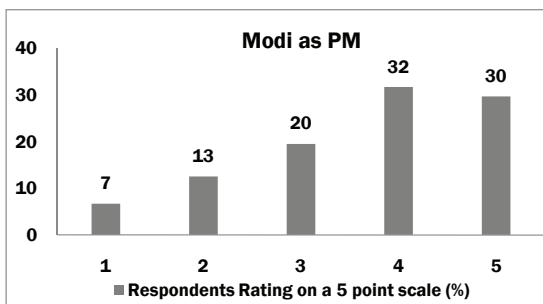
Parameters	Assessment Indicators	Weights Assigned
Initiatives and Actions	Bills introduced; schemes launched/ re-launched; %age of Plan Expenditure; % age of Senior Positions Vacant	3
Interface with Citizens	Updated Citizen Charter; Updated website; Annual Report (2014-15) uploaded; active face book and twitter accounts; print media presence(front page)	2
Citizens' Perception	Extent of Satisfaction with the performance of ministry and minister; programmes and schemes	5

The primary survey was done in around 70 clusters across 15 states. Male and female ratio was 72:28 covered from both urban (62%) and rural (38%) locations. The respondent group included those engaged in income generating activity, home makers and students.

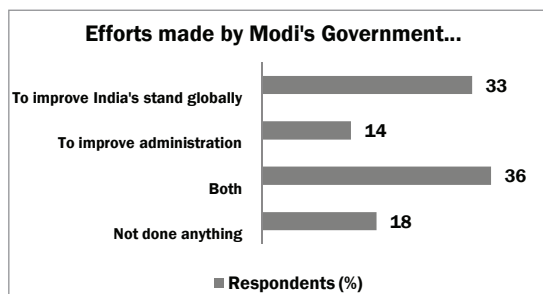
The survey was carried out in March 2016. For each ministry and minister, it was ensured that a minimum sample of 100 households per cluster gets covered. CMS 3S approach i.e. Sample Size, Sample Selection and Spread of the Sample was followed to have representative sample composition.

3: Modi as Prime Minister

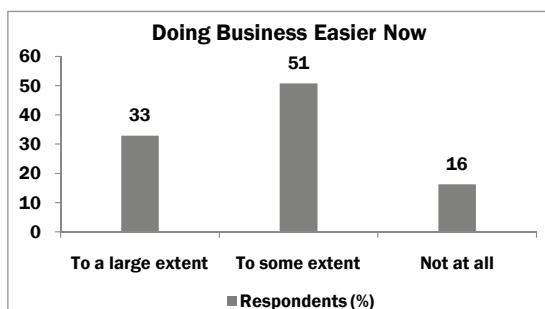
- **Performance of Modi as PM is liked by majority (62%).** On a five-point rating scale, 30 percent respondents gave Modi 5 out of 5 while another 32 percent rated his performance as PM, 4 out of 5.



- Nearly two-third respondents feel that the focus of Modi is on development and national perspective. Advancing political interests of BJP is viewed as the pursuit by one-fifth.
- Around 57 percent have heard at least one episode of Modi's radio program '**Man ki Baat**'. More than half the respondents from southern part of India have heard the radio programme, which indicates its popularity in non-Hindi speaking states as well.
- On another query '**whether Modi should continue as PM beyond five years**', only around 30 percent preferred change of guard at the top; nearly 10 percent each were from Ahmedabad (city from Modi's home state) and Lucknow (UP- a major contributor to BJP's parliamentary seats in Lok Sabha).
- Modi's efforts to improve India's stand globally (69%) as well as improving administration at home (50%) has been given thumbs up by majority in the country. The perceptions are significantly different. In last 24 months, Modi has visited around 40 countries for bilateral dialogues including visits to attend important summits and meetings such as UN General Assembly, summits like COP 21, BRICS, SAARC, East Asia and Indo-EU. At national level, his interactions with bureaucrats at national and state levels, slogan for minimum government and maximum governance, seems to have been appreciated by the people.



