DISTANCE LEARNING PACKAGE
ON
CITIZEN'S CHARTER
NATIONAL MODULE
MODULE - III

Target Group
All Categories

Anchor Person
Dr. Pratibha Rajgopal

R.C.V.P. Noronha
Academy of Administration & Management, Madhya Pradesh, Bhopal
DISTANCE LEARNING PACKAGE
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CITIZEN'S CHARTER

NATIONAL MODULE

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DLM MODULE

ON

CITIZEN’S CHARTER

TARGET - GROUP
FOR ALL GROUPS

Anchor Person

Dr. Pratibha Rajgopal

RCVP NORONHA
Academy of Administration
Madhya Pradesh
Arera Colony, Bhopal – 462016.
MODULE - III

AWARENENCE GENERATION OF CITIZEN'S CHARTER
Module - III

3.1 Introduction:

Awareness generation is a very important for citizen friendly environment infact we are in the process of policy making so in this unit we will discuss about the strategies methodology and tools for awareness generation.

3.2 Guidelines:

We understand that all the organisation/departments are defenced to each other as per the services provided to citizens. Similarly the understanding of citizen non-governmental organisation quality groups is different. Here we discuss about some guidelines about some awareness only the placement and charter will not change the way of future. there is need to create citizen friendly through media interactions, training and motivation for the awareness generation with responsive climate.

Just Think...!

What are the expectations of citizens?

How will you interacts with him/her for training need analysis for charter services?

Comment.

<table>
<thead>
<tr>
<th>With Urban People</th>
<th>With Rural People</th>
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- Simplification for rules and procedure,
- Skill of communication,
- Problem solving,
- People participation,
- Decentralisation,
- Motivation
Module - III

Develop a training module for awareness generation?

For the training of Citizens?

For Cutting Edge?
Module - III

For Head of the Department

- Keeping yourself informed that what information do you need for awareness generation, Commitment of Service standards.
- If the things go wrong...........?

*Just Think...!!*

- What to expect?
- Whom to contact?
- What to expect to see in right?
- Put in right way?

- Always made available procedures/proforma/charges/cost always online. Display boards/booklets and information brouchers and other clipping on enquiry counter that should be proper placed.

- You can develop your own indicators for awareness assessment and indicate for social audit

5
Module - III

Develop a brochure for awareness generation for your organisation services.
Module - III

For Women...

Citizens of below poverty line...

Ageing Person...

Political Leaders...

People of higher income group...

Middle Income group...
Module - III

Cutting Edge...

Disabled ...

- Identify the gap areas awareness for citizen charter according to them develop innovative strategies in tools for awareness' generation.
  Develop a strategy and plan for awareness generation towards citizen charter for a village of 1 lakhs population?

- Interest area of citizens and decide how best you can meet there problems ...
- Give importance to feedback in what way you can give and receive feedback with positive attitude. Develop a feedback proforma for public services delivery system

Develop feedback proforma :-
Module - III

- Use simple and regional language in interaction and consultation with people.
- Involve other Public service providers to find out how they are meeting people needs to benchmark. You can see whether you could work more effectively together for the benefit of users. Can you give the name of 5 other services providing agencies...

1. 
2. 
3. 
4. 
5. 

How will you work together...

1. 
2. 
3. 
4. 
5. 

Develop awareness communications for citizen charter with your organisation and ensure there communication skills in what way they will generate awareness. Do not commit anything against the political will and if the problem is beyond your approach. Also give any example.

<table>
<thead>
<tr>
<th>Positive Example</th>
<th>Negative Example</th>
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Module - III

Commitments for putting things like: Drinking Water, Sanitation, Health, Inadequate food must be taken seriously, they will enhance the quality and dignity of life.

- People need to have confidence that when things go wrong they have access to straightforward, fair and effective avenues for complaints and redress. It is important that complaints procedures are well published easy to purse and produce results quickly.

Set out your complaint procedure including any arrangements for independent review with solutions are available. There was no proper complaint system, best complaint practices should be published for 'naming and shaming both'.

- Avoid traditional bureaucratic behaviour and barriers for solving peoples problem, there is need to balance against the constraints on using tax pairs money so that user need to know that remedies are available with you, you can publish the information for awareness of quality services.

- Access the result of your awareness generation policy, you can consider:

  1. How can you quickly deal with users satisfaction.
  2. Publish information at least once in a year on complaints.
  3. Recording of users understanding and view for improvement.
  4. Recording the cases should be accurate and confidential.
  5. Carrying out user satisfaction surveys.

Listen users view learns from your mistake and continually tried to improve your campaign for awareness generation.

Establish a public communication centre in your organisation.
3.3 Awareness generation and rural areas

Public communication must be recognized as one of the components of good governors. Government of India spends over Rs. 12,000 crores annually on rural development. Such huge investment intended for the villages must be utilized by the Rural Poor. Awareness and participation are the two pre-requisites.

Ministry of Rural Development, therefore launched a 4 pronged strategy to promote people's participation.

Awareness Generation.

All state Government have been advised to arrange for Display Boards to be set up at the District/Block Headquarters and each Gram Panchayat depicting the details of allocation of funds under different programmes.

Transparency:

Any member of Gram Sabha can obtain the details of estimates for civil works on payment of a nominal fee.

Peoples partnership.

Involvement of people in planning and implementation of programmes through active participation in the Gram Sabha. Selection of beneficiaries through the Gram Sabha.

Accountability: Social Audit

Gram Sabha to discuss the progress of various programmes of Rural Development in their village and to verify the assets created/benefits received.
3.4 Strategies and Methodology for Awareness Generation - I.

Awareness for citizen charter is very important issue for effective implementation. Traditional bureaucratic intervention create a stress and bureaucratic barriers and boundaries to generate citizen centric environment because the traditional system interlocked role of client as a citizen as subordinate. In the present evaluation of system the unsuitable instrument for operating citizen focus management is creating stress and harassment. citizen charter is a tool of advocacy for common citizen. There is a need of proper strategies and methodology for awareness generation.

3.4.1 E-Governance and Charter.

We are aware that the Information Technology as an enabling force, not only for business & trade but also for government has now been widely accepted. The term E-governance is somewhat new and essentially implies up gradation of the efficiency and effectiveness of the combination of information technology and sophisticated multimedia. This will lead to our efforts to deliver better cost effective and speedy services to the citizen. It is important to realize that we are in midst of one of the most rapidly changing periods in history. There has been a shift in importance from the traditional inputs of a production process to the process involved in the creation, storage, dissemination and use of information.

It is quite clear to us now that e-governance is the application of the tools and techniques of modern technology and e-commerce to the process of government for the benefit of both government and the citizen and business that they serve. E-governance implies the use of information technologies such as Wide Area Networks (WAN), Internet, World Wide Web (www), and the mobile computing by government agencies to reach out to citizens, business and other arms of the government to have improved quality in service and smooth flow of information.

The concept of e-governance is not limited to connecting government office with computers and web. It covers meeting the public requirements through electronic networks, and it includes ration card applications, tax return filing, public utility booking, billing, education, housing, municipal or health related services and this list never ending. The new technology has already has a profound impact in the manner in which large organisations works.
Electronic Governance gives FDA new look

In 1986, 16 persons died at the J Hospital here when contaminated glycerine was administered to them. Justice Bakhtawar Commission had faulted then Food & Drugs Administration for carelessness. The FDA had since then living with that stigma and as Mr. B. B. Sharma, a former FDA commissioner, Maharashtra remembers the Legislature's Estimates committee "asking me to suspend everyone connected with the contamination and licensing of that glycerine. I told them then that in that case, everyone in the FDA except the incumbent commissioner has to go". The low credibility of the FDA was at its lowest ebb.

All that is changing now and fast. It has been, what its present commissioner, Mr. Anil Kumar Lakhina "re-engineered into a more flat organisation, opened its windows to the consumers, introduced a new drug management system, brought for the first time a method to quantify and efficiency of the staff started condification of all pharmacopoeial, patient and propriety combinations of drugs" and above all instead of doubling the staff from 1,200 as asked by the centre, decided to rightsize the organisation and bring in a fresh, open style. The stigma will go away.

Very few governmental organisations, have the gumption to re-energise themselves, setting for themselves a new work culture, an attitude of status quo being a roadblock. But using IT solutions provided by the HCL for what he calls e-governance, Mr. Lakhina - incidentally the only serving bureaucrat to have a Padmashri title because of his work in re-engineering the approach of the district administration as a Collector in Ahmednagar - says that FDA is on the threshold of a better regulatory administration of food and drugs which will speed up processing of licenses.

The meaning of the changes is better understood when it is realised that 50 percent of all drugs manufacturing is within Maharashtra. With Gujarat roughly dealing with another 30 percent and rest of the country sharing the remaining 20 percent of the activity. Every year, the FDA finds and announce its "substantially long" list of sub-standard drugs which includes some discolored tablets, for instance but can be used - and withdraws a sizable number of drugs from the chemists shelves and seldom no newspaper publish all that information. Now once its comes in the open regime, and computers grow in number as anticipated a major problem in terms of information gap will vanish. It is projected that chemists would be linked later, making it a real time interaction facilitating consumer protection.
Even the Industry which has not had a cozy relationship with FDA is impressed. It can accept applications electronically, 24 hours a day.

What exactly has the FDA done now? A lot; It has gone Interactive, with a website, with the address www.fda.gov.in and has a "homespun definition of electronic governance with three features - public domain information, messaging service and provision of atomicity in its activities. It has pop-up menus which enables, with least effort, to write to the FDA and no letter coming in can be dodged. It can done out drug codes on the basis of ingredients used, offer instantaneous reports on file movements, sample analysis results.

Here is an example: In the past, when a drug sample was brought in of a laboratory test, the manufacturer was contacted for a method thereby rubbing the very surprise e element in the process. Now, test have been standardised. Codes for each of the samples would not be manually done, with risks of mischief but generated by computers.

There are 50,000 drugs all licenced by the FDA and 4,300 of them have been codified already. If anyone wants a renewal of licence, all that has to be done is to fill in the form on the website and there is no paperwork left. But till computer signature e are not legitimised, hard copy may have to come for fresh licences.

While the statistical and information warehouse will have everything open in the public domain and with its openness bring in greater accountability, "computers changing the style of functioning, it is more hierarchical but a horizontal organization and will be obliged to perform with specific focus and information base under public gaze." It has brought in the hypothesis that productivity in governmental organisations is measurable, though the sampling of the work done at this transitional point is "a non-acceptable 0.17 per cent instead of 1."

**Courtesy from prominent news paper from Andhra Pradesh**
3.4.2 Sensitization through special training.

There is need of special training to change the attitude of workforce at every level through special training. Motivation, leadership, interpersonal relation, values for commitment can be included to sensitize the system towards common man.

3.4.3 Peoples participation.

Better government decision making depends on effective co-ordination of citizen as a partner of system. The aim of peoples participation is to promote the choice and voice in decision making. Active peoples participation can change the mind set off participation can change the mind set of decision makers minds at towards community. the main issues for keeping mind :-

- Trust between system and citizen.
- Citizen empowerment
- Common understanding for generating new ideas.
- Effective communication to society.
- Clear and complete information.
- Reorganization of public involvement.
- Involvement of Public and staff on executing public polices.
- Evaluation through citizens.
In reference to peoples participation Gen Bag Dari Samati in various departments/organisation is the best example for awareness generation like in Indore Rogi Kalyan samathi has changed. The total focus and face of Maharaja Yashwant Rao Civil Hospital, This was possible because of the administrative activism leadership and awareness of people towards the services.

Describe any of your best experience for peoples participation?

3.4.4 Decentralisation of Power.

Now the scenario is changed. There is a power shift from top to bottom through Panchayat Raj Institution in rural areas and urban through urban bodies. Now the villagers are the Public Managers and instrument of charter, and they are the generators of charger awareness. To make live and effective Gram Sabha the most effective and appropriate tools for charter awareness. NGO's & Non-Governmental organisation self help group can play better role for facilitation for Gram Sabha.

How Gram Sabha can made more effective..?
Can it possible through effective leadership through :-

- Effective Leadership
- Motivation and orientation
- Understanding of ground realities
- Sensitization for weaker section
- Communication skills
- Inter personal relation
- Gender sensitization
- Village management skills
- Information Technology
- Attitude change

3.4.5 Capacity Building.

Capacity building workshop for every step holder involved in individual groups can be organised for the environment of staff and consumer to re-engineering the system. These workshop will cover the issues of :-

- Obligation of citizen
- Views of people representative staff and citizens.
- Rights and duties of service providers.

Plan a workshop for your organisational capacity building for awareness generation.
Have you ever think about the citizen obligations. Just think and enlist

3.4.6 Involvement of Media

Media have a major roles for public opinion. In present situation Public Sector role of media is not very positive. Private sector is taking full benefit through advertising, clippings and other news.

Can you given the reason? Why?

Media can be involved to generate awareness to citizen charter in a better manner. Best practices of charter implementation should be published periodically through :-

- Print
- Audio Visual
- Electronic

News papers, Television, Web site and Radios are the best means of generating awareness. Some catchy clippings can be develop to change the minds set of common people about the charter services to change the traditional mind set.
Design a matter for advertisement purpose about the water conservation needs and activities.

3.4.7 Citizen Union groups.

Citizen union and quality group can play a vital role for the purpose of responsiveness accountability and effective governance in both rural and urban areas. In 1897 city union was founded in New York remains today, fundamentally concerned with the design and operations of machinery of New York democracy that:

- How elections are run
- How campaigns are finalised
- How powers are operationalise among the various branches
- How laws are made and enforced

Citizen union can observe the Municipal Administration for open and effective accountable and fairness in public services management such as:

- Protection from crime
- Physical hazards’
- Assurance of civil rights
- Assurance of public service delivery
- Basic urban and rural services:
  - Safe Drinking Water.
  - Clean Streets
  - Environment up-gradation
  - Proper transportation
Citizen Unions are also useful for other key issues like:-

Revision of citizen Charter
Evaluation of citizen charter
Awareness generation
Amongst various levels

Make a plan of actions as a Public Manager to facilitate a Public Union towards Citizen Charter.

3.4.8 Citizen's Charter and Gender

Gender concept is a social expression which deals with the social economic, political and cultural man and women both. Women are treated as a second grade citizen because of gender bias. There need of gender sensitization for training for the person involved in Charter formulations and implementation. There is a need of generating awareness for gender issues in common people the sex ratio in our country is decreasing. The issues related women health, similar wages, environment, identity crisis, political empowerment, domestic violence are very critical. The citizen charter will be helpful to upgrade the status of women in the work place through society, so there is need of need of gender inputs in citizen charter process and sensitization for management is very essential for proper empowerment for society.

Can you make an action plan for Gender input in citizen charter?
Design separate training modules for gender sensitization

For Head of the Departments

For Middle Manager

For cutting-edge
3.4.9 Introduction of citizen charter in Education

This is necessary to introduce citizen charter concept in the syllabus of higher secondary school so that citizen will be aware from childhood.
3.5 Strategies and Methodology for Awareness Generation - II.

Tools and Activities

First expectation of citizen from system is quick response and positive attitude towards his/her problem. Just think...!

What you can do? If you are in top or middle management your direction will satisfy the expectation and also beneficial to cutting edge.

Then what to do..?

☐ To answer letters quickly and clearly. Each department and agency will set a target for answering letters and will publish performance against this target.
☐ To see customers within ten minutes of their given appointment time.
☐ To provide clear and straight-forward information about services.
☐ To consult customers regularly about service provision and performance.
☐ To have at least one complaints procedure and provide customers with information on request.
☐ To do everything that is reasonable possible to make its service available to everyone, including people with special needs.

These points will be useful for generating awareness.

Format for Assessment of Character report of government functionary should be reframed to include evaluation performance under citizen charter.

Amendments in public service rules to provide for action against non-performing public servants.

Citizen charter to be included permanently y in agenda of various departmental advisory committee.
3.5.1 Guidelines for Management

- Guidelines to generate awareness to be framed at every level and passed on to collector, who is the nodal officer of the District for implementation, campaign to be in Mission Mode. The responsibility of Nodel officer to implement plan of action for awareness at various levels and also for monitoring and evaluation.
- Privatization of Departments for awareness should be enlisted.
- Enlist the priorities of Departments for awareness

3.5.2 Citizen facilitation centre

Citizen Information centre are very useful for information for citizen rights and quick and easy redressal of complaints. In past there was no systematic approach to get information about citizen rights and facilities. An urgent need is felt to systemized the process of facilitation. Organisation of consumers union has taken a point of view who strengthened this movement in India. The services available at the citizen information centre can be :-

- Govt. Data and information provided by National Information Centre, will be assessable to the common people as well as other organisation.
- Citizen counseling for complaints and for its quick and easy redressal.

3.5.5 Case study of Rajasthan

In the year of 1997 a project on consumer action in Rajasthan was started with the coordination of a NGO named CUT, the aim of the project was to strengthen the grass route consumer movement by establishing social action group at block level thorough a systematically organized action plan.
In the first phase the project was implemented in 4 Districts of Rajasthan named

<table>
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<th>District</th>
<th>Blocks</th>
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<tr>
<td>Ajmer</td>
<td>14</td>
</tr>
<tr>
<td>Chittorgarh</td>
<td>9</td>
</tr>
<tr>
<td>Jodhpur</td>
<td>8</td>
</tr>
<tr>
<td>Pali</td>
<td>10</td>
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All these blocks were surveyed and perusable for social search action group were formed out by identifying new volunteers or existing inactive organisations. IN 1998 the second phase of programme was established with the support of Canadian International Agency, New Delhi and in the few districts like Nagpur, Galore, Kota and Bhilwara.

The activities undertaken under block levels are :-

- Preliminary strategies meeting with identified blocks level, networking responsible for forming social action groups.
- Intensive skill training to the block co-ordination and with other members of the organisation. This was followed by the District level and supported by CUTS.

**Centre for Consumer Action for Training.**

For consumer friendly training for capacity building in Rajasthan was conducted continuously with the collaboration of non-governmental organisations. 26 Training has been organised in Rajasthan and 500 activists were trained. The same programme was conducted in West Bengal and Orrisa.

**Training for persons - Capacity builders.**

With the co-ordination of voluntary organisation CUT a campaign was already started as consumer activism through the process of training. On the whole this training design to work as library and search and counseling.

In order to give public direct right to public information Department of Food and Consumer Affair, Government of India has decided to establish a consumer information centre in all the Districts.

**3.5.4 State Accountability, Citizen Empowerment**

One of the method for awareness generation and effective implementation of citizen charter may be is to interaction of each other states for citizen rights and state policies. Media and other agencies can also be involved as per need of aim of good governance.
Effective implementation of citizen charter programme and provision is very necessary to make citizen expectations. As a Govt. approved watch-dogs like Auditor General, Legislative Committee of Central and State Government for Citizen empowerment are available in Rajasthan and the project is very effective.

