A Guide to Developing and Implementing a Citizen's Charter

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A Guide to Developing and Implementing a Citizen's Charter

1   Introduction

This guide has been developed in response to the evaluation of the Citizen's Charter undertaken by the Centre for Good Governance between May and July 2002. It incorporates lessons learned from the evaluation and seeks to provide a practical guide to both developing and implementing a Charter. It therefore tries to answer the following questions:

- Why have a Citizen's Charter?
- What are the components of a Charter?
- How should we implement the Charter?

2   Background

The Citizen's Charter programme was launched in 1991, in the U.K., by the then Prime Minister John Major as part of a series of initiatives to open up Government at all levels to drive up standards and to shift the balance of change in to the hands of people. "The Charter Programme" is now called "Service First."

The introduction to the first report on the Citizen's Charters document under the signature of Prime Minister of U.K. clearly indicates, "The Citizen's Charter sees public services through the eyes of those who use them. For too long the provider has dominated and now it is the turn of the user…….. The Citizen's Charter will raise quality, increase choice, secure better value and extend accountability." (Cabinet Office, U.K., 1992)

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Elsewhere, the U.K. Model has influenced several countries in adopting variations on the Citizen's Charter:

- Belgium   Public Service User Charter 1992
- France   Service Charter 1993
- Canada   Service Standards Initiatives 1995
- Australia   Service Charter 1997
- Malaysia   Clients Charter 1993
- Spain   The Quality Observations 1993
- Portugal   The Quality Charter in Public Services.

Development of the Charter in India began with a Conference of Chief Secretaries of all States and Union Territories held in 1996 on "Effective and Responsive Administration." This conference gave high priority to Citizen's Charters and was followed by the development of an "Action Plan for Effective and Responsive Government" at the same conference in 1997. One of the major decisions of this Conference was to introduce Citizen's Charters in the Departments of the Central and State Governments starting with those with a large public interface such as the Railways, Telecom, and Public Distribution.

The Department of Administrative Reforms and Public Grievances (AR & PG) in the Central Government initiated the task of co-ordinating, formulating and operationalising Citizen's Charters.

Drawing primarily from the U.K. model, the Indian Citizen's Charter Programme emphasises the involvement of consumer organisations, citizens groups, employees and other stakeholders in the preparation of the Charters.

So far sixty-eight Citizen's Charters have been formulated by the central government in Delhi. These relate to ministries, departments and other organisations. There are also 333 Charters in various agencies of the State Governments and Union Territories.

3   Why have a Citizen's Charter?

A Citizen's Charter is the expression of an understanding between the citizen and the public service about the quantity and quality of services citizens receive in exchange for their taxes. It is essentially about the rights of the public and the obligations of the public servants.

As public services are funded by citizens, either directly or indirectly through taxes, they have the right to expect a particular quality of service that is responsive to their needs and is provided efficiently at a reasonable cost. The Citizen's Charter is a written, voluntary declaration by service providers about their service standards, choice, accessibility, non-discrimination, transparency and accountability. It should be in accord with the expectations of citizens. Therefore, it is a useful way of defining with users and others what service should be and what standards to expect.

A further rationale for the Charters is to help change the mindset of the public official from someone with power over the public to someone with a care of duty in spending the public's taxes and in providing them with necessary services.

However, the Citizen's Charter should not simply be a document of assurances or a formula which imposes a uniform pattern on every service. It is meant to be a tool kit of initiatives and ideas to raise the level of standards and service delivery and increase public participation, in the

most appropriate way. The Charter should be an effective tool to ensure transparency and accountability and should help deliver good governance if implemented vigorously by the government departments.

> **If successfully implemented, the charter can have the following impact:**
>
> - **Improved service delivery through more responsive attitude from officials towards the public; and**
>
> - **Greater public satisfaction with services.**

4 What are the components of a Citizen's Charter?

There are five broad components to the Citizen's Charter and this section looks at each of them in detail. The components are:

- Agreed and published standards for service delivery;
- Openness and information about service delivery;
- Choice for the citizen and consultation with users about service levels and quality;
- Courtesy and helpfulness in service delivery; and
- Provision of redress when services are not delivered to the published standards.

Appendix 1 presents suggested content for a Citizen's Charter.