- On being enquired about **fulfillment of promises made by Modi**, less than one-third feel that they have been fulfilled and around 48 percent feel that promises have been fulfilled only partially. It may be too early to comment on outcomes and impact of the policy and programme initiatives taken by the union government under Modi's leadership.
- **On extent of corruption in government services**, 44 percent felt that the corruption has declined during the last two years as against 24 percent who felt otherwise. Overall, 56 percent feel that level of corruption has either increased or remained same during the last two years.
- **On whether living and life of people is any better today than two years ago**, nearly half (49%) feel 'no change' in scenario while 15 percent feel that situation or conditions has worsened. A significant percentage (43%) feels that poor people are not benefitting from programmes and schemes under Modi government.
- **"Doing business has become easier after Modi government has come to power"** was perceived by only one third of the working population while half of the respondents across India found the scenario changed to some extent only. That regulations/ procedures in this regard has not yet become easy on ground is indicative of this study.
- **Major achievements of Modi government** are identified as Jan Dhan Yojna (36%) - the zero balance bank savings account; Swachh Bharat Mission (32%) on sanitation and efforts to bring foreign direct investment (23%). Although a substantial percentage (40%) do not find public places any cleaner than before.
- Among **major failures of the Union government** are inflation/price rise (32%); inability to provide work/employment (29%) and inability to bring back much talked about black money (26%), one of the key promises made in election manifesto.



4: Appraisal of Union Ministries

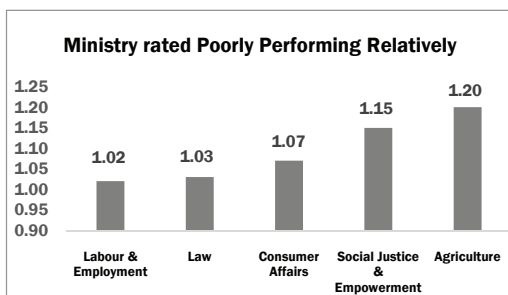
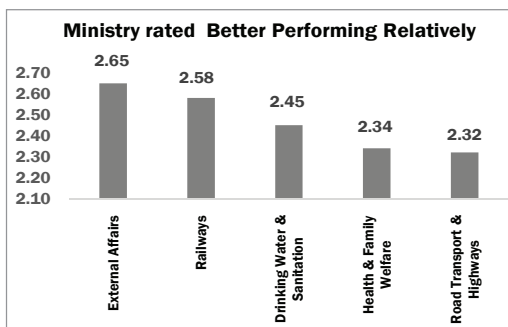
- Railways stands ahead of Finance and External Affairs in terms of overall ranking of union ministries.
- Favourable people's perception about the Railways was second only to Ministry of External Affairs even though railways have not updated Citizen Charter or have not uploaded Annual Report (2014-15) on their website.
- On the component **initiatives and action**, Railways scored better followed by Finance, Home Affairs and HRD. As far as **Updating Citizens** is concerned, Ministry of Finance and External Affairs and closely followed by Home Affairs ranked higher than other ministries. On third component, **Citizens' Perception**, Ministries of External Affairs and Railways were on the top two positions.

Table 1: Overall Ranking of Union Ministries

Ministry (listed by Ranking)	Initiatives & Actions (out of 3)	Interface with Citizens (out of 2)	Citizens' Perception (out of 5)	Composite Score (out of 10)	Ranking
Railways	2.7	1.08	2.58	6.36	1
Finance	2.4	1.69	2.13	6.22	2
External Affairs	1.2	1.69	2.65	5.55	3
Home Affairs	2.25	1.62	1.62	5.48	4
Road Transport & Highways	2.1	0.69	2.32	5.12	5
Human Resource Development	2.25	1.38	1.44	5.07	6
Power	1.5	1.23	2.28	5.01	7
Communications & Information Technology	1.95	0.85	2.22	5.01	8
Health & Family Welfare	1.5	1.00	2.34	4.84	9
Agriculture & Farmers Welfare	2.1	1.38	1.20	4.68	10
Environment, Forests & Climate Change	1.95	1.08	1.64	4.67	11
Women and Child Development	1.8	1.23	1.56	4.59	12
Petroleum and Natural Gas	1.5	0.69	2.17	4.36	13
Drinking Water Supply & Sanitation	1.35	0.46	2.45	4.27	14
Urban Development	1.8	0.85	1.40	4.05	15
Social Justice and Empowerment	1.8	1.00	1.15	3.95	16
Consumer Affairs, Food and Public Distribution	1.8	1.08	1.07	3.95	17
Rural Development	1.8	0.69	1.35	3.85	18
Law	2.1	0.46	1.03	3.59	19
Labour & Employment	1.8	0.62	1.02	3.44	20