3.6 Activities for Awareness Generation

To activate the strategies for awareness generation for citizen charter you can organise some activities for this purpose

1. Awareness Camp
2. Organisation of rallies quarterly
3. Nukad Naatak (Street play, folk songs etc.)
4. Stalls for various department on hard bazar days.
5. Moving of citizen charter Rath (Publicity Van)
6. Citizen Charter Message on Govt. stationary regularly used by Public Post Cards, Electricity bills, and Telephone Bills, Wall writing, hording, slogan on public transport.
7. Popat show.
8. Sample survey by third agency.
9. Awareness through easy complaint channel (Grievance, Enquiry counters, Information and facilitation centre. Educating the citizen about the requirements on their part.
10. Publication of details about citizen rights transparency and grievance redressal system.
11. Meeting with people for face-to-face interaction.
12. Creating Web Site.
13. Regular committee survey
14. Exposure of best services
16. Awards & incentive schemes
17. Meeting on citizen charter.
18. Incorporation of chapter on citizen's charter in the rule compendium as well as diaries.
19. Organize Citizen charter mela
20. Celebration of Citizen charter day.
21. Utilize existing non-formal community groups for creating awareness
22. Identify opinion makers in the local area to create awareness through tem
23. Identify nodal officers in the organisation/department for the purpose
24. Create Awareness about citizens obligations too
Can you think about other activities...! Please suggest.

Develop Action plans according to each activities mentioned above.
3.7 Feedback

Success awareness generation strategy and activity is depending on feed back system. Giving and receiving feedback is very crucial for future plan of action. There are some parameters are given for feedback.

3.7.1 Rural Area:
- Selection of 10% sample villages for random survey by Collector
- Survey to be conducted through NSS, Scout & Guides, Government team
- 100% coverage of villages during Gram Sampark Abhiyan
- MAHAPARIKHA (On the pattern of literacy evaluation mechanism).

3.7.2 Urban Area:
- Random questioning of visitors in Government offices (formats for feedback to be devised
- Nagar Sampark Abhiyan
- Lucky draws/contents through newspapers to assess awareness of citizen charter.

3.7.3 Periodically
- In rural areas half yearly for two years, then yearly for next two years.
- In urban areas yearly for four years.

3.7.4 Other means of feedback
- Through satisfaction surveys
- Periodic provider/user meeting
- Representation on internal evaluation mechanism
- exit poll, visitors registers, complaint box etc.

3.7.5 Associate responsible units.
- NGO
- Local elected bodies
- Panchayat & Municipalities
- various associations
- Credit societies and Milk associations, Grain Merchant
- Employee Union.
ROAD MAP OF UNIT

3.1. Introduction
3.2. Guidelines
3.3. Awareness generation and rural Areas
3.4. Strategies and Methodologies - I
  3.4.1 E-Governance & Charter
  3.4.2 Sensitization through special training
  3.4.3 People's participation
  3.4.4 Decentralisation of Power
  3.4.5 Capacity building
  3.4.6 Involvement of Media
  3.4.7 Citizen Union/Group
  3.4.8 Citizen Charter and Gender
  3.4.9 Citizen Charter and education
3.5 Strategies and Methodology - II
  3.5.1 Guidelines for Management
  3.5.2 Citizen information centre
  3.5.3 Case study of Rajasthan
  3.5.4 State accountability - citizen empowerment
3.6 Activities.
3.7 Feedback
  3.7.1 Rural Area

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ROAD MAP OF UNIT

3.7.2 Urban Area
3.7.3 Periodically
3.7.4 Other means of feedback
3.7.5 Associate responsible units
3.8 Road Map.
3.9 Key words
3.10 References.
Module-III

AWARENESS GENERATION

CASE STUDY-1

PRAJA
Case Study of Praja in India

Praja is a non governmental organization with 12 member committed to democracy.

Being resident of Mumbai Praja had interacted with the public service provider at some level with the citizen. There was a high degree of frustration arising from the experience and dismissing these public service agencies as helplessly inefficient at never going .to improve attitude which was highly self destructive, Praja realised that corruption is not a one way of services an started reviewing its role as citizen was deteriorative of public service because of the lack of peoples participation.

Mission Statement Of Praja

Praja is committed to creating an accountable and efficient society through peoples participate.

Objective Of Praja

- **Accountability** - Public accountability holds individuals who provide public services responsible for performance that can be measured objectively. There is a system of accountability built into the hierarchy of the municipality. However, this accountability does not extend to users of these services. The service-users often find themselves completely invisible in the large administrative process and therefore easily ignored. It is essential to establish direct accountability to the service-users.

- **Feedback** - In a system of mutual accountability there is constant need for service-providers to be open to feedback from the persons who use their services. For a system of feedback to be effective, it is essential to eliminate lengthy administrative procedures and create a forum where there is a direct consumer-service provider communication and enhance collaboration.

- **Information** - This is of absolute importance as information shared would provide both the service users and the service-providers a common point from which to work. This would encourage transparency in the functioning of the governing and administrative bodies who in turn should minimise corruption.

Citizen Charter’s, first idea came in 1997 when one of the member of Praja attended a workshop on citizens charter of New Delhi Municipal Corporation. Corporation distributed a document to improve the idea of developing a similar document for municipal corporation.
Idea of same document for Mumbai Municipality

Idea of developing a similar document for the Mumbai Municipality. However, this initiative would be distinct, having been developed by a citizen body. This is an important element as it is truly to be a charter of, for and by the citizens. At the same time, it would be necessary to enlist the support of the Municipal officials and consequently make it a cooperative effort.

The Citizens' Charter contains information that would enable every citizen to interact more effectively with the municipality. Thus for each department of the municipality that is involved directly with citizens, information is provided on the nature of services, the quality of the service that can be expected, who is responsible for these services and a procedure for complaint redress. To add to the complaint redress procedure laid down by the municipality, PRAJA has developed another tier wherein chronic problems that have repeatedly been ignored by the municipality will be taken up by PRAJA with the relevant authorities as we have succeeded in developing a good working relationship with them.

Working of Praja
Collection of information

Onces the objective was clear, Praja started to approach the Municipality and proposed project on Citizen's Charter. Mr. Ravindra Gayakbad Additional Commissioner a forward thinking official, obliged Praja competently. He introduced to head of the departments with whom this organisation developed a comprehensive idea of future service and system of complaint redressal in each department. The departments were already involved customers interface.

Prajas experience with Municipality was quite contrary to widespread public opinion of a general lethargy these offices set a assured terms to meet Praja and documented information.

Data Analyses

Information and facts collected from each department was analyzed. After compilation of information since reweaving and some related officer of BMC. with the experience enriched. There was a need of professional intervention Praja started to approach with consultants to develop a clear idea as to how the present valuable information in a user friendly manner.

Distribution of Citizens Charter

Praja is determined to reach out of a large majority of population as possible as the system of distribution. How ever Praja was facing problem of money and human power resources.
Tata press was approached to carry Yellow Pages. Though the information was
two detailed only essential material was addicted and start right up of Praja, in this year
addition of Yellow Pages.

Praja proposed to Indian Express to published and distribute the Citizens Charter
to the readers free of cast in three languages. Large population of city was covered by this
way.

Another starting was acquiring funds from Enterprise through advertising to print
charter by this method Praja distributed the Charter through the wide network of Non
governmental organisations and Citizens groups to the population who have not received
the Charter.

The Citizen-Municipality interface workshop

Citizen Charter would be quite a meaningless exercise if all this information work
to be not used by Citizens and their was no cooperation and response from Municipal
staff who are already working at the point of customer interface. Praja got success in
gating the Municipal officials against with the objectives. What left to be done was to get
the support and commitment to the charter of other staff actually delivering the services.

These workshops are generated awareness for the Citizens Charter concept and
standard of performance out lined in the Charter. That would be expectations of them.
The feedback is also taken on the contract of charter which motivate them to feel that
they are part of these process. One day workshop of 25-30 people will be facilitative and
valuable for user and staff for User staff and Praja. To make these workshops useful to
the staff professionally and personally Human Resource Development is included as a
component.

Future strategies of Praja

Networking with the similar organisations to share the vision and mutual working
like net working with Consumer Coordination Council (CCC) New Delhi, Friendrich
New Men Foundation New Delhi. The Consumer Guidance Society of India Mumbai
DIGNITY Foundation Mumbai and Public Affair Center Benglore. Praja has also get
financial support from the Tata Council of Commenting Initiative and Madhu Mehta
Foundation.

People's Participation

There are Resident Groups were by residents sharing a locality, have to get together to
cooperate and maintain satisfactory living conditions. Most of these services are
concerned with Municipality.

Praja's coordination with these groups for the benefit of information centered in
the charter and also to give the support in interaction with Municipality. One of the
objectives of Praja's performance to increase the formulation of such groups area wise
where there is no organizer. Them groups and a key to stake the services provide at of the apathy and encourage peoples participation in the current system.

In this way of the Citizen Charter will be more then a Delivery of services of Mumbai Municipality in time. It is essential that Citizen realize their role in making the Municipality task for them.

Pressure Groups

Though the Municipality has developed a clear line of complaint redress, there are still situations when certain civic problems would be effectively dealt with. Therefore, it is essential that an alternative line of redress be developed. Therefore, PRAJA has evolved a system or redress whereby chronic problems are referred to PRAJA. Once in two months a group of prominent citizens made up of retired Municipal Commissioners of the BMC, viz., Mr. B.G. Deshmukh, Mr. Jamshed Kanga and Mr. Sukthankar as well as professionals like Mr. Gerson da Cunha, etc. would meet with the Additional Municipal Commissioners, the Municipal Commissioner and the Mayor.

Project Performance

In UK Citizens Charter to supported by the commitments that the service providers are bind to enforceable in court of law but in India Citizen Charters is free such and effective instrument. There is a strong need to encourage the service providers for commitments for the purpose, without waiting endlessly for a visionary to initiate legislation to make the possible Praja is working on Projects.

Report card System

The Report Card System of evaluating the performance of public service providers developed and usual extensively by the Public affairs Centers Bangalore. This evaluation is consumerism systematically by survey method were by the public services would be provided to public services provider for the effective and efficient services. At the time of feedback a commitment will also be extracted from the municipal officer, and elected representatives for the improvement of low rated service.

Conclusion

Organisation Praja is helpful to bring the life to its vision for society where the voice of every Citizens will be heard. Citizen will feel empowered to comes forwarded and hold the service provision and elected representative accountable and assert right to complete public services. Praja is trying that service providers will begin to respond feedback of citizens effectively Building mutual spirit of support between citizen and service public representative are Praja's is now wishes.
Module - III
MODULE - III

GUIDELINES FOR AWARENESS GENERATION

Objective - After going through this unit through Distance learning methodology participants will be able to-
- Explain the guideline for awareness for Citizen's Charter
- Explain the strategy and methodology awareness generation
- Prepare a action plan for awareness generation

Unit Structure

3.1 Introduction
3.2 Guidelines
3.3 Awareness generation and rural areas

Strategies and Methodologies - I
E-Governance Charter
Sensitization through special training
People's participation
Decentralization of power
Capacity Building
Involvement of media
Citizen Union/Group
Citizen's Charter & Gender
Citizen's Charter & Education

Strategies and Methodology - II
Guidelines for Management
Citizen Information Centre
Case Study of Rajasthan
State accountability Citizen Empowerment

Activities
Feedback
Rural Area
Urban Area
Periodically
Other means of feedback
Associates responsible unit

Roadmap

3.9 Keywords
MODULE I

UNIT I

ORIGIN

OF

CITIZEN’S CHARTER

FORMULATION OF CITIZEN’S

CHARTER
PROCESS OF FORMULATION

FORMULATION
OF
CITIZEN’S CHARTER
MODULE - I
UNIT III
CONSULTING AND INVOLVING PEOPLE
FORMULATION OF CITIZEN'S CHARTER
MODULE - I

UNIT III

CONSULTING AND INVOLVING PEOPLE

FORMULATION OF CITIZEN'S CHARTER
MODULE - I

UNIT IV

QUALITY INITIATIVES
AND
STANDARDS OF SERVICES

FORMULATION OF
CITIZEN'S CHARTER
MODULE - I
UNIT V

GRIEVANCE REDRESSAL MECHANISM

FORMULATION OF CITIZEN'S CHARTER
MODULE - I

UNIT VI

MODEL OF BEST PRACTICES

FORMULATION OF
CITIZEN'S CHARTER
Unit I

ORIGIN OF CITIZEN’S CHARTER

OBJECTIVES: After going through this unit you will be able to:

- Explain the concept of Good Governance
- Explain the need purpose of Citizen’s Charter
- Describe the U.K. Experience of Citizen Charter

UNIT STRUCTURE

1.31 Introduction
1.32 What is Good governance
1.33 Origin of Citizen Charter
1.34 Modified Principles
1.35 Citizen Charter Unit
1.36 Citizen Charter 5 Year Later
1.37 “Service First” Tony Blairs Charter Programme
1.38 Strengthening the Citizen Participants
1.39 Indian Experience
1.40 Need and Purpose
1.41 Conceptualisation of Citizen’s Charter in India
1.42 Indian Government Perspective
1.43 Summary
1.44 Road Map of the Unit
1.45 Keywords
1.46 References

1.1 INTRODUCTION

The Government of India has been constantly making efforts in the direction of making the administration more responsible, accountable, transparent and citizen friendly. During the Chief Ministers Conference in 1997 on "Action plan for effective and responsible, accountable, transparent and citizen friendly administration.” It was decided that the Citizen's Charter is the most important tool for good governance as it
addresses the need of citizen's and sets the standards for offering quality services. This unit is of utmost importance, as it will give you the background the origin of the Citizen’s Charter before we proceed.

1.2 WHAT IS GOOD GOVERNANCE?

We need to understand the concept of good governance.

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Let us see what is good governance. Good governance may be simply defined as:

A public management process for the welfare of the people with social economic and political justice. The concept of good governance gains importance to meet the aspirations of the people. Good governance is also Smart Governance. In other words it is governance that is:

Simple
Moral
Accessible
Responsive
Transparent

SMART GOVERNANCE

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<td>Code of Conducts</td>
<td>Benchmark</td>
<td>Citizen Satisfaction</td>
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<td>Information</td>
<td>Ethics</td>
<td>For performance</td>
<td>Feedback System</td>
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<tr>
<td>Procedure</td>
<td>openness</td>
<td>Rules</td>
<td>Declaration of Sharing</td>
<td>Legal Measures</td>
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INFACT ONE OF THE RECOMMENDATIONS OF THE TASK FORCE FOR GOOD GOVERNANCE WAS CITIZEN’S CHARTER.

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<th>IMPORTANT RECOMMENDATIONS OF THE TASKFORCE FOR GOOD GOVERNANCE</th>
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<td>Setting up a center for good governance</td>
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<td>Right to information</td>
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<td>Financial Management and Social Audit</td>
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<td>Awareness Building for qualitative policy for work</td>
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<td>E-governance &amp; ST as tool of good governance</td>
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<td>Participatory Management</td>
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<td>Legal and Judicial Reforms</td>
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<td>Prevention of conception Human Resources Development</td>
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CITIZEN CHARTER IS THUS A TOOL OF GOOD GOVERNANCE

THE OTHERS TOOLS OF GOOD GOVERNANCE ARE GIVEN BELOW:

Macro Level

Traditional
53) Audit and Legislation Review
54) Election
55) Public Interest Legislation

Current Thinking
Citizen's Charter
Right of Information
Down Sizing of Burocracy
Public Feedback
Regulatory agencies
Participation in policy making
Public grievance
Redressal mechanism

Micro Level
Exit option
Deregulation
Franchising
Contracting Several private providers
Annual performance
Reports for government department
made loan to people
Fixing performance indicators
Made loan to all
Public hearing

As Mahatma Gandhi said, ‘A consumer is the most important visitor to our premises. He is not dependent ones. We are dependent on him. He is not an interruption in work, but he is the purpose of it. He is not
an outsider to our business, but he is a part of it. We are not doing him favour by serving
him. He is doing us a favour by giving us an opportunity to do so’. From these words of
Mahatma Gandhi, we can very well understand the importance of the consumer, and for
the government citizens are its consumers. A charter is a statement of the right of those
who are attached by organizational activity, especially of the client for whom
organisations seek to provide goods and services. A charter can be defined an
organisation’s services and standards that it will provide and how the users can contribute
to setting them. In other words, this is a document that ensures the trust between the
service provider and its user. Trust on the part of the user – that the service provider will
supply the service according to the commitment. Trust on the part of the service provider
– that the service provided by him/her will be realistic and that he/she will fulfill his/her
own obligations.

WHY CITIZEN’S CHARTER IN INDIA

- LITERACY RATE IN SOCIETY HAS GONE UP
- CENTRAL AWARENESS HAS INCREASED
- SHIFT IN GOVERNANCE – FROM ADMINISTRATIVE MACHINERY FOR MAINTENACE OF LAW AND ORDER TO MANAGERS RESPONSIBLE FOR DEVELOPMENT AND PROVIDING SERVICES
- PARTICIPATION OF CITIZEN VITAL FOR DEVELOPMENT OF SOCIETY

1.3 Origin of Citizen's Charter

The concept was first articulated and implemented in the United Kingdom by the
conservative government of John Major in 1991, as a national programme with the aim to
continuously improve the quality of public services for people of the country. The
programme was re-launched in 1998 by the labour government of Tony Blaire as 'Service
First'.
Citizen’s Charter is now an established element in the British government both at all central and the local level. The concept has also pervaded many private sector business houses specially those trading with the public at large.

In his introduction to the 1991 white paper, John Major has said "To make public services answer much better to the wishes of their use and to raise quality overall, have been ambition of mind, I was a councollor in Lambeth over 20 years ago ... I want the citizen's charter to be one of the Central theme of public life of the 1990's"

The white paper initiated six principles, which may govern the provision of public services, namely:

<table>
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<tr>
<th>Standards</th>
<th>Choice</th>
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<tr>
<td>Openness</td>
<td>Non Determination</td>
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<tr>
<td>Information</td>
<td>Accessibility</td>
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The principle laid down at the launch of the charter initiative, in 1991, underwent a change as the programme became better established. The principle of "Standards" was retained. Those pertaining to “information and openness” became the new formulation. The principle of choice was expanded into "choice and consultation". Non-discrimination and accessibility, now accepted as were removed; and these were substituted by three others: "courtesy and helpfulness", "putting things right", and "value for money".

1.3.1 Modified Principles

Standards - setting, monitoring and publication of explicit standards for the services that individual users can reasonably expect. Publication of actual performance against these standards.

Information and openness - full accurate information… about how public services are run, what they cost, how well they perform and who is in charge.

Choice and consultation - The public sector should provide choice wherever practicable. There should be regular and systematic consultation with those who use services. User's views about services, and their priorities for improving them, to be taken into account in the final decisions on standards.

Courtesy and helpfulness - Courteous and helpful service from public servants who will normally wear name badges. Services should be available equally to all who are entitled to them and run to suit their convenience.
1.3.2 Citizen Charter Unit

A Citizen Charter Unit was established in 1991 under the office of public service in the Cabinet Office.