4.1 Standards

The Charter should lay out explicit standards of service and publish them so that users understand what they can reasonably expect for each service.

Standards should be SMART, or TRAMS, that is:

- **T**ime bound
- **R**elevant
- **A**ccurate
- **M**easurable
- **S**pecific

Standards must be relevant both to the users and the service providers. They must relate to areas which are critical for the user. There is frequently a tendency in developing targets and standards for organisations to select standards based on their own convenience as opposed to measuring the right things. They should also be monitored periodically. Actual performance against standards must be published and independently validated.

Standards should be specific and measurable, and should avoid phrases such as 'We will ensure that 90 percent of the buses will reach destination in time', when what the customer really wants to know is how punctual and frequent the buses are. Furthermore, vague promises such as 'it will be our constant endeavour', 'we will try our utmost', 'it is our objective' are out of place when mentioning standards. Trying hard is not a measurable target.

4.2 Information and openness

A key attribute of good service is that it should provide concise information to the users at the right time and at the right place. Full and accurate information should be published in plain language in the Charters about service levels and service quality to be expected and about who is in charge in case the service does not deliver to that standard. Publication of handbooks, guides, posters and providing information on websites are some of the ways of providing information.

4.3   Choice and consultation

The Charter should provide choice of services to users wherever practicable. There should be regular and systematic consultation with the users of the service. Users' views about services and their priorities for improving them should be taken into account in finalising standards. Service providers should frequently interact with citizens and stakeholders both through formal and informal channels.

4.3.1   Citizen's rights and responsibilities

Citizen's rights should be balanced by their responsibilities. The Citizen's Charter should reflect this and seek citizens' involvement and co-operation in identifying these responsibilities set out in the Charters. For example, the Charter might set out that a given service can be provided within a certain timeframe, but ONLY if the citizen cooperates with the officials concerned, for example, by providing the right information for a driving licence application.

4.4   Courtesy and helpfulness

The Charter should help embed a culture of courteous and helpful service from public servants who should wear name badges. The expectation should be that services are available equally to all who are entitled to them and are run to suit their convenience. Government departments should provide courteous and helpful service to the citizens without discrimination.

'May I help you' counters should be available at all offices to the citizens to help them understand the procedures and what is expected of them. These should cater to disadvantaged groups and minorities in particular.

Courtesy is evidenced by :	Good Service is evidenced by :
Welcoming citizens visiting the Government offices.	Doing what is needed.
Receiving citizens with a smile.	Assisting and giving advice.
Apologising for delayed attention and saying sorry if you are unable to help.	Providing information and solving problems.
Expressing thanks.	Referring the citizen to a superior, if unable to provide the right information to him/her.

4.5   Grievance redressal and complaints handling

Service providers should welcome complaints as a means of getting feedback in order to improve services. If things go wrong, an apology, a full explanation and a swift remedy should be offered. Redressal systems should be quick, consistent, simple, and focussed on the individual.

There is a strong link between the provision of good quality service and dealing well with complaints. This relationship is based on two main elements. Firstly, by facilitating and responding to complaints, the causes for complaint can be reduced. Any organisation that aims to provide good quality service must understand clearly when and where it is failing. The information generated by complaints assists the organisation to put matters right for the customer. Secondly, being able to identify 'trends' in complaints helps the organisation to resolve systemic and recurring problems for the benefit of all its customers.

Accessibility of accountable officials: Organisations with successful complaints systems welcome complaints as opportunities to improve the service and ensure that complaints are always treated courteously. Their systems are accessible and user friendly. For example, the existence of

the schemes is well publicised, with information on how to make the complaints and procedures that are easy to use and understand by the complainant.

Responsiveness and commitment: Complaints should be dealt with quickly, with reasonable time limits set for each stage of the process. Complainants are advised of these performance standards, and kept informed of progress. Frontline staff are carefully selected and trained to deal with complaints effectively. Efforts are made to empower frontline staff to deal with complaints at first contact. All levels of the organisation, including the managers, must be committed to the efficient and fair resolution of complaints. Commitment is reflected by adequate documentation of policies and procedures, for the resolution of complaints, in allocating responsibility for the conduct of any investigation and in providing the public with clear information about what services the scheme can and cannot provide.