Source: CMS Union Governments' Performance Appraisal, 2016

- Among the ministries ranking low overall, Ministry of Labour & Employment, stood at the bottom. Noticeably ministries which are considered to be ‘lifeline’ for common men and women are in the bottom - Urban Development, Rural Development, Social Justice and Empowerment, Consumer Affairs, Food and Public Distribution, Labour & Employment. In coming years, Modi government needs to focus more on concrete and actionable **citizen centric policies and initiatives**.
- Employment, Agriculture & Farmers Welfare, Food & Public Distribution and Social Justice & Empowerment ministries despite being critical in the lives of common people, are not viewed by respondents in the study as having any initiatives or being pro-active. There seems to be a ‘disconnect’ with the citizens as they do not figure among the performing ministries.
- Lack of consensus on the functioning of both the Houses of the Parliament seems to be taking away a lot of crucial time for the present government as legislative work is important for giving a direction to policies and programmes. Assessment shows many important ministries like Agriculture, Health and Family Welfare, Power, Urban Development have hardly introduced any bills to give momentum to development at the grassroots.
- Uploading an updated Citizen Charter is not a priority of majority of ministries. Only six union ministries have uploaded an updated Citizen Charter. These include Agriculture, Home Affairs, HRD, Health & Family Welfare, Consumer Affairs & Public Distribution and Labour & Employment.
- **Better Performing Union Ministries:** External Affairs followed by Railways are rated by people among the better performing ministries while Drinking Water & Sanitation, Health & Family Welfare and Road Transport & Highways stand amongst the top 5 based on people’s rating of the union ministries’ performance.
- **Poor Performing Union Ministries:** Modi government should consider more actions in the cases of ministries which have more direct impact on the lives of people across all social groups but have been rated among the poor performing ministries. These include Agriculture, Labour & Employment; Consumer Affairs and Social Justice & Empowerment.



5: Performance of Union Ministers

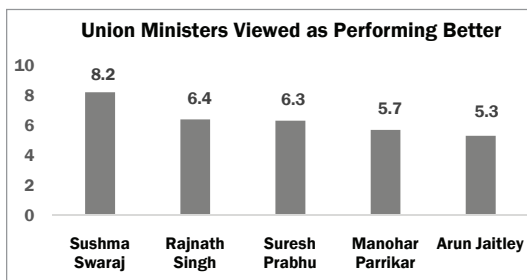
- Similar to the appraisal methodology used for ministries, assessment of Union Ministers of ministries was done on four parameters- Media presence; extent of activity on Social Media; utilization of MPLAD fund and Peoples' Opinion.

Table 2: Overall Ranking of Union Ministers

Minister	Media Presence* (%)	MPLAD Fund** (%)	Social Media Score ***	Peoples' Opinion**** wt. Score	Composite Score
Sushma Swaraj	16.0	97.6	I	63.9	8.2
Rajnath Singh	15.5	63.5	I	50.0	6.4
Suresh P. Prabhu	4.5	100	I	48.5	6.3
Manohar Parrikar	7.9	0	I	45.8	5.7
Arun Jaitley	20.0	100	I	39.7	5.3
Nitin J. Gadkari	3.8	100	I	32.0	4.3
M.Venkaiiah Naidu	5.5	100	I	8.6	1.4
Smriti Z. Irani	7.1	87.3	I	8.4	1.3
Piyush Goyal	1.0	100	I	4.9	0.9
Dharmendra Pradhan	0.5	30.9	I	5.9	0.8
Ravi Shankar Prasad	1.9	87.6	I	5.0	0.8
Maneka Gandhi	2.1	74.8	0.5	5.0	0.8
D.V. Sadananda Gowda	1.7	100	I	1.0	0.4
Chaudhary Birender Singh	1.4	43.9	0.5	2.5	0.4
Thaawar Chand Gehlot	0.7	100	0.5	-0.4	0.3
Prakash Javadekar	1.9	90.7	I	-0.9	0.2
Jagat Prakash Nadda	4.3	85.2	I	-2.2	0.0
Radha Mohan Singh	2.4	0	I	-11.6	-1.3
Bandaru Dattatreya	0.7	59.8	0.5	-12.4	-1.4
Ram Vilas Paswan	1.2	98.3	0.5	-24.1	-2.7
*out of total stories related to 20 ministers in print media during 2015-16					
** Amount sanctioned out of total amount available					
*** extent of activity on face book and twitter- posts/tweets/re-tweets					
****weighted score based on rating as good or poor performing					
@ parliament activism of Minister is shown in the ministry ranking					