The Main Initiative of Citizen’s Charter Unit was the Charter Mark Scheme, which included the following:

- **Improvement of duties and attitude of public manager** about creating new legal rights for citizen's and to deliver services from the users point of view
- **Specific charters** have taken their names after those clients of concerned departments, such as:
  - **Tax payers charter**
  - **Parents charter (Education)**
  - **Contributors charter** (Social security contribution agency)

No of the specific charter was 28th in Dec. 1992 and 37 1993 in 42 1999

A key development was the appointment of charter adviser on the charter initiatives to fulfill the responsibilities at the apex level. After the 1992 general election, John Major appointed Waldegrave as the minister responsible for Citizen Charter. Major also instituted a series of Citizen's Charter seminars for sensitization of the concept among penal bodies bureaucrats and citizens.

1.3.3 Citizen Charter - 5 years later

In 1999 U.K. Government introduced a new white paper for charter programme to establish benchmarks for service providers in a new pattern of services with service and
citizen equations. Six standards were designated to foster the process through which the provider would build a conscious “customer focus” in the spirit with which the charter was be implemented.

**Six Service Standards Recommended in the 1996 White Paper**

These standards, which took effect from 1 April 1997, require every Central Government department and executive agency to do the following:

- To answer letters quickly and clearly. Each department and agency will set a target for answering letters and will publish performance against this target.
- To see customers within ten minutes of their given appointment time.
- To provide clear and straightforward information about services.
- To consult customers regularly about service provision and performance.
- To have at least one complaints procedure and provide customers with information on request.
- To do everything that is reasonably possible to make its services available to everyone, including people with special needs.

**1.3.4 "Service first" - Tony Blairs Charter Programmes**

The charter programme took a new name called Service First, and the Citizen Charter unit was renamed as Service First Unit in the government of Tony Blaire's in 1997. 9 new principles of service delivery were further built in and expended to the already existing.

*Set standards of services*: Set clear standards of service that users can expect; monitor performance; and publish results, following independent validation, wherever possible.

*Be open and provide full information*: Be open and communicate clearly and effectively in plain language, to help propel using public services; and provide full information about services, their cost and how well they perform.
Consult and involve: Consult and involve present and potential users of public services, as well as those who work in them; and use their views to improve the service provided.

Encourage access and the promotion of choice: Make services easily available to everyone who needs them, including using technology to the full and offering choice wherever possible.

Treat all fairly: Treat all people fairly; respect their privacy and dignity; be helpful and courteous; and particular attention to those with special needs.

Put things right when they go wrong: Put things right quickly and effectively; learn from complaints; and have a clear, well publicized and easy-to-use complaints procedure, with independent review wherever possible.

Use resources effectively: Use resources effectively to provide best value for taxpayers and users.

Innovate and improve: Always look for ways to improve the services and facilities offered.

Work with other providers: Work with other providers to ensure that services are simple to use, effective and coordinated, and deliver a better service to the user.

Tony Blair was anxious to demonstrate this support for improving public services to make the programme more user friendly and less producer driven. Hence the charter programme was re-launched on 13th April 1998. Minister of public service in the Blaire's Cabinet government explained it thus.

"Transform and modernization public services as part of the wider programme of Better Government.... Better Government begins with the citizen, the individual who needs a service. We want government that is bottom-up, not top-down. That is why I am renaming the Charter programme 'Service First' and setting out new principles of public service delivery that have at their heart the wishes of users."

SIX SERVICE STANDARDS VIDE 'MODERNIZING GOVERNMENT' (1999)
**Module - III**

1.3.5 Strengthening the Citizen Participations

To strengthen the element of citizen participation in the delivery of public service - a peoples panel of 500 members was proposed in UK. A market research company was commissioned along with the University of Birmingham's School of Public Policy to setup the panel on behalf of the Cabinet. The panel was assigned the work of playing its designated role of keeping the government informed of the people’s view on services they wanted. The British Government had prepared a freedom of information act, in order to establish a legal basis to underpin the key public service principles.

As stated earlier, the initial strategy of the charter was top-down and centrally driven with strict policy parameters laid down by the citizen charter unit. It has been later realized that such a strategy does not promote a sense of ownership among the people. In 1997 the consultation exercise initiated and indicated the need for:

- More meaningful standards, which take consideration of quality into account.
- Better consultation with people including staff.
- Greater consistency between the charters.
- Closer cross-sectoral working.

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These standards require every central government department and executive agency to do the following:

- Answer the letters from the public quickly and clearly. Each department and agency will set a target for answering correspondence (including letters, faxes and e-mail) and will publish its performance against this target.
- See people within ten minutes of any appointments that have been made at its office. Set a target for seeing callers without an appointment, and will publish its performance against the target.
- Answer telephone calls quickly. Set target for answering calls to telephone enquiry points, and publish its performance against this target.
- Provide clear and straightforward information about its services and those of related providers, along with one or more telephone enquiry numbers, e-mail addresses to help users or put them in touch with someone who can help.
- Have a complaints procedure or procedures for the service it provides, will publicise it, including on the Internet and send users information about it if it can.
- Make service available to everyone including people with special needs. Consult users and potential users regularly about the service it provides and report on the results.
You should know that the citizen charter presents certain fundamental difficulties. Essentially, it is based on the business philosophy that the customer is always right. In fact the words ‘customer’ and ‘citizen’ are often used interchangeably in many situations, it ignores the wider aspects of citizenship. A major weakness in the charter has been said to be the lack of attention to the citizen’s responsibilities.

Despite such weakness the citizen charter has emerged in the U.K. as a powerful tool for improving public services. Although it has not necessarily led to transfer of power to the people. It has resulted in greater degree of openness and user oriented approach, which is always to be welcomed.

WORLD WIDE PROSPECTIVE FOR CONSUMER POLICY

There is fairly well-defined and formatted consumer policy statement at the international level: the United Nations Guidelines for Consumer Protection adopted by the UN General Assembly on 9 April, 1985. The Guidelines call upon Member Governments to develop, maintain and strengthen a strong consumer policy, and provide for enhanced protection of consumers by enunciating various steps and measures. In 1995, the Guidelines were reviewed, and some issues, which needed further elaboration and expansion, were espoused by consumer organizations. Among the issues are accesses to basic needs, appropriate regulatory policies, sustainable consumption etc. Some countries such as Japan and Sweden have adopted Consumer Policy Statements. The concept of Citizen’s Charter has gained wide acceptance in many countries, particularly in U.K.
INTERNATIONAL SCENE:
IMMEDIATE IMPACT ON MANY COUNTRIES
COUNTRIES THAT IMPLEMENTED SIMILAR PROGRAMME

BELGIUM: PUBLIC SERVICE USER CHARTER 1992
FRANCE: SERVICE CHARTER 1993
CANADA: SERVICE STANDARDS INITIATE 1995
AUSTRALIA: SERVICE CHARTER 1997
INDIA: CITIZEN’S CHARTER 1997

Malaysian Experience
GUIDE LINES ISSUED IN 1993
CLIENTS CHARTER CLOSELY Follows THE U.K. MODEL
CONCEPT OF “SERVICE RECOVERY” STEPS TO RESTORE TRUST OF CLIENT
BEST CLIENTS CHARTER AWARD INSTITUED IN 1993

Australian Experience
LAUNCHED AS “SERVICE CHARTER INITIATIVE IN 1997
SEEN AS A TOOL FOR FOSTERING CHANGE
“CENTER LINK” – ONE STOP SHOP TO PROVIDE ACCESS TO GOVERNMENT SERVICES
Canadian Experience

LAUNCHED AS SERVICE STANDARD INITIATIVE
TAKES CUE FROM THE U.K. MODEL BUT ENLARGES THE SCOPE
ADDRESS CITIZEN’S EXPECTATIONS ON
FRIENDLY RESPECTFUL ON COURTEOUS SERVICE
FASTER RESPONSE TIME
EXTENDED HOURS OF WORK
ONE STOP SHOPPING

Salient features in International Scene

SERVICE QUALITY APPROACH EMBEDDED
PUBLIC SERVICES MADE CITIZEN-CENTRIC
CUSTOMER IS FOCUS POINT OF SERVICES
MEETING CUSTOMER NEEDS IS FOCUS POINT FOR TQM
CONFORMANCE TO STANDARDS
INVolVEMENT OF STAKEHOLDERS
CONTINUOUS IMPROVEMENT

1.4 Indian Experience

Its National Consumer Policy statement takes into account inter-alia the following two rights of consumers:

- **Basic needs** – The right to basic goods and services, which guarantee dignified living. It includes adequate food, clothing, health care, drinking water and sanitation, shelter, education, energy and transportation.

- **Healthy Environment** – The right to a physical environment that will enhance the quality of life. It includes protection against environmental damage. It acknowledges the need to protect and improve the environment for future generations as well.

One of the main objectives of the National Consumer Policy is to –
Make it mandatory that Consumer impact assessment is required in every area of governance where consumer interests are affected.

1.4.1 Need & Purpose

It is very important for us to know that why a charter is needed? You see a charter plays a key role in improving the delivery of services of an organisation, to provide customer satisfaction, bring transparency and make an organisation more accountable and responsive to the citizens. They set standards so that both users and providers of services know what the public can expect. They ensure participation of both providers and users because charters are based on widespread consultation with users and frontline staff. Charters also set out clean effective remedies when things go wrong.

What is your understanding, what purposes does a Charter Serve? Mention at least four:

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________
Possible Answers

WE UNDERSTAND THE PURPOSES OF CITIZEN CHARTERS ARE:

Raise the standards of public services and make them better to the wishes of the users.

Promise to improve the services by setting standards on them.

Giving the citizen more information about the services by setting standards on them.

Giving the citizen more information about services and standards are not met.

Introducing mechanism of continuous consultation with the users.

Give more pride and satisfaction to the service provider.

THE INDIAN SCENE

ENVOLVED DURING CHIEF MINISTER’S CONFERENCE IN MAY 1997

DEPARTMENT OF AR & PG DESIGNATED NODAL AGENCY

GUIDELINES FORMULATED AND CIRCULATED TO CENTRAL GOVERNMENT ORGANISATIONS/STATE GOVERNMENTS AND UT ADMINISTRATION IN 1997

PRIMARILY AN ADAPTION OF U.K. MODEL

ADDITIONAL COMPONENT OF “EXPECTATIONS FROM THE CLIENTS” INTRODUCED

THE INDIAN SCENE (II)

- SO FAR 68 CITIZEN’S CHARTERS FORMULATED BY CENTRAL GOVT ORGANISATIONS
3.33 Citizen’s Charter Formulated by State Government/UT Administration

Most of the national Charter available on website

Evaluation of charters being done by Department of AR & PG

External agency being indentified for developing model for Internal/external evaluation

1.4.2 Conceptualisation of Citizen’s Charters in India

The Chief Secretaries’ Conference in 1996 also noted that to attain the larger objective of improved public satisfaction and efficient performance, various measures given below were needed:

- Evolving of long-term and short-term plans by all public agencies with larger public interface;
- Setting up of an in-built machinery in each ministry/department for independent system auditing and performance monitoring;
- Enlisting help of consumer organisations, citizens groups, elected representatives to secure inputs in the process of formulation and scrutiny of performance;
- Giving adequate publicity to empower citizens though chartering; and
- Setting up of a core group under the Cabinet Secretary to monitor the process periodically.

The conference of Chief Ministers held on 24th May 1997 also discussed an action plan for effective and Responsive Government at the centre and state also. The Conference strongly endorsed the need for ensuring responsive, accountable, transparent and people-friendly administration at all levels and agreed that necessary corrective steps must be taken to arrest the present drift in the management of public services. It was resolved that the central and state governments would work together to concretize the Action Plan dealing with the following themes:


(cxxi) Transparency and right to information
(cxxii) Improving the performance and integrity of the public services.

In the domain of Accountable and citizen friendly Government, Citizen’s Charter is one of the identified specific area decided to be operationalised. The central and state governments are required to formulate citizen charters for departments and offices starting with those, which have large public interface. Those citizen charters would specify standards of service and time limit that the public can reasonably expect avenues of grievance redressal and provision for independent scrutiny with the involvement of citizen and consumer groups.

The Government of India has also decided that all officers of Government and agencies under it should have a computerized public interface (counters) aimed at dissemination of information to the public for a fee or fame of charge. These counters would be operated continuously during the day to converse the English and the local language. These counters can provide instant information on the status of pending cases, waiting list etc. These centers can provide information regarding services, schemes and procedures through brouchers, booklets, reports, and position of waiting list. Forms, which are utilized for various procedures, should be available. Receive complaints & issue acknowledgement indicating the section dealing with the complaints.

Transparency and Right to Information

It has been realized that higher the effort at secrecy, the greater the chances of abuse of authority by the public functionaries. Therefore, greater transparency in the functioning of government departments and public bodies is desired. This would require ensuring.

Right to information, and
Access to information.
1.4.3  Indian Government Perspective:

It is important for us to understand that the citizen charters can be both a stimulus and a means for government to raise their performance and focus their attention on improving the standards of services provided to the public. But frequently, the standards of service published in the charters are vague and miss the issues most important to citizen. Since charters have an important role to play in delivering better services to the public, they should be living documents and tools for achieving improvement. For this they need to ensure that standards focus on quality of output and not simply on process. As the citizen has become increasingly aware of his/her rights and perhaps, of his/her civic responsibilities the administrator has also become aware of the need for a total change of image and orientation. The task has its difficulties on both sides, with the administration gearing itself not merely to respond to revised demands but to anticipate them and the citizen becoming articulate and more responsible. It was in this climate that from 1996 onwards a consensus emerged in government on effective and responsive administration conferences. One of the major decisions of the conference was to
formulate and operationalise citizen charters at the centre and in the states in sectors which dealt with a large public interface such as Railways, Telecom, Post, Public Distribution Systems (PDS), Hospitals, Revenue, Electricity, Petroleum etc. The citizen charters would specify standards of service and time limit that the public can reasonably expect avenues of grievances redressal and a provision for impeptent scrutiny with the involvement of citizen and consumer groups.

The effort at the Centre was coordinated under the direction of the Cabinet Secretariat by the Department of Administrative Reforms & Public Grievances. Every Ministry/Department was asked to form a Task Force, which would, apart from serving officers, have representatives from among its employees and users.

**Steps taken to increase awareness amongst general public regarding the citizen charters:**

All ministries/departments having citizen charters and information and facilitation counters have been asked to publicize them through news media.

The department of AR & PG giving the contact number of the concerned officers in each Ministry/Department.
Ministries/Departments/Organisations are also advised to carry out publicity campaign through newspaper, advertisements, radio/TV and other media about citizen’s charters.

An evaluation programme was similarly conducted through Customer Coordination Council, New Delhi in 4 sectors covered under the Charters: Telecom, Railways, and Delhi Hospitals & LIC.

In order to make citizen charter initiatives impact more visible on citizen’s lives. It is proposed to focus more closely on their full and exemplary implementation in all the nationalized banks.

Chief Secretaries of Government of various states/union territories have been requested to give a brief note on the formulation and implementation of the citizen’s charters and other citizen friendly initiatives taken by their government.

Hon’ble Prime Minister highlighted the fact that “in spite of the right administrative resources we have at out disposal. The reality is that we have not succeeded in creating a system that meets people’s expectations”.

Total Quality Management in Government focus and stress on bringing about systematic changes as well as continuous improvement of process, it provides the ideal tool to change the work culture of government organisations. Despite its weakness and deficiencies, citizen charter is a powerful tool to improve public services.

Though initially such initiatives have to be top driven, they cannot succeed unless they take into account local factors and there is a sense of ownership among the staff at the operational level. A significant degree of Decentralisation and delegation is therefore essential.

The effectiveness of citizen charters depends to a great extent on the effectiveness of the complaints or grievance redressal machinery, which should be well published and readily accessible. Constant analysis of complaints is also a useful tool for this purpose.

Thus the main themes to be covered while attempting to draft charters are:
Standards
Information and openness
Consultation with users
Courtesy and helpfulness
Putting things right
Value for money.

ACTIVITY

CHECK YOU PROGRESS

IN YOU STATE HOW THE CITIZEN CHARTER CAME UP?

DOES YOUR OFFICE HAVE A CITIZEN CHARTER? HOW IT IS SEEN I.E., AS GOVT.ORDER OR CITIZEN FRIENDLY?

1.5 SUMMARY

What should a Charter include?

(A) STANDARDS

Setting monitoring and publication of explicit standards for those individual users can reasonably expect. Publication of actual performance against these standards.
(B) INFORMATION AND OPENNESS

Full, accurate information readily available in plain language about how public services are run, what they cost, how well they perform and who is in-charge. It also described about staff what to expect from them and where they are located, if things to wrong whom to contact them.

(C) CONSULTATION

There should be regular and systematic consultation with those who use service. Users view about services and their priorities for improving them to be taken into account in final decisions on standards.

(D) COURTESY AND HELPFULNESS

Courteous and helpful services from public servants who will normally wear the name badges. Services available equally to all who are entitled to them and run to suit their convenience.

(E) PUTTING THINGS RIGHT

If things go wrong, an apology, a full explanation is a swift and effective remedy. When publicized and easy to use complain procedure with independence review whenever possible.

(F) VALUE FOR MONEY

Efficient and economical delivery of public services within the resources the nation can afford. Independent validation of performance against standards.

Tell users how to complain if something goes wrong or service standards are not met, or how to offer a suggestion for improvement.

Make clear how users can contact you and get further information.

Encourage a partnership between your organisations, its users and staff.
Assure people that they will receive a fair service.
Say if there is any relevant legislation.
Make sure that the publication date is clearly visible.

**HOW DO YOU THINK YOUR DEPARTMENTAL OFFICE CHARTERS FULFILLS THE ATTRIBUTES OF CITIZEN CHARTER?**

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

**DO YOU WANT TO ADD ANY MORE POINTS AS ATTRIBUTE OF IDEAL CHARTER?**

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

1.6 ROAD MAP OF UNIT

INTRODUCTION

WHAT IS GOOD GOVERNANCE

CITIZEN CHARTER IS TOOL OF GOOD GOVERNANCE
1.7 KEY WORDS

Charter - Written grant of rights by sovereign or legislature.
Standards - Model Guidelines, measure serving as basis.
Consultation - Views of concerned people & experts.

1.8 REFERENCES


Book Name: Inducing Client - Focus in Bureaucracy (The Citizen's Charters in India)
Unit II

PROCESS OF FORMULATION

OBJECTIVES: After going through this unit you will be able to

- Explain the concept of a charter
- Explain the formulation of a good charter (with guidelines)
- Describe the good practices of a charter

Unit Structure

2.1 Introduction
2.2 What is a Charter
2.3 Types of Charter
2.3.1 National Charter
2.3.2 Local Charter
2.4 Process of Developing a Charter
2.4.1 Planning a Charter
2.4.2 Model Guidelines
2.4.3 Checklist
2.4.4 What you need to do
2.4.5 Format & Design
2.5 Summary
2.6 Self-Assessment Question
2.7 Roadmap of the Unit
2.8 Keywords
2.9 References

2.1 Introduction: We hope that by now you would have understood the importance of Citizen’s Charter as a tool of good governance. In the previous unit we have traced the origin of the concept. In this unit we will be discussing the processes involved in developing/framing a Citizen’s Charter. In developing a charter an organization can find out directly from the users what they really want. The Government is also committed to public services and making more responsive to their users. We support the idea that each public service has a charter setting out the standard of service offered. After all it is only
right that people should know what they will get from the services for which they are paying.