Evaluation, monitoring and review of performance: All complaints and inquiries should be logged. Information recorded might include the type/nature of complaint, complainant's name, location and date, responsible officer, and referrals. Analysis of data allows the organisation to ascertain whether or not it is meeting its standards and timeframes for complaints-handling and where and when shortfalls are occurring. Systematic classification of complaints provides the organisation with the means to identify and rectify systemic or recurring problems.

Objective targets should be set for the assessment of performance and they should be reviewed on a regular basis. Feedback on performance should be sought from complainants. Regular reports should be

presented to management on the results of the monitoring. The system should be subject to regular review to ensure that it is delivering the desired outcomes. The credibility of complaints-handling processes is demonstrated by the organisation's willingness to measure and report against documented performance standards. Accountability is further enhanced by public reporting of the outcomes of performance monitoring.

Effective redress: There is little point in complaining unless an appropriate response and grievance redressal is likely. There is a wide body of research which shows that the reason most people do not complain is that they did not think it would make any difference.

Depending on the complaint, redress might take several forms. For simple mistakes, an apology may be all that is needed. Where a complaint relates to a situation that can be corrected, this should be done without delay. In other circumstances, compensation may be appropriate.

5   How to develop and implement the Charter

This section covers development of the Charter, implementation of the Charter and also considers lessons learned in the process of the Charter initiative in India as well as common pitfalls experienced in organisations trying to implement a charter. A flowchart in Appendix 2 sets out the main steps involved in developing and implementing the Charter.

The critical success factor in the entire Charter initiative is developing close relationships with stakeholders throughout the cycle of the charter, from inception and development of standards to raising awareness, to monitoring and reviewing, and determining appropriate compensation for redressal of grievances.

5.1   *Prerequisites for developing a Citizen's Charter*

There are many features within and outside an organisation which can improve its success.

Internal characteristics include:

- The organisational culture. It must be a culture that welcomes feedback, criticism and citizen interaction. That is, it should be an open, honest and flexible culture, where staff are confident to admit mistakes and are encouraged by their managers and where managers allow people to learn from mistakes. The culture must embrace the Customer and this must be central to government/organisational philosophy;
- Active involvement and sponsorship from senior management in favour of the Charter initiative;
- Performance measurements and feedback systems should be clearly laid out; and
- A sense of duty and civility among officials to equip them with the means of implementing the Charter.

External factors that can help the Charter to have a significant impact include:

- A strong civil society movement such as consumer and citizen groups;
- Active involvement and sponsorship from political leadership in favour of the Charter initiative; and
- Legislative changes in relevant areas if required.

5.2   *How to develop the Charter*

Before undertaking a Citizen's Charter initiative, an organisation must be prepared to take on a major project. It must ensure it is clear about why it is developing a charter and establish the prerequisites for implementation.

An organisation should start by answering the following questions:

- Do we need a charter?
- What is the objective and the scope of a Charter for our organisation?
- Are we clear about who our stakeholders are and how to get them engaged in the Charter initiative with a sense of ownership to it?
- How should we involve staff and take into account their views on what the charter should cover?
- How do we establish service standards and how do we relate those standards to existing performance criteria of the organisation?
- What institutional infrastructure and governance arrangements are required to develop the Charter and are they in place? and
- What are the resource implications of developing a charter in terms of time and money (including to what extent can we afford to pay compensation to citizens in case of failure to deliver and how will we provide it)?

5.2.1   *Formats and designs*

The format and design of the Charter will influence the attitude of the public to the Charter initiative as it will probably establish their first impression of it. The presentation of the charter should make people want to use it and make it easy for them to do so.

Therefore, some key points in the Charter design are as follows:

- Keep the charter short and punchy;

- Use plain language, avoiding legalese and jargon;

- Produce the Charter in different languages so that all your citizens can understand and advertise this to them;

- Use a common typeface throughout and just one font in each block of text; and

- Make the Charter attractive but not too glossy the front cover should draw people in but they should not be asking questions about how much of their money has been spent on producing the document.

5.2.2   Identifying and engaging with stakeholders

This is one of the most important aspects of developing and implementing a Charter. Without it the Charter is just a statement of intent rather than a live, meaningful if voluntary contract between the state and the citizen. This is a time-consuming and costly exercise and should be carefully planned.