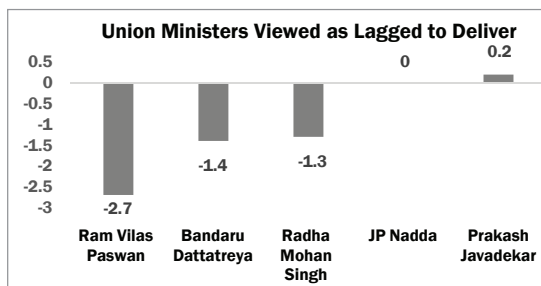
Source: CMS Union Governments' Performance Appraisal, 2016

- **Better Performing Union Ministers:** On the top is Sushma Swaraj (External Affairs) followed by Rajnath Singh (Home Affairs) and Suresh Prabhu (Railways).



- As far as print media is concerned, among the Union Ministers (i.e. excluding Modi), only three ministries (and ministers) namely, Finance (Arun Jaitley), Home (Rajnath Singh) and External Affairs (Sushma Swaraj) share more than 50% of the front page space of the newspapers related to news involving ministries and ministers. Other ministries and ministers are hardly visible.
- Most of these ministers are active on social media, regularly posting on Facebook or Tweet their views and work. However since 90 percent of the population is not on social media, the 'good' work of Ministries and Ministers is not reaching to the majority of the common citizens, as they are not their 'followers' on either face book or twitter.
- MPLAD fund is one of the ways to do development work in their respective constituencies; half of these 20 ministers have sanctioned more than 90 percent of the amount available with them under the fund.

- **Union Ministers who are viewed as those who lagged to deliver:** Union Ministers who did not stand up to the expectation of public include Ram Vilas Paswan (Consumers, Food and Public Distribution); Bandaru Dattatreya (Labour & Employment) and Agriculture



Minister, Radha Mohan Singh. The adverse opinion about them could be largely attributed to price rise of essential commodities; lack of employment opportunities and farmers' distress respectively. One of the key reasons for their poor rating could be attributed to not so favourable peoples' opinion on their performance.

- Going by the services attributed to Finance Minister Jaitley emerges to be the only Minister identified in public opinion among the top five better performing (26%) and, by some, among those who lagged to deliver (12%). Rated better performing due to populist initiatives like Jan dhan or DBT and poorly rated due to lack of economic growth and inflation in the country.

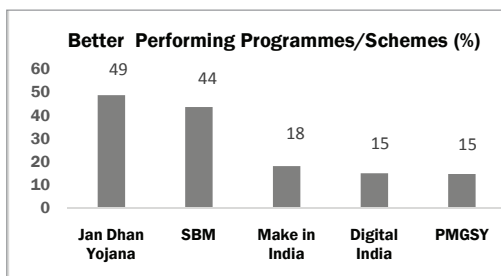
- Although Railway ministry stands ranked on top, the minister is third in rank among ministers recall for their performance.
- Important ministers like Venkaiah Naidu (Urban Development) and Smriti Irani (HRD) stood as 'average' performers in their overall standing as the expectations was much higher. Some ministers are viewed as provocators.
- In democracy, easy access for public to their MPs, more so to those from the treasury benches, is a must. This helps to make people aware and accessible to development programme and schemes. The picture that emerges from the assessment study is somewhat dismal. More than half of the stakeholders feel that their MPs are rarely seen in the constituencies and just a little more than one-third feel that MPs are doing good work for their constituency. Less than one third feels that their MPs are inaccessible both in their own constituency and in Delhi. Most (70%) feel that MPs are busy more in their party work or personal work.