Principles of setting standards

**QUALITY**: Improving the quality of services;

**CHOICE**: Wherever possible;

**STANDARDS**: Specify what to expect and how to act if standards are not met;

**VALUE**: For the taxpayers’ money;

**ACCOUNTABILITY**: Individuals and organisations;

**TRANSPARENCY**: Rules/Procedures/Schemes/Grievances.

**What is a Charter?**

**A Good Charter**

Focus on Customer Requirement
Simple Language
Service Standards
Effective Remedies
Training
Delegation
Feedback Mechanism
Close Monitoring
Sunset Provision/Periodic Review

To understand the charter, Citizen Charter a document of commitment of organization towards the customers/user in respect of standard of services, accessibility to information redressal of grievances curtsey in public services.

A Charter is a statement of standards that service users can concept to receive, it should indicate the arrangements for seeking a remedy, should something go a wrong, and information on the services provided (including contact number & address).
2.2 Charter is

A tool of public services management.

Citizen’s charter seizes public services through the eyes of those who use them for too many ways, the provider has dominated now is the turn of user…

The principles of citizen charter simple but tough are increasingly accept, they given the action published standards and results choice and competition as a spur to quality improvement responsiveness and value of money to get the best possible services with the resources of nation can afford they give more power to citizen and more freedom choice

(Cabinet 1992)

A document written for consumers and takes into accounts of needs and received provider describe the initiatives taken by the to quality services.

All public service paid by citizen i.e. directly or through access. Does it is right of every citizen’s to know as it is committed to pay attention to the basic acceptations of citizen’s towards high quality of services, responsive to his needs that they are provided efficiently.

Citizen’s charter seize public services through the eyes of those who use them in the true scene it works as the does the government

Of the people
For the people
By the people

A good Charter will be:
Simple, accessible documents which tell users about an organization’s service, the standards it will provide so that users and staff know what the public can expect, and how they can contribute setting them;

Based on widespread consultation with users and front-line staff;

Clear and effective in the remedies they set out for when things go wrong;

Supported by well-developed systems and procedures, including for staff training, complaints handling and feedback, as well as for reporting and reviewing standards; and

Publicized in management and public documents, so that the organization is publicly accountable to users for delivering its standards.

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WHAT MAKES A GOOD CHARTER?

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2.3 Types of Charters

National Charter

National Charter sets standards of services that apply across the nation

Local Charter

Local Charter is relates to service deliver to a local area it may be produce by a local benefit or local authority for such as hospital charter, corporations charter

Local Charter must take national standards to improve access public services and promote quality

Most of the services are delivered locally
2.4 Process of Developing a Charter

Your charter should be set out the purpose and priority of organization according to the expectation of the users. You should:

Spell out the standards of the services

This should be focal on issue that are important the users standard should be clear and measurable and return so that all users have clear idea what to aspect, and clearly distinguished. Tell how to perform will be monitored and were result should be published and regularly review the standards with users so that they remain realistic and challenging.

Tell users how to complaint some thing go is wrong or service standards are not met or how to offer a suggestion for improvement make clearly what will happen in such
circumstances what avenue for independent review of a complaint exist and what remedies is available.

**Make clear how users can contact your and get further information.** Provide a name (or title), address and telephone number along with, where possible, your website address, fax number and e-mail address. Say what your opening hours are. Where your organization has a number of local offices, and it would be impractical to list them, you should tell readers how they could find the address and telephone number of their local office (for instance, they might be advised to look under “Government Offices” in the telephone directory);

**Make sure that the information is accessible and easy to understand.** Wherever people with particular needs are likely to use the service, charters, should be produced in versions that are accessible to them, such as large print or in other languages. Your charter should say where such copies could be obtained;

**Fully involve users and your staff in its preparation.** Explain how they have been involved, and will continue to be involved;

**Encourage a partnership between your organization, its users and other service providers.** The approach will vary, but as a general guide, charters should cover what users can expect from you (for example privacy and confidentiality), the responsibilities of the user (including any prescribed by law), and basic information on related services as well as how to find out more;

**Explain how you plan for further improvement.** Services can always do better, however good they are. Set out how you intend to build on what has already been achieved, for example through encouraging innovation within your organization and using new technology to the full, and that users’ views are an essential part of that process;

**Assure people that they will receive a fair service.** Say that they will be treated the same irrespective of their age, gender, disability, ethnic origin, religion, sexual
orientation etc. where there are areas that could cause difficulty (for example where your service may involve investigations into personal circumstances), publish guidelines explaining how you will handle this;

Say if there is any relevant legislation. Charters do not of themselves confer legally enforceable rights (although they may confer new non-legally enforceable rights). But you should include information about any such rights that users may have; and refer to the relevant policy and legal framework; and

Make sure that the publication date is clearly visible, and ensure that the charter remains current. Say when and how you expect to review the charter. In general, charters should be reviewed at least every two years, although there may be exceptional circumstances where a longer period makes sense. You should use the opportunity to evaluate with users the success (or otherwise) of your charter. Remember, charters are for the benefit of users. To be effective they need to be up to date and to meet users’ needs.

CHARTER KEY THEMES

Better quality in public services
Give people more choice
Tell public what kind of service they expect
Make sure people know what to do if something going wrong

2.4.1 Planning a charter

When you are planning for a charter it is not necessary you start from scratch, you and your colleagues might have already been involved in the improvement of services and ought have though about the users’ expectation. You plan your charter according to the value of services and commitments of delivering of those public services.
Identify your Organizational Values

(NINE PRINCIPLES OF PUBLIC SERVICES)

**Set standards of service.** Set clear standards of service that users can expect; monitor and review performance, and publish the results, following independent validation wherever possible.

**Be open and provide full information.** Be open and communicate clearly and effectively in plain language, to help people using public services; and provide full information about services, their cost and how well they perform.

**Consult and involve.** Consult and involve present and potential users of public services, as well as those who work in them, and use their views to improve the service provided.

**Encourage access and the promotion of choice.** Make services easily available to everyone who needs them, including using technology to the full, and offering choice wherever possible.

**Treat all fairly.** Treat all people fairly; respect their privacy and dignity; be helpful and courteous; and pay particular attention to those with special needs.

**Put things right when they go wrong.** Put things right quickly and effectively; learn from complaints; and have a clear, well publicized, and easy-to-use complaints procedure, with independent review wherever possible.

**Use resources effectively.** Use resources effectively to provide best value for taxpayers and users.

**Innovate and improve.** Always look for ways to improve the services and facilities offered.

**Work with other providers.** Work with other providers to ensure that services are simple to use, effective and co-ordinate, and deliver a better service to the user.
2.4.2 Model Guidelines

The Charter arises from the dissatisfaction of the citizen/consumer/customer with the quality of service we offer.

To be useful, the Charter must be simple.

The Charter must be framed not only by senior experts, but also by interaction with the cutting edge staff who will finally implement it and with the users (individual organizations).

Merely announcing the Charter will not change the way we function. Create conditions through interaction ad training for generating a responsive climate.

Begin with a statement of the services (s) being offered.

Place against each service the entitlement of the user, service standards and remedies available to the user for the non-adherence to standards.

Procedures/cost/charges should be made available on line/display boards/booklets inquiry counters etc at places specified in the Charter.

Indicate clearly, that while these are no justifiable, the commitments enshrined in the Charter are in the nature of a promise to be fulfilled with oneself and with the user.

Frame a structure for obtaining feedback and performance audit and fix a schedule for reviewing the charter every six months at least.

Separate charters can be framed for distinct services and for organizations/agencies attached or subordinate to a Ministry/Department.

An Example of:

GENERAL STRUCTURE GUIDELINES

A brief statement regarding the concerned service.
Public Interface of the concerned service to be addressed (e.g. Reservation, Passenger amenities by Railways, Mail Delivery, Premium services by Post; etc.)
Commitment to Standards (Time frame, Quality of service)
Our Staff: What to except from them?
Where they are located?
Keeping you informed: What information do you need?
If things go wrong: What could go wrong; Whom to contact;
How you can help us?

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<th>S.No</th>
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<td>1.</td>
<td>Make haste, slowly.</td>
<td>Don’t merely make haste.</td>
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<td>2.</td>
<td>List areas of interface.</td>
<td>Don’t be unrealistic.</td>
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<td>3.</td>
<td>Phase out areas for introduction small steps.</td>
<td>Don’t take on more than you can commit.</td>
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<td>4.</td>
<td>Involve customer and staff in formulating and implementing it</td>
<td>Don’t involve only senior officers in the formulation and implementation.</td>
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<td>5.</td>
<td>Prepare a Master Plan for formulation and implementation over five years and budget for it.</td>
<td>Don’t rush into an overall package for the whole Ministry/Department/Organization.</td>
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<td>6.</td>
<td>Win consumer confidence with small, highly visible measures.</td>
<td>Don’t promise more than you can deliver?</td>
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<td>7.</td>
<td>Remember Citizen’s Charter is a process, constantly evolving.</td>
<td>Don’t look upon it as a one-time exercise, with a final outcome.</td>
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2.4.3 Checklist

Preparation of Draft Charter and approval by Minister.

Publicity of Charter.

Agreement on Charter principles and follow up action with the agencies

Communication to agency staff at all levels and agreement on actions under the Charter.

Necessary training and orientation of supervisory and operational staff.

Sanction of budget for various improved services, computerization, etc.

Appointment of or activisation of Advisory Committee with representatives of consumer organisations and client groups, staff, etc. and periodic monitoring in Ministry.

Information to be given to the public and staff on procedures and activities of Department.
Enquiry counter to be set up (computrised) for generating information, waiting list, etc.

Telephone access to concerned officers/ information centers inside and outside complex, voice mail for enquiry, etc.

Basic amenities of waiting rooms, water, drug stool (for hospital), fans, and assistance to old and handicapped, provision for help through voluntary agencies.

Fixing of time limits for various tasks involving public interface, flexible timings.

Provision for independent scrutiny by citizen/consumer groups.

Grievance redressal procedures; delegation and decentralization of financial and other powers.

(by department of ARPG Govt. of India)

2.4.4 What You need to do?

Get support from your top management. Their commitment to creating a culture that supports a clear focus on users’ needs is essential in getting the process off the ground and needs to be obtained at the earliest opportunity. Support from management should include agreement to commit resources, time and equipment. You are likely to be competing for resources with other priorities, and may need to put forward a strong, convincing case outlining the benefits of a charter for you and your users. This might include an outline of how much it will cost to develop, produce and implement. The guidance on “Involving users: Improving the delivery of local public services” and its four companion case study reports, produced jointly by the National Consumer’s Council, the Consumer Congress and the Cabinet Office (see Annex C for details on how to obtain these) confirm that there are real benefits and cost savings to be made;

Allocate responsibility for preparing and implementing the charter. Developing the charter is a collaborative process, and should involve staff, users and others. However, you should ensure that people are identified to undertake key tasks such as managing the process, carrying out the consultation exercises, analyzing comments, negotiating new
delivery system if necessary and gathering and discussing performance information, and that someone has overall responsibility for preparing and implementing the charter. This person should have ready access to top management. You might consider employing someone who has had experience of using the type of services you provide to help you produce your charter;

Consider producing cross-sectoral charters. You may want to produce cross-sectoral charters, if you are dealing with issues like services for young people, the elderly, or community care. This sort of charter can help different groups providing public services to target particular areas of need; and

Work out the time and cost involved and draw up a timetable. You will need to work out how much time will be involved in meetings with staff and users and think about whether you already have the training and information systems you need. Producing a charter can take a long time, especially when it cuts across a number of sectors (for example, a community care charter will need to involve health, housing, social services departments and voluntary organizations). Allow enough time to produce the charter, brief staff on its use, and launch it. If more than one agency is involved, allow for the extra time that the process might take. The “Involving users: improving the delivery of local public services” guide and its companion reports contain information on time spent and costs incurred in developing charters and action plans. If you are developing a cross-sectoral charter, you will need to discuss the cost implications with relevant services. You will also need to estimate the costs of printing, advertising and sending out your charter, and any costs associated with postponing other work. You could look at the possibilities of getting sponsorship for your Charter to help with costs.
2.4.5 Format and Design

Generally citizen will ignore to much information keep the following tips in mind

1. **Consider how to best to reach you users** this will be very depending on the service, a return charter will be related but don’t forget other additional means of communication video, audio, posters and internet.

2. **Keep your charter short and punching** ideal should be no more 4 to 6 pages you want give more information give in additional brouchers. Ensure that you will not include too much general information of your services or organization. Give the summary about it.

3. **Use simple language and avoid Jargons.** if you have use the jargons it difficult for common use to understand explaining in simple language what you want to provide and draft of the charter should be English, Hindi or Regional Language.

4. **Use personal references** make your charter accretive and user friendly.

5. **Consult you user about the clarity of language and services**

Which tool you will use for your charter format and design in list with priority

**Don’t for other means of communication**

If you have design a charter for every section of your organization produce a service charter convey individual services, in area specific manner. Try to link each other a ‘home style’ so that user can a belief guide to service and performance.

If the users are from various minorities think how to best your charter information can be assess, you can ask to people who are working in organization, who will counter with the minorities

Public in different languages and through electronic media, if there is any demand of charter brail also.
Next to need of users charter can be translate in a local language and can be provide in various public areas like taxi stands, toilet, market area, playground for children.

**Charter should available in your organization website**

So that the information will be accessible for user specific information standards and complaint should be in homepages.

Every information should be short and catchee.

Information provide on line, print should be user friendly and graphic can be significantly used, you should also provide key your e-mail address so that you can feedback also.

**Keep in mind**

I catching a attractive is a front page is important,

It encourage user to read your charter avoid using picture of your senior officer people will not like it.

Do not cover design keep in shape user friendly big documents of putting seen are a vast of money.

Use reasonable size typeface to small difficult by read user, avoid lightface

**Do not print background picture or logo**

Use colours and tint to make the presentation more I catching, but we careful for using wrong combinations of colours like red, and green, because colour-blind week eye side people cannot read.

Try to use one font for each block of text
Include interesting photo graphics and icons, but do not over it, people often thing cartoons for example are taking down to do not use the glossy paper
2.5 Summary

FLOWCHART – DEVELOPING A CHARTER

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

Build a partnership with users and staff
Produce a plan for taking forward the work. Tell users, staff and other providers that you plan to develop a charter and how they will be involved.

Collect relevant information
See what areas of your service matter most to users using available information and by asking users.

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

Revise a draft charter include comments and tell users and staff about the changes you made as a result.

Carry out consultation if necessary.

Launch and publicize your charter
Finalise the text. Clear internally and with other departments and make sure everyone in your organization has access to a copy.

Distribute you charter
Get your charter to as many users and potential users as you can and make sure everyone in your organization has access to a copy.

Regularly monitor your charter
Monitor performance against standards and regularly publish.

Review your charter.
### 2.6 Self-Assessment Question

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MOST OF USERS EXPECTED FROM YOUR ORGANISATION

DEVELOP A STRATEGY FOR USER INVOLVEMENT

IDENTIFY YOUR COMMITMENTS FOR YOUR TOP MANAGEMENT IN CHARTER FORMULATION

WHAT'S SUPPORT AVAILABLE TO YOU FROM

TOP MANAGEMENT

MIDDLE MANAGEMENT, CUTTING EDGE
2.7 ROADMAP OF THE UNIT

WHAT IS A CHARTER?

PARAMETERS OF A GOOD CHARTER

PROCESS OF FORMULATION

2.8 KEYWORDS

User - Customer or Citizen

2.9 REFERENCES

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Charter in India 2002
Department of ARPG Govt. of India, report on effective and responsive administration by Department of ARPG Govt. of India 1997

Report of International Workshop on Good Governance, Deptt. Of ARPG Govt. of India

Initiatives and best practices of Govt. of India, effective and responsive administration by Govt. of India 1997.
Unit III

Consulting and involving people

OBJECTIVES: After going through this unit participants will be able to

- Explain the area of approach to people.
- Establish the need of involving people.
- Describe the process of consultation with people.

Unit Structure

3.1 Introduction

How to approach the people?

The User
The staff
Consultation
Survey

3.2.5 Performing Agenda of Standards

Summary
Road Map
Key Words
References

Introduction:

In the previous unit we had described the best practices in formulation of Citizens’ Charters. You must be familiar with a few model charters by now. In this unit we will be discussing the need for consulting and involving people while formulating Citizens’ Charters.
3.2 HOW TO APPROACH THE PEOPLE?

Involving and consulting a wide range of people in the preparation and development of a charter, is of utmost importance. Never underestimate time efforts and cost for it. You will need to approach the people and identify their expectations.

Most of the organisations find that consultation has many positive benefits including a better understanding of different uses and greater satisfaction to users and staff also. Given below are some guidelines:

One of most important things when you are identifying the issues is to discuss with your users. Try to keep an open mind, be prepared for surprises and allow users to set the agenda.

If you are reviewing an existing charter it might be best to consult the user. If you are producing the draft first then you should see that user would be respond positively. Take care of the draft being not too prescriptive or inflexible.

You will also need to talk to people as well as the related agencies and learn from their experiences. You can also find out how you can plan your services to meet the needs of users and what done users expect from your charter. Different people may have different priorities according to age, sex circumstance etc you will need to think about the different point of view.

You should consult and involve your staff that is working in your organisation and their representatives like unions, associations etc. You are likely get feedback on wider services, delivery issues and complaints. You will need to consult widely to get your charter right. Make store if there are some issues that cannot change, like, existing legislation, government policy etc. There could be other channels that people can use to raise their issues. Include details of your complaint procedure incase people propose to complaint about past services received.
WHAT SHALL DISCUSS THE ABOVE MENTIONED GUIDELINES WITH THE HELP OF PRACTICAL EXAMPLES.

3.2.1 THE USER

THINK - ABOUT THE FOLLOWING

Who are your users and potential users, and who has used your service in the past? Identify and involve the right range of people. For example, consultation on a charter for the Passport Agency could involve a sample from a very wide user base; whereas an inspection service will affect a narrower range of people. Make sure that your sample is representative, and includes men and women of all ages, and different regional, social and ethnic backgrounds. Do not forget people with special needs.

Use available information to best effect. For instance, complaints often provide a good starting point for identifying potential problems; then see whether these problems are more widely shared during your consultation. But remember that existing information is only as good as the systems, which gather it.

How to present the exercise. Ensure that you present the exercise in the broader context of improving services rather than presenting the charter as an end in it. You may find that people are not used to being consulted, and have little knowledge about charters. You may need to explain what a charter is, why you are producing one, how it will improve the service they receive, and how they can help. People will need to see the value of a written document. You may need to give further explanations, as people may not know about all the services you provide, or may confuse you with other service providers. But try and keep things simple and to the point;

Working with others. Think how you can best involve others with an interest, such as other related services and voluntary organisations.