A stakeholder is someone who has a stake or interest - direct or indirect - in the service being delivered, that is anyone who benefits from or has a direct interest in the service. There is likely to be a wide range of stakeholders:

- Users - the citizen representatives of the users, user groups, citizen advocacy groups, consumer organisations, parents (in the case of schools), politicians, users themselves and past and potential users;

- Employees and employee representatives who are involved in delivering the standards set out in the Charter; and

- Suppliers - those involved in providing parts of the service, e.g., the stamped paper for certificates, the engineers involved in providing service.

Once the stakeholders are identified, the next step is to institutionalise links with them and bring them in to the organisation. If there is a Nodal Officer in the organisation in charge of the Charter, that person should be responsible for devising a 'stakeholder engagement plan'. You should meet with them at least twice during the period of developing the charter, firstly to ask their views on what should be included, and secondly to show them the charter that has been developed as a result of their views. You should engage them periodically thereafter, especially at the time of review of the charter, which should take place annually.

Make sure you meet them during or soon after the busiest period of your work so that they are commenting on the service at its most stretched. Keep the agenda open so that citizens feel they have been consulted and listened to.

5.2.3   Establishing service standards

Service standards are effectively the backbone of the charter. It is therefore extremely important that they are developed properly according to the following guidelines:

- They must be developed in consultation with citizens, otherwise the standards set may not relate to aspects of service that citizens prioritise, or they may be set either too low or too high;

- They must be developed in collaboration with planning and performance departments so that other performance indicators are aligned with service standards published in the Charter; and

- Standards must conform to TRAMS. That is they must be **T**ime bound, **R**ealistic, **A**chievable, **M**easurable and **S**pecific. If not, the citizen will become cynical about the Charter. For example, the standards should not say that officers will 'do their utmost,' a statement that is neither specific nor measurable.

5.2.4   *Establishing a helpful institutional structure for the Charter*

It is important to have a recognised focal point of responsibility within a department for the Charter. The evaluation of the Citizen's Charter initiative in July 2002 recommended the establishment of a Nodal Officer with clear reporting lines to senior management and with a brief to attend a government-wide Advisory Group on the Charter. An internal committee or taskforce will help the department identify and develop a plan to engage with stakeholders.

Having public relations functions will help raise awareness of the charter. Likewise, some kind of publications facility or credit line with publisher will ensure that there are plenty of copies of the Charter.

5.3   *How to implement the Charter*

There are five broad areas involved in implementing the Charter. They are:

- Generating awareness of the charter;
- Establishing Citizen friendly devices to bring the Charter to life and win citizen confidence;
- Establishing a complaints handling system;
- Establishing feedback mechanisms; and
- Evaluating and reviewing the Charter.
- This section explores each of them in some depth.

5.3.1   *How to generate awareness of Citizen's Charters*

Generating awareness of the Charter is related to the critical success factor of the Charter discussed above, namely that of developing a dialogue with citizens about their needs and expectations of public service.   Regular dialogue with citizens' advocacy groups and Community Based Organisations (such as user groups) and directly with citizens will generate awareness effectively and cheaply as these groups have their own internal communication networks.

Other easy ways of generating awareness include simple details like ensuring that copies of the Charter are widely available and are distributed at helpdesks and in offices with a public interface. Similarly, exhibiting Charter standards in offices on the walls can put no citizen in any doubt about the Charter's existence.

A formal process of review of the level of awareness should be undertaken through occasional surveys about the Charter. This should lead to a review of strategies used to raise awareness of the Charters and selection according to the needs profile of the users. These might include:

- The visual: films, TV, street plays, posters;
- Open house meetings and face to face discussions;
- Audio messages: Radio, public announcements; and
- Electronic: Touch screen kiosks and websites.

5.3.2   *How to establish Citizen friendly devices to bring the Charter to life and win citizen confidence*

If the development stage of the Charter has been sensibly executed, the implementation phase will be straightforward. This also requires putting

people first in all policy making, procedure reviews, cost benefit analysis, etc. Some additional, practical means of making the citizen feel involved and important in the delivery of service are as follows:

- 'May I help you' counters;
- Biannual customer needs analysis in collaboration with user groups;
- Citizen Information Centre;
- Direct Helpline;
- Publication of Handbooks and Guides on the service provided and the citizen's obligations and information they need to provide;
- One-stop-shops where citizens can do all their transactions in one place; and
- Direct engagement with the customer, for example, telephoning or writing to them to seek their suggestions; and inviting them to your office to show them around.