6: Review of Flagship Programmes

- After assuming office, in last two years, many programmes and schemes were launched and adapted by Modi Government. Around 40 programmes and schemes, both new ones as well as ongoing ones have been identified by citizens.
- These include programmes and schemes such as Jan-Dhan Yojna, Make in India, Swatch Bharat Mission (SBM), Digital India, Smart City, Pradhan Mantri Gramin Sadak Yojna (PMGSY), Startup India, Pradhan Mantri Fasal Bima Yojna, Atal Pension Yojna, Beti bachao-beti padhao (Save girl child, educate girl child), Pradhan Mantri Kaushal Vikas Yojna (PMKVY), Atal Pension Yojna, Sukanya Samriddhi Yojna, Pradhan Mantri Jeevan jyoti Yojna, Direct Benefit Transfer, Pradhan Mantri Swasthya Suraksha Yojna (PMSSY), Marubhumi Vikas yojna, Deen Dayal Upadhyay Gram Jyoti Yojna (DDUGJY), MUDRA Bank, Pradhan Mantri Kirshi Sinchayee Yojna (PMKSY), Soil Health card, Gold loan yojna, Bullet train scheme and Namami Gange.
- Apart from the new ones, many ongoing programmes and schemes such as MGNREGA, Indira Awas Yojna, National Rural Drinking Water Programme, Ladli Yojna, Sarv Siksha Abhiyaan, Widow Pension Scheme, Handicap Pension Scheme, Annapurna Scheme, Midday meal, Sadak Suraksha Yojna, Baal Vikas Yojna, Janani Suraksha Yojna, Mahila Sasaktikaran Yojna, E-line right to information (RTI), Finance Schemes for minorities, Scholarship Scheme, among others, were also recalled.

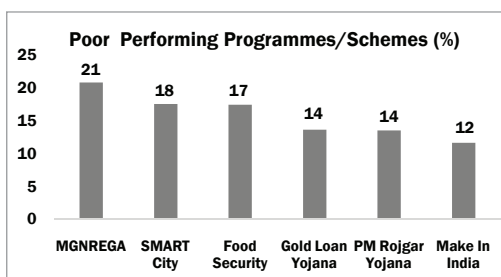
- Better Performing Programmes/ Schemes:**

The top five programmes and schemes emerged as better performing include, Jan Dhan (49%) followed by Swachh Bharat Mission (44%). Rest lag behind by a huge margin. Noticeably none of the schemes have been identified as better performing by majority of the respondents.