How much time and money you have for this. Effective involvement and
consultation can be a long business. If you are issuing a consultation document, or draft charter, you should allow people and organisations ample time to respond, taking into account major holiday periods (for example the summer) and the time it will take for information to be passed down. If you can consult you users during or immediately after your busiest period, when people have experienced your service most stretched. This will give you the most useful feedback on any problems. Where you are carrying out qualitative research (for example focus groups), remember that these take time to set up properly. Involving users may include paying for a place to hold a meeting, travel costs, and someone to lead the meeting. It is important to consult people as early as possible in the process so that you can take their views on board.

3.2.2 THE STAFF

Consulting and involving the people who work in your organisation is important because they have much to contribute from their own first-hand experience. They will also require delivering the standards in your charter, and so must recognise them as realistic. You should explain the benefits to them of your charter, and encourage them to 'own' it. Seek out ideas from different parts of your organisation not just those who have a direct involvement with the job. There may be occasions when you will need to tackle possible conflicts between what users want and what your staff believe they can deliver (for example, at times of budgetary restraint). This will need careful handling but you should be able to find a way forward, as most staff wants to deliver the best possible service.

A good starting point might be a discussion about the type of business your organisation is in, and what you see as your main services. It may be useful to compare your staffs' views with those of, for instance, a customer focus group or comparable organisation.

Talk especially to your front-line staffs, which are closest to the people using your service, together with those who handle complaints. They will be able to give you information about customer satisfaction, including any trends in complaints. Staff suggestion schemes are in many circumstances a good way of getting positive and negative feedback, and will show you staff that you value their options.
You also need to involve a range of staff in other services with which you work closely. You might consider setting up a consultation group that needs regularly to review progress. There is much to be gained from talking to other organisations about service improvements, and how to help users identify and contact related services. You might get ideas from their charters or similar documents the identification and exchange of good ideas is essential to achieving continuous improvement.

TIPS FOR CONSULTATION

Consult widely and early
Think how you will manage the consultation process
Choose right method of consultation
Allow enough time to reply
Report feedback
Provide clear information about services
Consult regularly
Do everything that is reasonable
Have at least one complaint procedure for the services.
Share through electronics media

Activity: Answer the following questions in the space given below before your proceed further.

WHY CONSULT?

______________________________

______________________________

______________________________

______________________________

WHEN TO CONSULT?

______________________________
Fix the responsibility for consultation

Prepare guidelines to help in different ways and different strategies for charter formulation.

There is a difference between involving people in process of charter formulation and decision-making. You can cover both elements together.

**YOU CAN ADOPT OTHER METHODS ALSO**

Approach 1: Draw a charter at the local level representing a geographical area. The local charter could form the basis of your organisation. Draft of the Charter may be drafted with the help of representatives.

Approach 2: Data of users concerned should be collected and draft of charter may be prepared accordingly.

The first approach seems the stronger, because of the importance of understanding the systems for delivering services when setting achievable standards, but much will depend on the nature and organisation of your service, the type of users you serve and your relationship with them. Both of the approaches involve identifying and working with national user representatives. It may be difficult to put together a group of people nationally who reflect fully the range of users' experiences and views. However, this
problem might be overcome if the user representatives had access to those views (e.g. through research) and information about how new standards and procedures could address any concerns raised. Clearly, it would help if user representatives were familiar with the services concerned.

The methods that you use to involve and consult users will depend on the complexity of the issues, the input you are seeking and the profile of your users. Face-to-face discussions generally prove to be more effective than paper-based consultation techniques, particularly when engaging with 'hard-to-reach' groups, but may not always be feasible or practical. The value of involving and consulting users will depend on how well such activities are conducted. Remember that there are various methods you can use to consult and involve users, and that one method alone will probably not give you all the information you want.

3.2.3 THE CONSULTATION

THE VALUE OF CONSULTATION WILL DEPEND ON HOW WELL IT IS CONDUCTED

Use existing feedback from your user. Complaints will reveal the people feel strongly about. Intern this will enable identify the problems, but only if your complaint style is effective. Use the positive feedback comments and suggestions to make sure that you have a balanced view of your service from user. User suggestion is a good way of getting information about how people feel. Remember existing information should not be removed it will be useful to seek further views from user. You can use the exercise with a blank sheet of a paper and an open agenda.

- Ask questions or comments an any aspects of Charter services related to current development
- Hold group discussions to encourage people to speak. You may find it useful to have a independent views to take the lead at these meetings with openness.
- Talk to the user at a comfortable place and suitable time, this method is specially useful for rural areas for publicizing charter and providing information. Develop good relations through meetings and your promises.
INVOLVE NON-GOVERNMENTAL ORGANISATIONS

- They can help to service charter according to users need.

**Survey**

Post survey through random addresses is another method. It is best to pilot a survey on small groups of users.

Make sure to set a time limit for responses and give clear instruction that how to complete the survey. Put the question answer in a logical form and supply a reply paid envelope. This will encourage good response. Survey will be helpful to analyse large samples of users opinion. Involve people of various union and opinion makers groups for interview above the services the use remember this method this required careful planning this can be use for disabled people who cannot the see and speak.

Encourage to people to comment through Internet and help them to do so. Any information you publish electronically should include invitation to reply or comment by e-mail.

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<td><strong>SUGGEST THE BEST METHOD OF INVOLVING AND CONSULTING WITH PEOPLE</strong></td>
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3.2.5 Performing Agenda of Standards

Your charter is a partnership of 'common cause' between your service and the people who use it. For you to deliver a first-class service will require your users to recognise that they have responsibilities as well as rights. Suggest how they can help you deliver a good service. You should say whether people are legally obliged to provide information, and explain the consequence if this is not done. Explain that the level of service you provide may depend on the people who use your service letting you have the right information at the right time. If this is the case, make clear what you have assumed in the commitments you give.

Tell people the cost of, for example, missed appointments, and say how this affects them. You could say what you target is for reducing missed appointments, how much you will save, and on what you will spend this money. Make clear to users that you value their co-operation in helping you deliver a good service, and think about how you might thank the most helpful.

Remember that effective systems are required to support users' responsible behaviour. People cannot give you the information you need on time if the request is poorly written, your forms badly designed, the instructions are too complicated, or they are unable to contact you easily. Make sure your systems make it easy for people to help you. Provide an e-mail address where people can send their suggestions and ensure that your website encourages people to comment and helps them do so. Any information you publish electronically should include an invitation to reply or comment by e-mail.
You may also wish to explain that the service you provide is dependent on your users treating staff with respect and courtesy, and those users have a responsibility not to harass staff. Providing feedback.

If you tell people how their views have made a difference to your charter, they will feel that you value their opinions. Your relationship with them will be strengthened as a result. You should:

Tell users and staff about progress you make at each important stage;
Let people know about any changes you make to your charter as a result of involving and consulting them (when you produce your charter, make clear that it is based on public consultation and involvement). If individuals feedback is not possible, provide feedback in other ways, for example via a press release, a leaflet, or posters in offices; and

If you have not taken on board particular suggestion let people know why.

You will need to consider how best to do this within the resources available. You might, for instance, include a short summary (one or two paragraphs) in your charter if you have the space. Or include an insert, which sets out performance against standards on one side of the page, and results of consultation and action taken on the other. Newsletters and general meetings are other possible mechanisms.

3.3 SUMMARY

Wide consultation involvement of staff
Methods of consultation and involvement
Performing agenda of standards

3.4 ROAD MAP

CONSULTING AND INVOLVING PEOPLE

INTRODUCTION
3.5 **KEYWORDS**

Consultation - Identification and need advise of people
Involvement - to draw or hold within them self;

3.6 **REFERENCES:**

International Workshop on Good Governance 2000. Department of ARPG GOI.
British Citizen Charter consumer education and research centre Ahmedabad.

Citizens and the New Governance (Luc Rouban)

British Cabinet Office Service First – London
UNIT – IV

QUALITY INITIATIVES AND STANDARDS OF SERVICES

Objectives- After going through the unit participants will be able to

   Explain the quality of initiatives

   Explain the standards of the services delivery

Unit Structure

   Introduction
   Key issue of quality
   Who is public Service Customer
   How to Customer Satisfaction. How?
   Identification of Customer
   What is quality?
   How the quality assessment
   Organisational indicators of quality
   Principles of Public Service Delivery
   Citizen Charter a quality initiative
   Setting Service Standard
   Internally Focused Approach
   Improving Accessibility and Participation
   Roadmap
   Summary
   Keywords
   Reference
4.1 Introduction

In the last section of Unit III we had discussed the performing agenda of standards. This unit is denoted to this very important issue of quality and standards.

The concept of the quality has been widely applied in the private sector to improve the performance of the organization for continuous improvement – The relevance of TOTAL quality Management (TQM) has been highlighted by increasing focus on citizen friendly transparent and accountable government.

The quality in the Government has the potential of integrity the citizen charter

Just think if quality of services standards will not be their

What will be performance of service standards?

What is Quality of Services?

What type of performance indicators hold is set for Quality?

Is the Quality in Services is Design to provide Citizen for satisfaction?

How will you ensure the quality services?
Drawbacks the quality of services
Write to learn about each statement

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Performance indicators are usually expert assessed as quantity or the number of services provided by the organisations. The basic dimensions of the services can be measured by

- Input (Provided services)
- Output (Received services)
- Outcome (Level of satisfaction)

The basic idea to assess quality in the organisation in terms of

- Economy
- Efficiency
- Effective
- Values involved

**Key Issues for Quality in Reference to Citizen Charter**

- **Coverage of principles**, where the citizen charter should apply and what should be its guiding principles.
- **Improving Standards**, how the standards of services could be raised in service delivery issue.
- **Involvement of people**, how people could be engage in more meaningful dialogue of service delivery issue on implementation of charter.
- **Working together**, encouraging and promoting excellence.
- **Working together, to** break down bureaucratic carrier.

Service Citizen’s charter initiatives respect to systematic approach to focus on the main few themes for the quality public service standards and value.
4.3 Who is the Public – Service Customer

The idea of customer can as applied to non-profit making public service. May be applied to private sector service. Within the private sector it is usually a simple matter to identify a supplier/customer exchange the retail able ever through this may stretch our previously accepted habits of language. This train passenger pays for a sped service from British rail and can be regard as customer in the same way as in individual is a customer who is purchasing vegetables from the shop or insurance from the bank. However in this sector it may be argued that the nationalization of rail services was not under taken as a consequence of irrational socializing process.

The concept of a customer makes a little sense in relation to the private sector in which the customer/supplier relationship is one of the contractual payments and receipt of good services – The term customer makes some sense in the public sector if it is
regarded as individual which has paid for individually. However different to restore the view we can give the new customer care.

4.4 **How to Customer Satisfaction. How?**

**Just think**

By providing good quality public service.

Ensuring that service provide is the best possible arrangement.

4.5 **Identification of Customer**

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HOW A SERVICE SHOULD BE DELIVERED FOR TO SATISFY A CUSTOMER?

If Quality?

4.6 **What is Quality?**

Quality is very common however there are verity of interpretations placed on it its meaning. Today is a variety of situations it is perhaps an over used word. In general terms it means- such as the through in the original form. There is an international definition of quality to characteristics of an entry that been our ability to satisfied status of implied need.
Quality is
Fitness of purpose course

The totality of features and characteristics of a product or service that has been on its ability to satisfy.

Quality is the thing is very right.
They being provided to right people
At right place
At right price

What Quality is and is not:
Here is a list of attributes, describing what quality is and is not. Use this list to identify your personal and professional responses to the quality challenges. Add your own idea at the bottom-

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<td>Prevention</td>
<td>Merely Inspection</td>
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<td>Following specific guidelines</td>
<td>A 'close enough' attitude</td>
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<td>A lifelong process</td>
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<td>Identifying opportunities for error products</td>
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In the private sector customer satisfaction is the highest demand of service. In the public sector by contract pay consumer may have letter on no choice over what they use a service and this is no doubt. Quality is a critically important dimension to build into suit of performance measures.

4.7 How the Quality Assessment

What are the parameters of quality?

Quality is difficult to measure but it can be judged in number of methods.

- National standards of target
- Checklist of good practice
- Take-up by new target groups
- Enrolments of new programmes
- Consumer satisfaction
- Complaints handling
- Speed of proved services
- Minimum level of services

It is possible to assess the overall value of effectiveness of a service by company the resources provide. And out come of department or organisations. It can be asked to
evaluate their programme and values of effectiveness to meet the need of users or customers.

They’re so many agencies that are interested to assess the value for money equations and satisfaction level of users for efficiency and effectiveness.

**Drawbacks the quality of services**

Write to learn about each statement

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4.8 Organisational Indicators to Quality

Sustainable development
Equal opportunities
Customer’s satisfaction
Money/tax paid
Satisfaction for complaint handling
Staff behaviour

Some indicators are related to internal management resources for example in hospital number of patients enrolled and discharged, in school number of students enrolled and dropped-out. In both situations indicators it but the outcome is different. Some indicators related to individuals services and organizational structure. Any service may be measured in terms of quality and dimensions for examples factors are:

Consumers prospective
Internal system process prospective
Financial prospective
Continuous improvement prospective

These dimension will differ from service to service a balance scored card for a public service can be include a perspective

Assement parameters are important for improvement of services. Fulfillment is not a parameters of quality but useful to consider as an indicator for any special programme.

Fulfillment of target is only useful to assess the efficiency not to the effectiveness of organisation. There are number of effective target to improve the quality of services.
1. What is your understanding of quality?

2. How you will contribute towards quality of public service in terms of individual as a public organization or public servant.

As a individual:

As a public servant:

As organization:

4.9 Nine Principles Offer Quality in Public Service Delivery

Set standards of service.
Be open and provide full information.
Encourage access promotion of choice.
Treat everyone fairly.
Put the right when they go wrong.
Use resources effectively.
Innovate and inspire.
Work with a purpose.

4.10 Citizen Charter A- Quality Initiative

Citizen charters are used today as a framework for consistency and guide to implement quality steps or even commitment and action. They all constitute to improve the quality of public services performed to users. We should organize accordingly the needs and specify purpose and principles expected and actively monitor measures for quality initiatives.

How will you ensure the quality of Citizen Charter?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Please explain the quality of service:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Quality serves as service to provide you with satisfactory experience:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Setting Service Standards

Level of teamwork for continuous improvement
Development of responsibility with the service provider

Explain the service standards of your organization:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Checklist for Service Standards

➢ Relevant.
➢ Meaningful.
➢ Challenging.
➢ Simple.
➢ Measurable.
➢ Monitored.
➢ Published.
➢ Reviewed.

Quality approach for service standards

Identification of quality initiatives for public services
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
The quality in service is critical

4.1 You Should Cover

Your standards should cover the main services you provide. They should focus as much as on the quality of service and the overall experience for the user, as on the more easily assessable measures of activity and process. Standards should relate to: The service provided, the way in which you deliver the service, and the quality of service provided.

You can answer any query of user by post, in 7 Days, telephone in 3 minutes and email in 5 seconds. What is the best?

Case study of Gyandoot in Madhya Pradesh

The Nine Principles of Public Service Delivery

Every public service should:

Set standards of service-
Set clear standards of service that users can expect; monitor and review performance; and publish the results, following independent validation wherever possible.

➢ **Be open and provide full information:**

Be open and communicate clearly and effectively in plain language, to help people using public services.

➢ **Consult And Involve:**

Consult and involve present and potential users of public services as well as those who work in them.

➢ **Treat all fairly:**

Treat all people fairly, respect their privacy and dignity and be helpful and courteous.

➢ **Encourage access and promotion of choice**

Make services easily available to everyone who needs them, including using technology to the full.

**Put things right when they go wrong**

Put things right quickly and effectively, learn from complaints and have a clear, well publicized and easy to use complaints procedure.

**Use resources effectively**

Use resources effectively to provide best value for taxpayers and users.

**Innovate and improve**

Always look for ways to improve the services and facilities offered.
Work with other provides

Work with other providers to ensure that services are simple to use, effective and co-coordinated and deliver a better service.

In context to your organisation reply to the following questions

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Self - Assessment Question

What is performance problem can you explain? Performance Problem.

Enlist the qualitative public service expected from your department

Explain the expectations of quality services from your department.

Explain the expectations of quality in services from your colleague

Explain the expectations of quality in services from others

Do think about?
No quality in Services

Attitude of the Cutting edge is not positive behaviour problem

No accountability.

Problem of long process of system.

No transparency

Lack of information
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4.11 Setting Service Standards

In some countries there are initiatives to develop a customer-oriented culture for public service delivery by establishing service standards and evaluating performance based measures of productivity and service quality.

Australia’s FMIP performance information and management cycles require agencies to develop standards to monitor service quality systematically and publish evaluation results.

Canada’s public service 2000 budget initiative require departments to develop and publish service standards, but these must be fiscally neutral.

The introductions of Citizen’s Charter signify the commitments of government. Like those of the U.K and Malaysia, to the provision of services and outputs to its customer according to service quality guidelines. Schemes such as these recognize that it is the point of interface with a citizen, business or organization, which is most crucial in formulation public perceptions of government services.

The UK Citizen's Charter

The principles of orientation as defined in the UK Citizen charter and similar initiatives can be set out as:

 Setting and publicizing standards for the services that individual users and private sector firms and other organization that use public service can reasonably expect.

 Providing full accurate information about how services are run, what they cost how well they performed who is in charge.

 The public sector should offer choice wherever practicable in consultation with users of service to determine priorities for service improvements.

 Front line staff should offer a courteous and helpful service.

 Service users should have access to an easy to use complaints procedure, and if the service is defective, they should receive an apology.
The citizen charter has resulted in more privatization and contracting out wider competition and more rigorous and independent inspectorates.

In addition the UK Government organizes the “Charter mark” scheme, which mean an organization has shown that it put its users first. Malaysia Government instituted an award for the best formulated client charter.

In Australia improved client services has been a significant part of the governments reform programs. The government and ministers decide on what kind and level of services should be provided, on the basis of the assessments of the needs and interests of client groups. It is the responsibility of the Public service and its staff to see that the services desired by the government are delivered effectively, efficiently and in time with proper courtesy, sensitivity and full regard to the legal right and entitlement of clients.

Customer Service in UK Passport Agency

Traditionally an area of the civil services that was criticized for its slow and uncommunicative service, the former passport office has been transformed since gaining agency status in 1991. Customers now receive passport within 20 days at peak time of business, 10 days at other times. These are targets set and published by the agency itself.

4.12 Internally focused approach

Some administrations have adopted an approach to customer service that is essentially internally focused. The service providers define service standards publicize them and then try to implement and deliver the standards.

4.13 Improving accessibility and participation

One act of citizen orientation is the attempt to make existing services more accessible by the relocation of offices near clusters of client population. Some country programs provide a single access point to a range of service. This one shop idea has been
started in Mauritius, UK to simplify procedures to make them more comprehensible to the customers using plain language and eliminating jargon.