5.3.3 How to introduce effective complaint management: basic steps

- Designate a location in the office to receive complaints and make it accessible and visible to customers;
- Acknowledge complaints:
  - Personalise the response;
  - Talk to customer if possible;
  - Use letters;
- Develop a system for record-keeping;

- Process, record, investigate and analyse complaints;
- Keep the customer informed of the progress; and
- Periodically analyse the complaints in aggregate to identify trends.

5.3.4 How to get feedback

One of the most important prerequisites for getting feedback is to make it easy for the citizen to provide it. This includes, among other things, ensuring that accountable officials are available to see the citizens at the times specified. The different routes for feedback should include a mixture of the following:

- Over the counter at the service outlets;
- By toll free telephone number;
- Through regular post, e-mail, fax and telephone;
- Via community and consumer organisations;
- Consultative committees; and
- Through periodic written surveys.

5.3.5 How to Evaluate, Monitor and Review

It is critically important that the evaluation system for performance against Citizen Charter standards is congruent with the department's broader performance information system. That is, the standards in the charter should not be different from those of individual officials as per their job description or as set out in their departmental indicators.

Other forms of evaluation, such as exit polls for user groups and use of surveys and feedback forms give a good indication of the quality of services.

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Evaluation should take place regularly, ideally quarterly. This should be IT-enabled so that data can be analysed in real-time and reports generated automatically on service failure against the Charter standards.

Self-assessment should be practised with staff to assess how well they think they are delivering services. This can be compared against feedback from customers.

External feedback can take a variety of forms:

- Face to face feedback with users visiting the office;
- Feedback forms provided to users at the counter;
- Using the services of voluntary organisations (for example, research organisations, consumer activists, universities, colleges, etc.);
- Newspaper columns - as per Delhi press which allows a service provider to conduct a free survey for a month on citizen's feedback on the service; and
- Charter Mark system - a formal way for the government to provide feedback through competitive benchmarking of the Charter with those of other organisations.

5.4   *Lessons learned from Citizen's Charter initiatives*

Lessons Learned from the Citizen's Charter programme in Andhra Pradesh:

A number of government departments and districts in Andhra Pradesh have developed their own Citizen's Charters. Appendices 3, 4, 5, 6 and 7 are some of the prominent examples among a host of Citizen's Charters developed in the state. Important lessons were learned during this process and a number of major deficiencies were also noticed. Some of these are:

- If you do not involve stakeholders in the process systematically, throughout the cycle, it will not reap benefits;
- A common perception of the departments with Citizen's Charters was that this was just another routine activity. The initiative was therefore treated with a degree of scepticism by bureaucrats as well as citizens;
- The employees entrusted with the implementation of the Charters were given insufficient training and orientation;
- Service delivery standards are too vague or too liberal. Both employees and citizens have insufficient awareness of the Citizen's Charters;
- There is little internal or external monitoring of the implementation of the Charters by departments and citizen satisfaction data is not available. No proper feedback systems are in place. There is no monitoring of performance.
- There is no public awareness campaign on Citizen's Charters.

Pitfalls to be avoided in preparing and implementing Citizen's Charters:

The lessons learned and deficiencies noticed have been beneficial in terms of identifying the problems that may arise during the process of developing a Charter. The following identified pitfalls have to be avoided:

- As the Charters will raise the aspirations of the users of the service, the departments should guard against the tendency to promise more than they can deliver. A realistic assessment of the capabilities of the service provider must be taken into account in drafting the Charter. A commitment to specific services standards should be made only if they really can be delivered;

- A critical review of the current systems and processes in the department should be undertaken to examine whether they are likely to have an adverse impact on the Charter. Failure to do this will result in a mismatch between the standards enumerated in the Charter and the capacity of the system to deliver;
- Implementing the Charters without the staff owning them will defeat the purpose of the Charter. Motivating the staff and involving them in the preparation of the Charter are important;
- The Charters will remain merely a paper exercise of limited value if there is no consultation with the users. Departments should ensure user involvement at all stages of preparation and implementation of the Charter;
- Independent audit of results is important after a period of implementation of the Charter. The Charter is meant for the users and departments may not know how they are faring unless their performance is tested against the standards;
- Unnecessarily complex systems for lodging complaints or access to officers obtaining redressal of grievances defeat the purpose and the spirit of the Charter;
- The Charters should not be launched without adequate publicity and distribution of copies to the users and the staff.