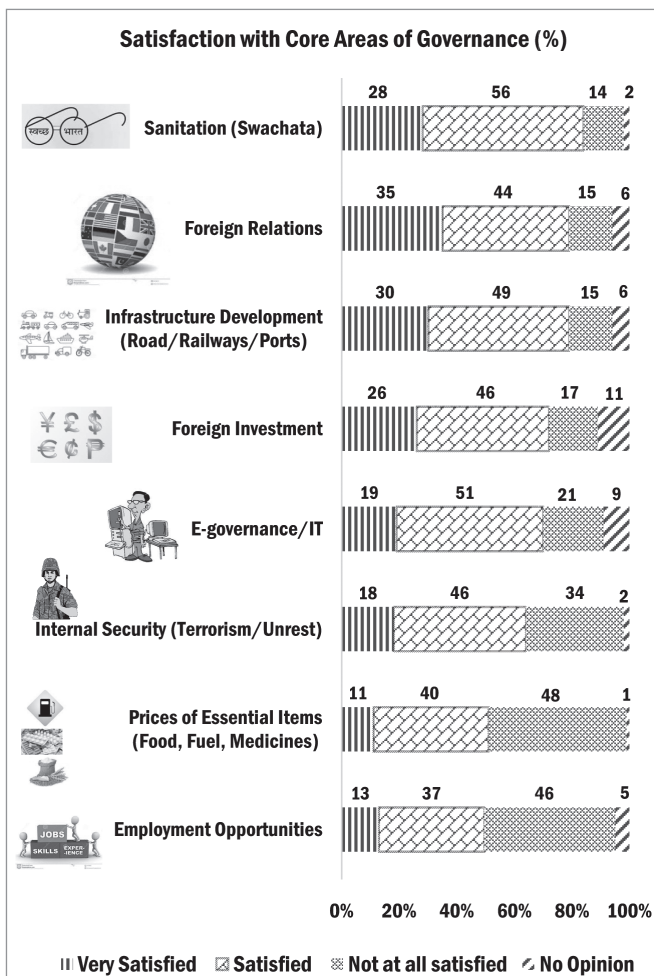


- Poor Performing Programmes/ Schemes:**

include MGNREGA followed by SMART city and Food Security, out of 34 programmes and schemes that were spontaneously recalled by citizens, when requested to identify three poor functioning programmes and schemes.



- **Satisfaction with Core Areas of Governance:** Nearly three-fourth or more are 'Satisfied' with the performance of Modi government in areas of Sanitation (SBM), infrastructure development (roads / highways) and foreign relations.
- Union government would be better off to focus on concerns which are more important for common men and women such as 'creating employment opportunities' and 'controlling prices of essential commodities'. **Nearly half opined 'not at all satisfied' with the efforts made by Union government in providing employment and controlling prices of day to day items.**



7. Insights from the study

Modi for sure scaled up everything of India and Indians, including aspirations and expectations. As has been said two years may not be a reasonable period for a report card, but it is right time for a mid course review and correctives, particularly for a Prime Minister who is leading the Union Government for the first time and expects to come back for a second term. The appraisal model of CMS adopted for this study allows to draw upon insights of the findings for proactive initiatives and correctives. Some such are summed up here.

Narendra Modi is credited as a master strategist in image building at home in an electoral context and outside the country. Yet, certain perceptions about him (“he is more of globe trotter”, “a poll-bound leader”, “his policies are pro-industry”, “he is an event manager”, etc) are emerging at micro level, as reflected in this study. A shift in such perceptions should be possible. One definite way is with bottom up movements to sustain key schemes and initiatives. More is not merrier without a media strategy, content credibility, sync with ground realities, and linkage with grassroots political cadres. This study hints that controversies over shadow real issues and also initiatives otherwise of Ministries.

Despite high presence in news media and social media, connectivity or sensitivity to initiatives has not increased commensurately. Special and credible efforts could be put in to further delivery of government services, including flagship programs. Four specific efforts are relevant in this regard: taking “social audits” truly in an independent way with non political elements; reminding the “Rights Regime”; using digital technology; and ensuring service delivery. That MNREGS and Aadhaar of previous government could be adopted, why not RTI, RTE, RTF, RTH, etc. in such a way that civil society could be involved. Services Delivery Guarantee Act which most states have taken has good potential to link up. Technology, digitalisation more specifically, offers now new opportunities, which Modi himself has demonstrated. With broadband connectivity fast increasing in the country, caution is required to sensitive elements like centralisation, command and control aspects. The process of citizen taking to ICT need to be expedited by imparting skills on a massive scale.

Being sensitive and responsive to stakeholders promptly and proactively, without losing track to a larger perspective, as demonstrated by Suresh Prabhu and Sushma Swaraj, has insights for other Ministries and public services. They can perform without alienating or provoking those whose cooperation matters and engagement is decisive for the success of any government initiative. That is when governance could become “good governance”.

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- Adequacy of Citizen's Charter (2001)
- CMS Corruption Perception Index – Public Services and Departments (2002)
- Corruption in Urban Public Services – Perceptions and Experiences of Citizens (2003) in 8 public services
- Compendium of Citizen Charters (2003)
- India Corruption Study (2005) - corruption involving citizens in 11 public services
- Tracking Corruption in India – 2005, (2006)
- TII-CMS India Corruption Study – with Focus on BPL Households (2007) – corruption involving citizens in 11 public services
- India Corruption Study (2008) – corruption involving citizens in 3 public services
- India Corruption Study : 2002 – 2009 – A Comparative Scenario (2010)
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- Lure of money in lieu of votes in Lok Sabha and Assembly Elections The trend: 2007-2014
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