**The blue pages**

It is estimated that in the U.S he public consults telephone directories at least 80 million times each year to find the phone number of a government organization. There are over 6000 directories, which list government directories in various ways and tend to focus on organizational structures, which do not necessarily respond to citizen’s need. The Blue Page Project is radically changing the presentation of phone numbers, organizing information around functions and services provided publishing internet and electronic mail address and fax numbers.

**Client surveys in India and Uganda**

In Ban galore, India citizens and business complete report cards in order to rate the public agencies, which they use to solve problems or get services. The report cards, administered by the Public Affairs Centre in Bangalore, an NGO access the quality and cost of citizen interaction with public agencies. In the first assessment of report cards the Bangalore development authority responsible for housing and other services were rated as satisfactory by only one percent of respondents. Other agencies in Bangalore as well as groups in other cities have also taken action inspired by the report card approach.

The Ugandan government is working with NGO and communities carrying out surveys to obtain views on service delivery. The first survey found that an agricultural extension worker had even visited only 11 % of rural households.
Summary

The criteria of importance is service availability and in time. Universally accepted definition of quality in the sense of public service is:

In fact quality includes what the customer quality involves on exercise duty custom (citizen in government context) expectation.
Quality applies to products services, people, process, and environment.
Quality is an ever-changing state (What is considered today may not be good enough to be considered tomorrow.

Keywords

Customer some who use the product of service
Effect a condition or occurrence traceable to a cause
Traceable a cause
ISO 1000 - International Standards Organisation 9000
Internal assessment - Assessment done by people of the same organisation
External assessment - Assessment done by in external team or agency

References

British Citizen's Charters - A compendium, Consumer education and research centre Ahmedabad, Gujarat, India.
Total quality management, R.K. Mittal, Rajat Publications.

Websites
- www.efqm.org
- www.Quality-foundation.co.uk
UNIT V

GRIEVANCE REDRESSAL MECHANISM

Objective: After going through this unit participants will be to
- Explain the Grievance Redressal Mechanism.
- Describe the handling of complaints

Unit Structure

Introduction
Specific Factors
What is Grievance
Why worry for Grievance
Basic Principles
Guide Lines
Essential Features
Activating the Existing Machinery
Responsive Administration
Need for Transparency
Grievance officer - Telephone Directory
Proforma Procedure
Complain Handling Grievances
How to deal with complaint
How you complaint will dealt
use of means
Check list
Do don't
Options
How to deal with people
Supporting Staff
Blame Culture
Checklist
Check Users
Information Technology Review
Road Map
Key Words
References
5.1 Introduction:

Grievance handling is a very important and sensitive area of government. This is mostly taken as granted by the service provider but not in the category of "urgent" matter. Those who ought to recognize the value of grievance in order to develop what ails a government/department/agency often do not very often appreciate its importance. There is a need of reasonable justified for the perception of Grievance Redressal Mechanism. Every grievance points at a gap for pulse beat some where in the organization and when grievances are identified or analyzed, it can be frequently "Cardiac" arrest. No one can have to await public trust legislative and contempt proceedings in a court of law, before addressing grievance problem.

JUST THINK:

Enlist the checkpoint for effective grievance redressal mechanism

5.2 Specific Factors:

IT SHOULD BE:

- Be accessible.
- Be quick.
- Be fair.
- Be effective.
- Be accountable.
- Respect confidentiality
- Be responsive.
- Provide feedback to management for reforms.
The mechanism for grievance handling, Government of India attempts to cover all the parameters through set guidelines, issued by the nodal agency for policy formulation on Grievance Handling. Department of Administrative Reforms and Public Grievance.

What is Grievance/Complaint:

General definition of grievance is "Any expression of dissatisfaction that needs a response" by you. Should choose the most relevant of definition with the sense of complaints.

Grievance is a expression of dissatisfaction, however made about the standard of service and effective to individual customer/citizen or citizen group.

Grievance /complaints about policy and resources allocated are representative. We must listen to concerns.

MOST OF THE GRIEVANCES COME IN THESE CATEGORIES:

1. Failure to meet specific service where required by charter.
2. Discourtesy manner in service delivery.
3. Lack of information.
5. Inappropriate action delay.
6. Failure to provide particular service.

If the person contacting you is not complaining someone may make a complaint also to improve your service. This is a opportunity for improvement. Grievance may be about as service dealing or policy.
5.4 Why Worry about Grievance

Grievance is a feedback and just for the information of your service. For proper handling of grievance shows the importance of customer care:
Listen to your user.
Learn from mistakes.
Are you continually trying to improve your service?

Grievance can be a useful source of information when the grievance is justified or not. Redressal of Grievance should be courteous and effective.

5.5 Basic Principles of Grievance Redressal Mechanism

**EASY TO ACCESS and WELL PUBLISHED.**

**CONFIDENTIAL.** Protect staff and then when complete.

**INFORMATION:** Providing information to management so as services can be improved.

**SIMPLE:** To understand the procedure.

**FAIR:** With a full procedure for investigation.

**EFFECTIVE:** Dealing with all points, reasoned and providing suitable remedies.

**REGULARLY MONITORED AND AUDITED:** To make sure that it is improved

5.6 Guidelines for Strengthening the Grievance Redressal Mechanism

The Department of Administrative Reforms and Public grievance is the nodal agency for policy making on public grievances. Guidelines to all Central Government Departments for handling grievance redressal and to make the administration more responsive to the needs of the people. For this they are required to:
Observe every Wednesday as a meeting fewer days in the Central Secretariat offices when all the officers above a specified level should be available at their desks from 1000 hrs. To 1300. Hrs to receive and hear public grievance.

Designate a senior officer as Director of Grievance/ Grievances officer in every office including all organisations under them.

Deal with every grievance in a fair, objective and just manner.

Analyze public grievances received to help identification of the grievance prone areas in which modifications of policies and procedures could be undertaken with a view to making the delivery of services easier and more expeditious

Issue booklets about the schemes /services available to the public indicating the procedure and manner in which these can be availed and the right authority to be contacted for service as also the grievance redress authority.

Pick up grievances appearing in newspaper columns, which relate to them and take remedial action on them in a time bound manner.

Strengthen the machinery for redress of public grievances, placing a complaint box at reception, and giving more publicity about the grievance redress machinery

Set up Staff Grievance Machinery and designate a Staff Grievance Officer.

Include the public grievance work and receipt statistics relating to redress of public grievances in the Annual Action Plan and Administrative Report of Ministries.

Fix time limits for disposal of work relating to public grievance and staff grievance and strictly adhere to such time limits.

Acknowledge each grievance petition within two weeks of receipt, indicating the name, designation and telephone number of the official who is processing the case. The time frame in which a final reply will be sent should also be indicated.

Constitute Lok Adalats/if not already constituted and hold them every quarter for quicker disposal of public as well as staff grievance and pensioners grievances.

Constitute a Social audit panel if not already constituted, for examining areas of public interface with a view to recommend essential changes in procedure to make the organization more people friendly.

Establish single window systems at points of public contact, wherever possible to facilitate disposal of applications.
Notify MTNL separately about directory entries pertaining to Public Grievance Redress Officers.

Issue reasoned, speaking reply for every grievance rejected.

17. Transmit statistical grievance redress data every month to the Department of AR&PG on the uniform grievance redress software.

18. Send quarterly progress reports regarding the receipts and disposal of grievance sin the ministries/Departments and organizations under it.

19. Each Ministry/Department should prepare a consolidate directory of officers holding public /staff grievances in the Ministry/Department and organization's under it.

20. Should give wide publicity of Director (pg) through Citizen's Charter, Broadcast of audiovisual capsules, spots, websites etc.

Focus attention on analysis of public grievance to identify grievance prone areas and implement systematic changes to reduce grievances.

Citizen's level of satisfaction should be measured on a regular basis.

21. Place Citizen's Charter of Ministry/Department and Organisation under them on the website.

22. Brochures prepared by various Ministries/Departments and their subordinate /attached agencies may be kept at accessible contact points including the railway station, bus stands etc.

23. In order to make the grievance redress mechanism more effective, the following steps need to be taken:

Prompt acknowledgement of grievances.

Their careful analysis.

Obtaining feedback from the users.

Decision on grievances to be taken at a fairly senior level.

A reasoned reply to be sent to the complainant if a complaint is rejected.

Selective interaction with consumers/customers.

5.7 Essential features
Every Ministries/Department/Office should designate a Staff Grievances Officer (SGO) in the Ministry /Department and also in their attached and subordinate, regional/zonal offices to deal with grievances of the employees working in the respective organisation. Though in small organisation, the Head of Office or may officer of a comparative status could function as Staff Grievance Officer, in a Ministry/Department an officer of the level of Deputy Secretary/Director should be entrusted with such work and designated as Director (Staff Grievances).

Director (Staff Grievances)/Staff Grievances Officer should make himself freely available to hear the grievances personally, at least once in a week, at fixed timings. Similarly, the Secretary in the Ministries/Head of Departments/Head of offices should make himself available once in a month, at fixed timings when employees could meet him in person for redressal of their grievances.

Every grievance from the staff should be registered and if a final decision is not possible within a fortnight, an acknowledgement should be sent to the applicant along with an indication as to when he can expect a final reply.

SGO/Director (Staff Grievances) should be specifically charged with the work of monitoring the grievances and ensuring the timely action is taken on the same. As a matter of general rule, no grievance should pend beyond the limit of three months.

As far as possible, a self-speaking answer should be given while replying to the grievance submitted by a Government employee.

It should be the duty of every official to deal with the staff matters in a fair, impartial and speedy manner. Where the Government has already laid down Rules and Regulations, the same should be applied uniformly. Discretion, where permissible, should be used in a limited number of cases and in a manner, which does not lead to dissatisfaction among other employees.

Existing arrangements pertaining to matters like completion of service documents, drawl of annual increment, preparation of Seniority Lists etc., which are necessary for promotion to higher grades, should be continuously reviewed, and
delays avoided so that employees do not have to undergo hardship in service matters.

In other service matter like transfers, postings in difficult areas, etc., clear-cut norms should be prescribed. For example, laying down a limit of 2-3 years for posting in a difficult area, ordering routine periodical transfer only at the end of the school session and providing uniform opportunities for deputation, training, etc.

Meeting of the Selection Committees/Departmental Promotion Committee should be held regularly and a select list/approved list of officials approved for promotion prepared in advance so that when an official is transferred or retires and the vacancy is to be filled up by transfer or promotion, the same is done promptly without affecting the work or efficiency of the organisation concerned. This will also ensure that opportunity of timely promotion to an official next in line is not delayed or denied which otherwise could give rise to a grievance.

For requests of various kinds from the staff on personnel matters, like seeking admission to join educational institutions, for grant of leave, request to leave station, advances for medical attendance/traveling allowance, festival advance for purchase of a motor-car/motor-cycle, etc. issue of LPC, issue of ‘no-objection certificate’ transfer of GPF balance, transfer of service documents, etc. time limits for completion of action should be fixed within which, as far as possible, the personnel/administration section should complete the action so that the applicant does not have to waste time on unnecessary enquiries of personal visits to the concerned sections. As far as possible a week to two weeks should be the outer limit for deciding all such routine matters.

Nodal ministries like the Ministry of Health of Urban Development etc., which look after the medical care and residential accommodation of all Government employees. Should make specific
arrangements for redressal of employees’ grievances relating to medical facilities and allotment of accommodation, and designate an officer of appropriate rank as Director of meet Government officials and hear their grievances once in a week at fixed timings, like other Directors (Staff Grievances).

5.8 Activating the existing Machinery

The undersigned is directed to refer to this Department’s O.M.No. 1/PLCY/PG-88(7), dated the 1st March, 1988 in which detailed instructions regarding setting up of the Internal Grievance Redressal Machinery in each Ministry/Department/public sector undertaking/autonomous organisation of the Government were issued. The cabinet Secretary has expressed his concern about the routine and lackadaisical manner in which these instructions are observed by most public agencies, and the growing dissatisfaction of the public about delays, lack of information and unsympathetic attitude of officials at all levels.

While the Internal Grievance Redressal Machinery has now come to be established in all the Ministries/Departments, its effectiveness in settling public grievances expeditiously and in reducing systemic deficiencies or public dissatisfaction has not been up to the mark. The Parliamentary Standing Committee has taken a serious view of the routine manner in which grievances are handled in Ministries/Departments. The functioning of the Grievance Redressal Machinery in Ministries/Departments has, therefore, been reviewed from time to time with a view to devising measures for strengthening it and making it more responsive to the needs of the public.

It is reiterated that the following steps should be taken to further strengthen the Internal Grievance Redressal Machinery in the interest of promoting responsive administration. This acquires significance in the context of the announcement of the Prime Minister for examination of the entire scene of Citizen-friendly Government machinery and the introduction of the principles of Citizen’s Charter in all Departments: -
A meeting less day on every Wednesday should be observed strictly. The designated officer of his/her immediate subordinate should be accessible on this day and for emergent complaints at stipulated hours on other days. The receptionists, security personnel and peon should be given suitable instructions about the meeting less day so as to allow the members of the public to meet officers without prior appointment. This should be enforced also in respect of all the attached offices and public agencies under the supervision of the Ministry/Department.

The name, designation, room number, telephone number etc., of the Director of Grievance should be displayed prominently at the reception and other convenient places in the office buildings/ministries.

A locked complaint box should be placed at the reception and opened each day for expeditious action.

In the interest of expeditious disposal of grievances, the Director of Grievances should exercise more frequently the powers vested in him to call for papers/documents of cases pending for more than 3 months, and take decisions with the approval of the Secretary of the Ministry/Department or Head of the Department/Organisation.

Each grievance petition must be acknowledged within two weeks of receipt, along with an indication of the name, designation and telephone number of the employee who is processing the case.

Ministries/Departments should analyse grievance received by them, with a view to identifying the major grievance-prone areas and take corrective measures to reduce recurrence of such grievances.

Wide publicity should be given about the grievance redressal machinery in the Ministries/Departments/public sector undertaking/autonomous organisations.

The grievance column of the newspapers should be regularly examined by cache Ministry/Department/agency of Government for picking up cases which relate to it and quick action should be taken for their redressal on a time-bound basis and for publicizing the action taken.
Time norms for disposal of application/request for services/activities, which bring the public in contact with the Ministry/Department, should be fixed and advertised so as to ensure improved public interface and greater accountability. Systemic deficiencies and centralization leading to recurring grievances should be taken up for urgent corrective action.

A Staff Grievance Officer (SGO) should be designated in every Ministry/Department/Office to deal with grievances of the employees on the lines done by Departments like Railways and the possibility of holding regular Staff adalats can be pursued.

The feedback mechanism and high levels monitoring of grievance should be strengthened, so that there are in-built mechanisms for steps to correct deficiencies. The scope for regular dialogue with user and Citizen groups on grievances and procedures should be pursued.

Reports/returns required to be sent to this Department should be sent as prescribed.

Lok Adalats/Staff Adalats should be constituted if not already constituted and held every quarter for quicker disposal of public as well as staff grievances and pensioner’s grievances.

Social Audit Panel or such other machinery, if not already constituted may please by constituted for examining areas of public interface with a view to recommending essential changes in procedures to make the organisation more people friendly.

Grievances should be segregated from those, which are requests, suggestions, allegations and matters requiring legal redress and built into computrised monitoring as advised by this Department.

Grievances should be decentralized to the lowest possible field formation with built in participative systems of evaluation.

A Single Window System may be established at points of public contact, wherever possible at points of public contact wherever possible to facilitate disposal of applications. Areas so identified may be intimated to this Department.
Booklets/pamphlets may be made available to the customer at easily accessible contact points to notify requisite procedures of the organisation computrised enquiry centers for writing lists, information on procedures, etc. may be set-up wherever necessary.

MTNL should be notified separately about directory entries pertaining to public Grievance Redressal Officers.

The Annual Action Plan and Annual Report of the organisation should reflect the public and staff grievance redressal machinery and the statistical details of receipt and disposal of public/staff grievances.

The working of the public grievances redressal machinery should be monitored. Further, a small percentage of complaints (about 3 to 5 per cent) should be enquired into by Senior Officers to ensure efficacy of the system.

All Ministries/Departments are requested to ensure strict compliance with the above instructions and report action taken on the letter, so that a consolidated report may be sent to the Cabinet Secretariat.

The receipt of this memorandum may kindly be acknowledged.
Activity

Please design a Performa for quarterly progress, report of your organization/department or redress to public mechanism.

For Top Management

_________________________________________________________________________________

For Middle Management.

_________________________________________________________________________________

For Cutting Edge.

_________________________________________________________________________________

Identify the roles and responsibilities of public grievance redressal of organisations.

_________________________________________________________________________________

Are organizations more responsive tooting the needs of people?

_________________________________________________________________________________

As nodal officer /Director of pg

_________________________________________________________________________________
As a coordinator for staff

As a manager of information

As a decision maker.

As a service and an analyst. How will you explain?

Prepare a brochure for your organization for public complaint machinery

Identify the prone areas of public grievances.
Identify the grievances of pensioners. What is the redress of mechanism for pensioner’s grievance?

WHAT ARE THE PROBLEMS OF EFFECTIVE

How will you hold meetings as a nodal officer?

Identify the essentials of weekly meetings.
5.9 Responsive Administration Focus on the Concerns and Grievances of Employees

In this context, this Ministry has been reviewing the experience with resort of employees to the various CAT benches for the judicial resolutions of their disputes, the huge tendency of cases, and the implications of cost and congenial relations for both the Government and the employees. It is felt that it is necessary to devise urgent preventive measures, rooted in the role of the Government as a good and caring employer, to reduce the incidence of such cases, while raising employee satisfaction and morale. This is seen as contingent upon conscious action and continuous monitoring by the Secretaries and heads of departments. Personnel management and motivation of operational staff is vital to the success of departmental objectives and its public interface.

It has been found that the substance of cases before the CAT relate as much to appeal against statutory decisions of Departmental Authorities, as to matters of
emoluments, placement and service conditions of employees. The latter cases are generated by inadequate attention to prompt decisions on cases of pay fixation and arrears, travel claims, PF Advances, Efficiency Bar, improved working environment, adverse entries in CRs, etc. They also arise from perception of non-transparent norms and rules for performance assessment, fixation of seniority, promotion, regularization of daily wage employment, placement and transfers. Most of all, employee frustration rises from the perception of inaccessibility and lack of concern for superior officers, failure to acknowledge and act on grievance applications, and non-involvement in departmental activities. There is little effort for periodic review of employee issues and grievances on a collective or individual basis, and the excellent results of Staff Adalats in many units of Railways and Posts are not replicated in most government service. Not much attention is given to training and quality circles.

It is felt that these issues may be addressed energetically by activating the posts of Staff Grievance Officers with exclusive mandate and access to Joint Secretaries and above; in addition, it is possible to provide for appeals by employees to independent internal committees or designated senior officials against decisions on service matters. If this works well, then it can be legally provided that the employees will be required to take recourse to this internal second level grievance redressal before approaching the CAT.