Appendix 1

Suggested content for the Charter

i.   **The aim of this organisation and its service (** Define the aim):

ii. **Our department provides the following services to Citizens :**

a)	b)	c)
d)	e)	f)

iii   Our service standards

We have set the following targets, standards, and response time for delivery of services.

	Item of work	Targeted response time
a)		
b)		
c)		

iv. Availability of forms and information

The various forms relating to the department may be obtained free or on payment of required fees as given below.

	Title of Form	Amount	Whom to contact
a)			
b)			
c)			

You may contact the following officers to get the information you need:

Name of the Officer	Designation	Located at
Phone/E-mail	Times available	

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v. Courteous and helpful service

We aim to offer courteous and helpful service to you. If you face any difficulties, please contact the following officers

Name of the Officer	Designation	Located at
Phone/E-mail	Times available	

vi. We welcome complaints

a) If you wish to make a complaint, please use complaint boxes placed in our office or writ to us, or contact the following officers.

Name of the Officer	Designation	Located at
Phone/E-mail	Times available	

b) You can also send your suggestions for improving our services to the following officers.

Name of the Officer	Designation	Located at
Phone/E-mail	Times available	

vii How you can help us

You can help improve the services you receive by

a)   b)   c)

viii. Consultation with users:

We have meetings with our customers _____monthly/quarterly/ half yearly at _____. Our Website is _____. We have published handbooks for you. Please contact _____ for copies.

Appendix 2

Flowchart on the main features of Developing a Charter

The flowchart below gives a comprehensive map for developing the Charter from planning and drafting to consultation, launching, and monitoring.

Consultation Period

Plan how to develop the charter
Get support from Ministers and senior managers; decide who will produce your charter and list the resources needed.

Build a partnership with users and staff
Produce a plan for taking the work forward. Consult with users, staff, and other providers about how to develop a charter. Determine roles and responsibilities.

Collect relevant information
Examine service areas that matter most to users through available information and by asking them.

Drafting

Circulate draft charter
Produce a draft charter to show users, potential users, staff and other organisations and decide how to include their views.

Revise draft charter
Include comments and inform users and staff about the changes

Carry out further consultation if necessary

Publication

Finalise the Charter : Launch internally and ensure training needs of all affecte officials are identified and training provision made. Make sure staff are ready for the launch and know what is expected of them.

Launch, publicise and distribute the charter
Ensure Charter is displayed in all offices. Make sure everyone in your organisation has access to a copy.

Review

Monitor performance against standards and regularly publish performance information.

Review your charter standards

Appendix 3

Citizen's Charter: Implementation of Recommendations

Sl. No.	Recommendations	Completed on
1	Display of the Charter at the entrance of all offices.	
2	Display of information board at all offices of the Department (as enclosed).	
3	Wearing of name badges by all staff and particularly by those at the service delivery counters.	
4	Specific time slots to be allotted to receive and settle consumer grievances at the offices.	
5	The Charter size to be standardised to a booklet of half of A/4 size. Titles to appear in 14 font and matter in 11 font.	
6	Telugu and Urdu translation of the Charter to be made available to the public.	
7	All employees dealing with the public to have a copy of the Charter readily available	
8	Stakeholder Meetings to be held at least once in two months and minutes of the meeting to be noted down.	

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9	Presentation of Annual Performance Report to the user groups by the Senior Management.	
10	Charter to be revised with enhanced service delivery standards.	
11	Exit polls to be conducted to measure service satisfaction levels.	
12	Charter awareness drive to be taken up by mentioning the existence of the Charter on the output-stationery printed for the users of the service/services.	
13	Citizen's Charter Advisory Committees to be formed with stakeholders in each office/unit/division.	
14	MIS on service delivery parameters mentioned in the Citizen's Charters and a periodical review. Such information to be shared with user groups.	
15	Complaint Boxes and Suggestion Boxes to be kept at all offices. Complaints/Suggestions to be documented.	
16	Charter to be put on the website. Complaints to be received through websites/E-seva centres.	
17	E-seva centres to be used for receiving complaints and for distributing information to the consumers.	