You are requested to review existing systems of personnel management and staff with reference to what has been stated above, and arrange to send a status report. It is proposed, with your cooperation, to undertake individual ministry wise in the course of February 1997.

5.10 The need for transparency
You will agree that if transparency in our interaction with the Citizen/user is to be encouraged, is can only be achieved if there is a parallel transparency in internal dealings with our own staff and colleagues. A discontented and uninformed workforce feels no sense of involvement with the aims of the organisation and has no motivation to provide better service to the citizen.

May I, therefore, request you to look into procedures relating to personnel management within your organisation, in order to bring about adequate transparency in matters such as time-bound disposal of staff grievances the machinery available for it and its effectiveness, pay fixation, efficiency bar; confirmation; seniority; reservation; availability of recruitment rules; adequate work environment with availability of basic amenities; welfare measures; expeditious settlement of disciplinary cases; effective functioning of Staff/Departmental Councils; matters concerning promotion at various levels, empanelment etc. except those which are classified. This list is merely illustrative.

In the context of the emphasis laid by the May Conference of Chief Ministers, the Parliament Standing Committee and the Cabinet Secretary on transparency, accountability and priority handling of grievances, you may like to consider systems for personally monitoring this area. We would welcome any suggestions you may have where DOPT can be of assistance.

**Public grievances appearing in the columns of newspapers-need for prompt attention**

The grievances column of the newspapers should be regularly examined by each Ministries/Department/agency of Government to pick up cases, which relate to it. Quick action should be taken for redressing these grievances on a time bound basis. The complainant should be quickly informed of the action taken by way of redressal, where
such redressal can be given within a month’s time. Where redressal is likely to take longer, an interim reply should be sent to the complainant explaining the steps taken and assuring that further necessary action is being taken in the matter. Such a course of action will go a long way towards establishing the public’s confidence in the effectiveness of the grievances redressal machinery of the Government agency.

It will be advisable to make a quarterly review of grievances received through the newspapers and action towards their redressal.

**Grievances Officers – insertion in telephone directory**

The undersigned is directed to refer to this Department’s O.M.No. 1/PLCY/PG/-88(7) dated the 1st March 1988, regarding the strengthening of the machinery for redressal of public grievances, and to say that while most ministries/departments/offices etc. have designated officers as Directors of Grievances or Grievance Officers, as the case may be, it however, appears that members of the public or client groups, who may be interested in these organisation, have little knowledge of this institution of grievance redressal. It is, therefore, suggested that the name and the designation of the officer functioning as Director of Grievances or Grievance officers should be separately incorporated in the list of officers appearing in the local telephone directories.

**5.12 Proforma of Report**

Number of grievances.
Broad categorization of grievance redressal.
Disposal of grievances.
Reasoning of analysis of rejection.
Monitoring and evaluation of duty of redressal.
Monitoring and review of analysis
Responsibilities of public grievance redressal officer to ward need of people
In decision making process
Redressal of grievances
Consult ate for fulfillment of grievance redressal.
Acknowledgement from the Head of the Department/Ministry.

Management information system
Set part of MIS.
Ministry of public grievance and then redressal.
Generation of data

Performa of the Quarterly progress report on redress of public grievances
Name of the Ministry/Department………………………. Quarter ending
……………………
No of grievances No of grievances received during the No of grievances outstanding at the quarter with broad categories pertaining disposed of beginning of the to quarter
<table>
<thead>
<tr>
<th>Procedural delay</th>
<th>Misbehaviour or un-sympathetic behaviour of staff</th>
<th>Service matters</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>(b)</td>
<td>(c)</td>
<td>(d)</td>
<td>(e)</td>
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</table>

<table>
<thead>
<tr>
<th>In favour of complaint</th>
<th>In rejection</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>(b)</td>
<td>(c)</td>
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</table>

1 | 2 | 3 |

### No. of grievance cases outstanding at the end of the quarter

<table>
<thead>
<tr>
<th>No. of case pending for less than 3 months</th>
<th>No. of cases pending for 3-6 months</th>
<th>No. of cases pending for 6-12 months</th>
<th>Pending for more than a year</th>
<th>Total of 4, 5, 6 &amp; 7</th>
</tr>
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<tbody>
<tr>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
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</table>

### 5.13 Complaints Handling

**A Central Element of Service Charters**

| It is now recognized that there is a strong link between the provision of handling systems are characterized by a number of common elements. | orally or in writing. | **RESPONSIVENESS** |
good quality service and dealing well with complaints. This relationship is based on two main elements. Firstly, facilitating and responding to complaints can reduce the causes for complaint. Any organization that aims to provide good quality service must understand clearly when and where it is failing. The information generated by complaints assist it to put matters right for the customer.

Secondly, being able to identify ‘trends’ in complaints helps the organization to resolve systemic and recurring problems for the benefit of all its customers.

**WHAT IS EFFECTIVE COMPLAINTS HANDLING SYSTEM?**

It is generally agreed that good complaints

<table>
<thead>
<tr>
<th>ACCESSIBILITY</th>
<th>Complaints are dealt with quickly, with reasonable time limits set for each stage of the process. Complaints are advised of these performance standards, and kept informed of progress.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inviting, responding to and monitoring complaints is essential if service quality is to be improved.</td>
<td>Front line staff are carefully selected and trained to deal with complaints effectively. As it is desirable to minimize the number of ‘hand – offs’ the complaint experiences, efforts are made to compower front line staff to deal with complaints at first contact.</td>
</tr>
<tr>
<td>Organizations with successful systems welcome complaints as opportunities to improve the service and ensure complaints are always treated courteously.</td>
<td></td>
</tr>
<tr>
<td>Their systems are accessible and user friendly. For example, the existences of the schemes are well publicized, with information on how to make the complaint, and to whom, readily available.</td>
<td></td>
</tr>
<tr>
<td>Processes are well documented, easy to use and understand by the complaint, and provide for complaints to be made</td>
<td></td>
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<tr>
<td>Systematic classification of complaints provides the organization with the</td>
<td></td>
</tr>
<tr>
<td>EFFECTIVE REDRESS</td>
<td></td>
</tr>
<tr>
<td>There is little point in complaining unless an appropriate response and redress 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.</td>
<td>Council, must be committed to efficient and fair resolution of complaints.</td>
</tr>
<tr>
<td>Depending on the complaint, redress might take several forms. For</td>
<td>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 what services the scheme can and cannot provide.</td>
</tr>
</tbody>
</table>

**DATA COLLECTION AND TRACKING**

All complaints and inquiries are logged information recorded might include the type/nature of
<table>
<thead>
<tr>
<th>Module - III</th>
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<tbody>
<tr>
<td>means to identify and rectify systemic or recurring problems.</td>
</tr>
<tr>
<td>Objective targets are set for the assessment of performance and the process is reviewed on a regular basis. Feedback is sought from complaints on their perceptions of the performance of the scheme.</td>
</tr>
<tr>
<td>Regular reports are made to management on the results of the monitoring and the system is subject to regular review to ensure that it is delivering the desired outcomes.</td>
</tr>
<tr>
<td>OLD METHODS OF COMPLAINT HANDLING</td>
</tr>
<tr>
<td>-----------------------------------</td>
</tr>
<tr>
<td><strong>Simple</strong></td>
</tr>
<tr>
<td>Complaints handling systems</td>
</tr>
<tr>
<td>Bureaucratic and divorced from the customer.</td>
</tr>
<tr>
<td>Badly written procedures containing jargon which staff and customers cannot interpret</td>
</tr>
<tr>
<td>Little or no staff training on customer care or on complaint handling</td>
</tr>
<tr>
<td><strong>Speedy</strong></td>
</tr>
<tr>
<td>Long delays in responding and complaints kept in dark about progress</td>
</tr>
<tr>
<td>No targets for acknowledging or responding</td>
</tr>
<tr>
<td>Front line staff not empowered</td>
</tr>
<tr>
<td>Complaints and particularly those made verbally not given priority</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>OLD METHODS OF COMPLAINT HANDLING</td>
</tr>
<tr>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Accessible</td>
</tr>
<tr>
<td>No dedicated complaints handling staff</td>
</tr>
<tr>
<td>Lack of information given to customers about how to complain</td>
</tr>
<tr>
<td>Complaints only accepted in writing</td>
</tr>
<tr>
<td>No provision for special needs or support for those complaining</td>
</tr>
<tr>
<td></td>
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<tr>
<td><strong>OLD METHODS OF COMPLAINT HANDLING</strong></td>
</tr>
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<td>--------------------------------------</td>
</tr>
<tr>
<td><strong>Fair</strong></td>
</tr>
<tr>
<td>No independent review of complaint</td>
</tr>
<tr>
<td>Complaints not taken seriously or regarded as a distraction or nuisance</td>
</tr>
<tr>
<td>Organizations accused of protecting their own employees</td>
</tr>
<tr>
<td>‘Blame culture’</td>
</tr>
<tr>
<td><strong>Confidential</strong></td>
</tr>
<tr>
<td>Lack of assurance that no ‘comeback or discrimination as a result of complaining’</td>
</tr>
<tr>
<td>No systems in place to ensure confidentiality</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>OLD METHODS OF COMPLAINT HANDLING</td>
</tr>
<tr>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Effective, providing redress</td>
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<tr>
<td>None or only a grudging apology given</td>
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<tr>
<td>Lack of redress guidance for staff</td>
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<tr>
<td>No assessment of users views on service standards including redress</td>
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<tr>
<td>Limited or no financial flexibility to compensate for loss informative</td>
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<tr>
<td>Informative</td>
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<tr>
<td>Poor recording and monitoring systems</td>
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<tr>
<td>No analysis of information</td>
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5.13 Handling Grievance

What is Good Handling of Complaint/Grievance?

Areas of good handling grievance
- Structure of organization.
- Procedure.
- Fairness.
- Training
- Remedies.
- Attitude.
- Resources

When Complaining

There is no complaint procedure to tackle the problem on spot.
Be clear if you are not satisfied.
Say what you want to happen? Do you want apology, do you want proper service.
Keep on recording events. Keep the copies of your record, letter.
How to Deal with Complaints?

Dealing with complaints – 10 Top Tips

1. Keep it simple – avoid long forms.
2. Use the phone more – don’t automatically send a letter.
3. Find out straight away what the person complaining wants you to about the problem.
4. For less serious complaints, a quick apology is better than a long letter.
5. Give personal and specific replies – a standard reply will only make things worse.
6. Follow the “mother principle” – treat people, as you’d like your mot to be treated.
7. Don’t pass the buck. If you do need to refer a complaint to some else, make sure you give the customer full details.
8. Be clear what solutions you can offer.
9. Let your customers know about improvements you have made as result of their complaints.
10. And remember – more complaints can be good news/ it shows that your customers trust you to take them seriously.

All organization want to provide good service but sometimes things may go wrong and so you learn from the experiences. Handling grievance properly gives good practice service. Satisfaction of public to deal with the low percentage of complaints. People do not know whom to contact for their grievances, they feel that the public services do not listen to complaints seriously. You will have to speak to the manager who is not here. Government believes that the proper handling of complaints I the main factor
for good governance and to improve public service. Complaints should be seen as a responsibility. Everyone needs to:

- Handling them effectively.
- Improving the performance.

The lesson you get from complaints should be part of your approach for listening to users, so that their views are at the heart of management policy. Remember that handling complaints well depends as much as on your viewing them, positively.

**Proper way of Handling Complaints**

Good and healthy practice for handling is designed for all public organization. Every service provider and users are related to each other but some how their practices are not suited to each other. Arrangement for reviewing complaint is very essential mainly for government/department/NGO. NGO are not in direct contact with government. It will be helpful to publics service. Aim is to help you to consider whether set up arrangements for reviewing complaints and to make service effective and independent.

**Access to Complaint Procedure**

Grievance redressal procedure should be easy to access and well published. There is a little point in having a system if no one knows what is going wrong. People need to know how to complain. You should encourage complaints. If there are few complaints registered in your department the user will develop faith that the grievance redressal mechanism is effective

**Can you explain what the user wants?**

**Explain**
How you will explain about Grievance Redressal Procedure?
Explain

How to provide support and advice to users?
Explain
How they Can Help You?

Explain

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You should tell users not only the right thing but also you can help them.

Services Standards

This means the standards that people can expect from the service.

How to Complain?

Explain

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This means that the address of the nodal grievance redressal office.

Stages of Complain
Explain the difficult stages of procedure to complaint and about the review arrangement?

Deadline for complete reply

Complaint will expect the following:
Letter of acknowledgement.
Full reply of complaint

5.15 How you complaint will dealt
**Stage 1**

You will receive an acknowledgement within 7 working days of receipt of your complaint, telling you who is dealing with it. A full reply will follow within 14 working days of receipt, or you will be advised of any delay.

---

**Stage 2**

If you are not happy with the outcome, please write back within one month (there’s no need to send a new form). A departmental Complaints Manager will acknowledge your letter within 7 working days of its receipt, and arrange a review of your complaint. You will be sent a full reply within 14 working days of receiving your letter, or be advised of any delay.

You will receive an acknowledgement within 7 working days of receipt of your complaint, telling you who is dealing with it. A full reply will follow within 14 working days of receipt, or you will be advised of any delay.

---

**Stage 3**

If you are still unhappy with the situation, please write back to the Departmental Complaints Manager within one month. Your complaint will then be referred to the Director of Legal and Administrative Services for a final review. You will be sent an acknowledgement within 7 working days of receiving your letter and a full reply will be sent within 14 working days of its receipt or you will be advised of any delay.
News Letters and Booklets
The Media
Helpdesks
Letters and Comments Cards
Logos

Removing Barriers - Access

Removing Barriers – Access for all

People will complaint when they feel dissatisfaction. You should listen and tell them

You welcome complaints.
You will investigate.
You will use information from complaints to improve services.
Give people the opportunity to complain to staff who are not directly providing service.

Meeting Special needs

When people will meet to you special circumstances for complaint they can have language problems also. You should consider other method of communication so that people can understand.

Removing fear

People may not complain if they fear that your service will discriminate against them.

You should

Make clear to users that they will not suffer as a result of any complaint.

Provide a confidential channel for complaining, which meets the needs of vulnerable groups; and

Set up internal procedures for monitoring complaints, which guarantee that discrimination cannot take place. This might involve:

Monitoring the services provided to people who have complained;
Providing Support and advice

Users of public services are not at confident and may not feel able to make a complaint without some support. You need to make sure that you provide this support where necessary. Good practice also involves telling people how they can get help from outside your organizations.

Support from within you organisation

This will be a good practice to help the person the problem, but this does not mean use have to a recruit new staff this can be share with the existing members of organization.
Support to user

Be fully familiar with and able to give advice on complaints procedure.
Help users to complain if necessary.
Be available for users on phone.

5.17 Checklist

<table>
<thead>
<tr>
<th>Area of concern</th>
<th>You current position</th>
<th>Action you need to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting out service standards</td>
<td></td>
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<tr>
<td>Telling the user about you complaints procedure</td>
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<tr>
<td>Removing barriers to complaining</td>
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<tr>
<td>Explaining the stages of your complaints procedure</td>
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<tr>
<td>Meeting special needs</td>
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<tr>
<td>Providing support and advice for those who need help</td>
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<tr>
<td><strong>Getting users' views</strong></td>
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Seven Areas of Good Handling of Complaints

The structure of your organization.
Procedures,
Fairness.
Remedies
Attitude
Resources
Training
### 5.18 Do and Don't

<table>
<thead>
<tr>
<th><strong>Do:</strong></th>
<th><strong>Don’t:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Give you name</td>
<td>Argue with the complaint</td>
</tr>
<tr>
<td>Let the person decide if they wish to pursue their complaints as a complaint</td>
<td>Get angry get into a blame conversation undermine the Council pass the complaint on to another officer</td>
</tr>
<tr>
<td>Tell the person what will happen next and the stages of the procedure</td>
<td>Accept abuse from a complaint, e.g. swearing</td>
</tr>
<tr>
<td>Act quickly once the complaint has left</td>
<td>Ask them to complain in writing or in person or come back later</td>
</tr>
<tr>
<td>Get their details, e.g. names, addresses, telephone number dates</td>
<td>Deter people form making a complaint</td>
</tr>
<tr>
<td>Get the facts/make notes listen</td>
<td>Consider the complaint as a personal criticism</td>
</tr>
<tr>
<td>Accept complaints even if they are not about your section/department</td>
<td>Use jargon when writing back to the complaint</td>
</tr>
<tr>
<td>Stay calm even if the person gets angry</td>
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<tr>
<td>Be sympathetic</td>
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<tr>
<td>Take the person seriously</td>
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<tr>
<td>Be honest</td>
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<tr>
<td>Let the person have their say</td>
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</table>

**Three are two options for dealing with complaints**

You can deal with them locally through sections and individual member of staff, this encourage speed y replies.

You can deal with them centrally, though complaints officer, it helps to make sure that complaints are dealt with consistently. It helps to keeping central records.
You need to decide which arrangement suits you best, taking into account the following principles.

- Responsibility for investigation and replying to complaints should lie with the section responsible for failure in service.
- The section handling complaints should maintain close links with all parts of the organization.
- There should be a regular two-way flow of staff between complaints handling staff and other parts of the organization.
- Someone at senior management level needs to be aware of all complaints across the organization and be responsible for making sure that the chief executive or equivalent is informed.

Responsibility of concerned person

- Making sure that all staff is aware of the procedure for dealing with complaints.
- Preparing a departmental procedure for monitoring and dealing with complaints received by the department.
- Making sure that customer complaints forms are displayed at points where customers are most likely to need them.

Leaflet Information should be

- What a complaint is.
- Who can complain;
- How the three-stage complaints procedure works;
- Other help available to customers;
- Their comments and suggestions schemes;
- Dealing with complaints against council employees;
- And a list of dos and don’ts to help deal with complaints.

Consultation
You should draw up complaints procedures by consulting:

The staff that will operate them.
The members of the public who will use them; and other parts of the organization or other public services that provides services to members of the public.

Principles of procedure should be

- Be written in a clear language.
- Be simple to operate
- Cover complaints about both operational and policy matters.
- Be reviewed regularly.
- Cover complaints about both operational and policy matters

Monitoring target procedure

- Acknowledge complaints
- Dealing with complaints
  - Keeping people informed about the progress of the investigation
  - Getting contribution or comments from people.

Your procedure need to include all the stages of investigation and review to set out clearly at what point a complaint should go to next stages

Stages are –

- An on-the-spot reply (‘informal’);
- Referral, investigation and reply;
- Internal review; and
- External review

5.19 Options
Both staff and service users need to know what remedies to a complaint are available. You should draw up a menu which staff can use when considering what remedy to provide. The menu should set out the various options, and examples to follow. This will help you to make sure those responses are consistent and satisfactory. The menu should include at least:

- An apology;
- An explanation;
- An assurance that the same thing will not happen again (monitored to make sure that it doesn’t);
- Action that can be taken to put things right; and
- Financial compensation. This should always be an option, even though it may only be relevant in a few cases. Make sure that your users know how to get financial compensation. Front-lines staff should have the authority to make small payments.