18	A comprehensive list of neighbourhood groups, consumer associations, mahila mandals, citizens' groups, ward welfare associations, etc., to be maintained in all offices for periodical interaction and consultations with the public. Through press notification individuals interested in participating in such meetings to be listed.	
19	Identification of training needs: a) Cutting Edge Staff; b) Middle Management; c) Senior Management.	
20	Identification of a Nodal Officer for Citizen's Charter work in the department.	
21	Availability of officers to the public during a fixed time slot.	
22	Provision for "login" and "logout" date and time to be made in the computer system for forms/documents/applications received by the department for processing/issue of certificates/licenses.	
23	Citizens' Feedback forms to be kept at the service delivery counters. Feedback received to be analysed for corrective action. Feedback through E-seva centres/ Website/E-mail/Telephone to be encouraged	

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Appendix 4

A Model Citizen's Charter Feedback Form
for use by Departments

YOUR SUGGESTIONS AND COMMENTS ARE IMPORTANT TO US

Department   : _____

Address   : _____

Telephone Number : _____

E-Mail   : _____

We are committed to give you good service and also constantly improve our services. However, at times our best intentions and efforts may not be good enough.

Your feedback will help us in our efforts.

We thank you for your response.   (Please tick mark on your choice)

1. Overall, how do you rate our service?
    a) Excellent ☐   b) Very good ☐   c) Good ☐
    d) Fair ☐   e) Poor ☐

2. How do you rate our service delivery standards in the Citizen's Charter?
    a) Excellent ☐   b) Very good ☐   c) Good ☐
    d) Fair ☐   e) Poor ☐

3. Against these standards how did we perform?
    a) Excellent ☐   b) Very good ☐   c) Good ☐
    d) Fair ☐   e) Poor ☐

4. How do you rate the service standard at "MAY I HELP YOU" counters?
    a) Excellent ☐   b) Very good ☐   c) Good ☐
    d) Fair ☐   e) Poor ☐

5. How do you rate our billing and accounts service?
    a) Excellent ☐   b) Very good ☐   c) Good ☐
    d) Fair ☐   e) Poor ☐

6. How do you rate the staff in respect of
    i) Courtesy:
    a) Excellent ☐   b) Very good ☐   c) Good ☐
    d) Fair ☐   e) Poor ☐

    ii) Promptness:
    a) Excellent ☐   b) Very good ☐   c) Good ☐
    d) Fair ☐   e) Poor ☐

7. Please provide positive or negative feedback on the staff manning the counters

(Please mention their names and designations)

If you have comments or suggestions, please send them to the address below:

Signature

Your Name

Telephone No. and E-Mail

Address of the Departmant : _____

_____

_____

Appendix 5

Citizen's Charter Score Card

Has your Department published a Charter? Does your Department have a Charter?

This is a self-score card for you. Are the following happening? Be self critical and fair.

	Pre Citizen's Charter Era	Post Citizen's Charter Era
1	Bureaucratic	Citizen Centric
2	Process Oriented	People Oriented
3	Citizen uncared for; Indifferent treatment; Discourtesy.	Courtesy; Helpful service; welcome reception.
4	Staff driven/Rules driven	Citizen focused and Citizen driven
5	Low or no priority for customer service and customer satisfaction.	High priority for customer service and customer satisfaction.
6	Officers/Staff not accessible	Officers/Staff easily accessible and willing to listen.
7	No standards; No accountability; Vague or unquantifiable standards.	Well defined standards of service clear and measurable. Publication of performance against these standards.

8	No transparency; Information hidden from public.	Information shared with public
9	Secrecy; Discretion; Favouritism; Corruption.	Transparent systems
10	Indifferent to customer/Citizen's complaints; Delay in redressal.	Good complaints processing system. Compensation to citizens for deficiency in service.
11	Promise and promises	Concrete steps

**THIS IS NOT JUST A SCORE CARD.
IT IS ALSO A ROUTE MAP**.

Ask the following questions:

1. Where are you now? (on 0 to 100 scale)

2. Where do you want to go?

3. How will you do it? And when will you do it?
   What will you do?

4. Where do you want to reach? (On a 0 to 100 scale)

5. When will you reach? (Time frame)

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