**In case of misadministration**

- Avoidable delay;
- Faulty procedures or failure to follow correct procedures;
- Not telling a person who has complained about their rights to appeal;
- Unfairness, bias or prejudice;
- Giving advice that is misleading or unsuitable;
- Refusing to answer reasonable questions;
- Being impolite and not apologizing properly for mistakes;
- Mistakes in handling someone’s claims; and
- Not offering a suitable remedy when one is necessary.

You should always consider whether misadministration or failing to meet a standard has caused worry and distress to the service user and whether this needs to be taken into account when deciding on the right remedy. You should also provide a remedy if the complaint has been handled in a way that is itself
misadministration. Financial compensation will only be justified in a small percentage of such case.

**Formal procedures may not be enough to make a complaints system effective. Staff should have the right attitude towards complaints. This involves:**

- Listening sympathetically to people who have a complaint
- Recognizing that handling complaints is an important part of customer care and of each member of staffs job;
- Understanding the benefits of handling complaints well and the results of handling them badly; and
- Welcoming complaints as an opportunity to put things right for the customer and improve services.

**5.20 How to deal with people who complain continually**

Details of how to handle difficult customers, in person or on the phone, and how to deal with their letters;

Instructions about a cut-off point, which should be reached only after a management decision; and

Instructions for dealing with any further problems: further letters from the customer should be checked to make sure that they do not contain new issues that need a reply.

**How to reply to a complaint you're written replies should:**

- Aim to answer all the points of concern;
- Be faculty correct;
- Avoid jargon;
- Be signed by the officer responsible;
- Contain a contact phone number; and
- Tell the person what to do next if they are still not satisfied.
**Tips**

Phone and e-mail are effective way of contacting with user, but remember to record the calls you may still need to follow up with letter, to make sure that there is no misunderstand.

The acknowledgement letter tells customers that some one will contacting to consulting person to see any thing faulting. They will develop the trust thoroughly investigated.

Offering meeting can be effective way to sort out complaint. People are often pleased to see your taking seriously their problem.

**Fairness**

You should make sure that complaints are dealt with fairly. If a complaint needs internal investigation an officer outside the section in which the complaint arose should ideally look it at. That officer should then report to a senior manager. Your procedures for investigation should be:

- Open, advertised, and understood by all those involved in the complaint;
- Fair, not biased towards anyone involved;
- Through, involving finding out the relevant facts, talking to everyone involved, and checking details where possible; and
- Consistent, treating people in similar circumstances in similar ways.

**Confidentiality**

Users of your services are not discouraged from making complaints; and

Only those staff and others who are investigating the complaint know accusations against staff.
It is important, though that managers do not use the need for confidentiality to avoid drawing up and publishing information about complaints they can produce this information without including people’s names.

**Monitoring fairness**

Your confidence in the fairness of your complaints system can be very different from your customers’ confidence. You should monitor complaints, to make sure that no one is being treated unfairly. This might involve:

- Monitoring some completed complaints cases every month; and
- Carrying out surveys of people who have made a complaint, asking them if they were happy with how their complaint was handled.

**Fairness for staff**

You should also make sure that staffs are treated fairly if a complaint is made against them. This involves:

- Telling them immediately and fully about any complaint against them;
- Giving them an opportunity to tell their side of the story; and
- Keeping them informed of progress and the result of investigating the complaint.

**Training**

Handling complaints about the service is as much part of the job as providing the service. All staff should know your complaints procedures, and be trained to carry out their responsibilities. You need to identify the particular skills needed by staff who have regular contact with users and who handle complaints. You should include these skills in recruitment and training.

**Training should cover:**

- Your complaints handling procedures;
- Communication skills, such as listening, questioning and calming;
- The benefits of handling complaints well and the results of handling them badly; and
Your policy framework. (Staff needs to know how to deal with complaints about policy even if they cannot change things.)

**Recurring staff**
When recruiting staff whose jobs will involve dealing with large numbers of complaints, you should make sure that candidates demonstrate good communication skills.

**Remedies**
Providing a remedy is one of the two main reasons for having a complaints system. (The other reason is to improve services by using the information you get from complaints.)

**You should:**
- Give users the information they need to identify services that are below standard;
- Offer a suitable remedy and make sure that staff are aware of the options;
- Try to make sure that the remedy is, where possible, what people want;
- Recognize that most people want to prevent the same thing happening to others; and
- Carry out surveys of your service users to make sure that they are satisfied with the remedy provided. The person who complained is the only one who can really measure the quality of your response.

**5.21 Supporting staff**
It is the front-line staff in organizations that most often have to deal with complaints. You should recognize these pressures and give staff as much support as possible to do their jobs well. You should:
- Make sure that complaints are seen as part of overall customer care;
- Create a team spirit so that individuals do not feel isolated and members of the team can support one another;
- Recognize complaints handling as an important part of everyone’s job;
Involve staff in developing complaints procedures;
Give staff the power to deal with complaints, so that they feel they ‘won them;
Provide suitable resources (including training) so that staff can handle complaints properly;
Make sure that complaints handling has status within the organization and is considered a career opportunity;
Recognize and reward staff who handle complaints well;
Allow staff who handle complaints regular breaks to do other work; and
Display than you letters and action taken to improve services as a result of complaints.

For staff that deals direct with the public, the assessment of their ability to handle customers well is a major determinant of their appraisal. More importantly, the appraisal itself reaffirms the Council’s commitment to customer care and provides these staff with the opportunity to say what they feel is going well or badly in this area and what help they want to do the job better.

5.22 Blame culture

A ‘blame culture’, where members of staff are criticized for being the subject of complaints, only leads to a situation where staffs fear complaints. They then try to brush them under the carpet, and deal with them negatively or even with hostility.

To avoid this, you need to:
Create an environment in which complaints are seen as opportunities to improve services or systems; and
Make sure that staffs feel confident that procedures support them.

You also need to:
Encourage staff to learn from the experience and develop a better understanding of the service user’s point of view;
Identify weaknesses in systems; and
Separate complaints procedures from disciplinary procedures. There may be times when a complaint does lead to disciplinary action, but as a general rule complaints should be handled under their own separate procedure.

Include more information about the stages of the complaints procedure (and the ombudsman) in your next complaints leaflet.

Distribute complaints information more widely, such as to local voluntary groups, libraries, and the press;

Ask people who complain what they want you to do;

Answer complaints by phone rather than by letter; I send staff a statement from senior management confirming the importance of dealing with complaints properly;

Consult staff about the complaints handling procedure and about drawing up a menu of remedies;

Delegate the power to sort out complaints to the lowest possible level; and

Meet representatives of service users to discuss concerns and complaints.

### 5.23 Handling Checklist

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<thead>
<tr>
<th>Area of concern</th>
<th>Your current position</th>
<th>Action you need to take</th>
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</thead>
<tbody>
<tr>
<td>Encouraging front-line staff to ‘own’ complaints</td>
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<tr>
<td>Having formal written procedures</td>
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<td>Consulting staff and users on the procedures</td>
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<tr>
<td>Setting deadlines</td>
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<tr>
<td>Making sure investigations are fair</td>
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<tr>
<td>Providing training for all</td>
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<tr>
<td>Drawing up a ‘menu’ of remedies</td>
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<tr>
<td>Encouraging the right attitude and</td>
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</tbody>
</table>
Result

If your complaints system does not allow you to learn from complaints and improve your services, it has failed in one of its main functions. ‘Learning the lessons’ involves:

- Getting a clear picture of users’ views of the service and the improvements they want;
- Recording complaints consistently and in detail, and analyzing the results;
- Channeling the information to those who can take action to prevent problems happening again; and
- Giving feedback to people who complain, other service users and staff on what action has been taken.

Recording Information

You should develop a system to record all complaints about service delivery and policy. The way you record information should be:

- **Consistent and detailed**, covering as many as possible of the complaints handled informally and all formal complaints;
- **Simple, practical** and **not a great burden on staff time**; and
- **Useful**, allowing you to monitor and respond to complaints, and highlighting particular areas where services appear to be failing.

The forms include the following checklist of good practice for dealing with oral complaints:

- Give the reference number (ready printed on each form)
- Give your name and telephone extension number
- Take full details of the complaint
- Ask the complaint if he/she wants you to send a Complaints Leaflet.
- Speak to your Supervisor or Section Head if you cannot deal with the complaint yourself.

You must decide for yourself the level of detail to be recorded. But we suggest that your records should include:
- The name and address (and if possible phone number) of the person complaining;
- The date you received the complaint (which will trigger the target response time);
- Details of the complaint, putting it into a category depending on the subject (this will help analysis);
- What remedy the person would like; and
- Immediate action to be taken on the complaint.

### 5.24 Check Users’

Complaints are a major source of information about what people think of the services they are receiving and where things are going wrong. We have already mentioned the importance of getting users' views on:

- Whether complaints systems are easy to use;
- The complaints procedures;
- The fairness of the reply;
- The way the complaint was handled; and
- Satisfaction with the remedy offered.

There are several ways of getting information about user satisfaction other than just analyzing complaints. You can use:

- User or representative groups;
- Informal staff meetings, where users’ concerns can be raised; and
- Formal surveys of a representative sample of service users.

### Analysing Information and Monitoring Complaints

Information about complaints should be passed regularly to senior managers and policy-makers. Complaints reports should:

- Set out clearly the number of complaints, broken down into different categories;
- Include achievement against published standards and comparison with previous periods;
Include a quality analysis of the main subjects of the complaints, to explain the basic figures and highlight problem areas; and
Suggest action for improvement.

All public services policy-makers should make sure there are two-way communications with their service providers so that they hear about policy and service complaints through the internal management process.

**Publishing complaints information**

Is in line with the principle of answering to the public;
Lets service users know about your performance against standards;
Shows service users that you take complaints seriously, and that it is worth making a complaint; and
Allow you to show how you have made improvements as a result of complaints.

You should publish information about the complaints you have received in ways that reach all your users. You should do this at least once a year. This information should include:
The numbers and types or categories of complaints you have received.
Levels of customer satisfaction with your replies; and
The action you have taken to improve services as a result of complaints.

You could publish this information in your annual reports, in newsletters to service users on posters in public areas of your organization, or in articles in the local or national press.

**Settings up network**

Networks can be powerful tools for spreading and exchanging information, and improving complaints systems. They can also provide encouragement and support for staff in an area of work that can be seen as very negative.
You can use networks for complaints information and practice:

- Across different parts of your organization (for example, different departments of a local authority, offices of the Child Support Agency, or divisions of a police force); or
- Between complaints handling staff from similar public services.

### 5.25 Information Technology

You can use information technology to:

- Record and monitor complaints;
- Help reply to them (for example, using standard paragraphs – though these need to be used with care);
- Produce management reports; and
- Measure satisfaction by questioning users and analyzing questionnaires.

ACE can be used with the service’s existing housing software. Many of the system’s features are a result of:

- Past guidance on good practice;
- General issues that affect society and local authorities (for example, nuisance and harassment); and
- Consultations with front-line staff.

Customers’ views are also taken into account. For example, the system produces an automatic acknowledgement to a written complaint or enquiry. But staff found that people making oral complaints or enquiries preferred just to be told their ACE reference number. This saves the council a large amount in postage.

Customer relationships and the image of the service have improved because customers can discuss problems with any housing officer in any location. Officers can
check the history of the complaint, which dealt with it, and any action taken. This means that customers do not have to repeat their story to different members of staff.

There can be clear advantages in using information technology, particularly in making it quicker and easier to find and analyse information.

If you do not yet have an information technology system for handling complaints, you might want to carry out a cost-benefit analysis. Many complaints handling packages are not too expensive, and the staff time saved and improvements in efficiency should soon repay the cost of the package. If you do decide to buy an information technology system, you should consider:

- What you want the system to do;
- Adding a complaints module to an information technology system that is already dealing with other information; and
- If the number of complaints in local parts of a service do not justify expenditure on an information technology system that can produce management reports.

You should put your complaints procedure on the Internet so that you users can find out more easily how you will deal with their complaint. Our World Wide Web home page [www.servicefirst.gov.uk](http://www.servicefirst.gov.uk) contains a list of links to departments and agencies which people can contact by e-mail, and which have published their complaints procedures on the Internet.

**Guiding Principles for Independent Review**

You should use these guiding principles flexibly. But bear in mind that the most effective independent review systems are likely to be those that:

- Help and support people who have not reached the end of your internal complaints system;
- Use conciliation to sort problems out;
- Aim to influence and improve the way you handle complaints; and
Comment not just on specific failures, but on whether the system is more generally wrong.

You also need to consider several criteria to make sure that this review is as independent and effective as possible. The person who carries out the review should:

- Be clearly independent of your organization;
- Have the right resources to do the job properly;
- Know about your service, and your users’ relationship with it;
- Be allowed to advertise themselves and their role and powers;
- Be free from interference by you about how they carry out any investigations;
- Have the right of access to your staff and papers;
- Have the power to enforce decisions on you, or have a clear agreement that you will reject decisions only in very special circumstances;
- Answer to service users by publishing decisions-making procedures and an annual report; and
- Be able to communicate freely with the press.

**The ombudsmen**

The ombudsmen (such as the Parliamentary Ombudsman, the Local Government Ombudsmen and the Health Service Ombudsman) play an important role as the final step on the complaints ladder. They provide a fully independent channel for reviewing complaints.

You should give your users information about the ombudsmen’s role and how to complain to them:

- If a user is not happy with your reply to their complaint after going through all the stages of your review procedure, and
- In all other complaints information you provide to users.
What is complaint review

Complaint review means an arrangement for reviewing individual complaints system. It is separate from grievance redressal procedure and will depend on the circumstances and needs of users. In some cases you will need an independent review from side of organization in other you need to use a senior officer of your organization

Review arrangement - it involve

Investigation

Reviewing your procedures for handling complaint.

WHY HAVE COMPLAINTS REVIEWED

When things go wrong, you should deal with complaints as quickly as possible to satisfy the person who has complained. The best way is through frontline staff using effective internal complaining procedures.

What to call your complaints review arrangements

The important thing is that your staff and users:

Are aware of them.

Understand their role.

Know how to contact them

You should use a name that gives an accurate impression of the role.

Possible names includes:

Complaints reviewer.

Investigator.

Examiner
5.26 Roadmap

INTRODUCTION

SPECIFIC FACTORS

WHAT IS GRIEVANCE

WHY WORRY FOR GRIEVANCE

BASIC PRINCIPLES

GUIDE LINES

ESSENTIAL FEATURES

ACTIVATING THE EXISTING MACHINERY

RESPONSIVE ADMINISTRATION

NEED FOR TRANSPARENCY

GRIEVANCE OFFICER - TELEPHONE DIRECTORY
Keywords

Grievance - Resentment of complaints
Redressal - Right again, Relief from oppression
Option - Right of Choosing
Barrier - Hindrance

Reference

Action Plan for effective and responsive Administration New Delhi 1997 GOI department of Administrative Reforms and Public Grievances

Guideline for Grievance mechanism in Government of India Department of Administrative Reforms and Public Administration, Pension.

Website - www.Servicefirst.gov.uk/indeus comp ps.htm
UNIT VI

MODEL OF BEST PRACTICES

For Government Hospitals


1. PREAMBLE:

Government hospitals exist to provide every citizen of India with health care with facilities available. Such care is to be made available without discrimination by age caste, political affiliation, and economic and social status. This Charter seeks to provide which enables citizens to know what services are available, the quality of services to and to inform them about the means through which complaints regarding denial of service will be addressed.

2. OBJECTIVES:

To make available medical treatment and related facilities, for citizens who see the hospital.

To provide the appropriate advice, treatment and support that would help cure the extent medically possible.

To ensure that treatment is based on well-considered judgment is timely and with the consent of the citizen being treated.

To ensure users awareness of the nature of aliment, progress treatment, duration and impact of their health and lives and

To redress any grievance in this regard.
3. COMPONENTS OF SERVICES AT HOSPITALS:

Access the hospitals and professional medical care to all.

Making provision for emergency care after main treatment hours, whenever needed.

Informing users about available facilities, cost involved, and requirements with regard to treatment as well as use of hospital facilities, in clear and simple

Informing users of equipments out of order,

Ensuring that user can seek clarification on and assistance in making use of treatment and hospital facilities,

Collecting fee and charges that are responsible and well known to public, and

Informing users about steps to be carried out in case of most of the common services.

4. COMMITMENTS OF CHARTER:

To provide access to available facilities without discrimination,

To provide emergency care, if needed, on reaching the hospital.

To provide adequate number (to be defined) of notice boards detailing locations

To provide written information on diagnosis, treatment being administered, and be recovered, each day in case of in – patients,

To provide receipts of all payments made for medical care,

To record the complaints round the clock, and designate Medical Officer who will appointed time the same day in case of in – patients and the next day in case of out

5. GRIEVANCE REDRESSAL:
5.1 Grievances that citizens will be recorded round the clock.
5.2 There will be a designated medical officer to respond to requests deemed urgent.

5.3 Aggrieved users will, after having their complaints recorded, be allowed to see the opinion of the hospital.

5.4 Have a public grievances committee outside the hospital to deal with grievances resolved within the hospital.

6. STEPS THAT WILL BE TAKEN:

6.1 Hospital staff, department of health, and citizens representatives will discuss the contents of the charter before it is formulated.

6.2 The areas on which the standards are prescribed will be selected on the basis of feedback from users of problems and deficiencies, collected by an independent body.

6.3 Systematic efforts will be made to create wide awareness that a charter exists, of the hospital.

6.4 Performance in the area where standards have been simplified in the charter will be Displayed publicly.

7. RESPONSIBILITIES OF THE USERS:

7.1 Users of hospital would attempt to understand the commitments made in the demand Adherence,

7.2 Users would not insist on service above the standard set in the charter, practically could negatively affect the provision of the minimum acceptable level of service.

7.3 Instruction of the hospital personnel would be followed sincerely, and

7.4 In case of grievances, the redressal machinery would be addressed by users.
8. **FEEDBACK FROM THE USER**

8.1 The perception of user on the quality of service of hospital would be system collected and analyzed by an independent agency, and

8.2 The feedback would cover the area where the standards have been specified as well as where standards are proposed to be set up.

9. **PERFORMANCE AUDIT AND REVIEW OF CHARTER**

9.1 Performance audit may be conducted through a peer year,

9.2 The audit would look at user feedback, records on adherence to committed star performance on parameter where standards have not yet been set, and other indicates successful goal realization.

9.3 Identify areas where standards can be introduced, tightened, etc, opportunities Reduction, and areas where capacity building is required, and

9.4 Through re-assessment of the contents of the charter every five years.
EMERGENCY SERVICES IN HOSPITAL

[Extract of letter No.Z.28015/131/96-H, dated 13-12-1996 from the ministry of welfare, Govt. of India, New Delhi]

The honorable supreme court in their judgment dt- 6-5-96 in SLP (C) NO.796 Banga Khet Mazdoor Samity and others Vs State of West Bengal and other suggestive measures to ensure immediate medical attention and treatment to person in real Government of West Bengal was alone a party in the proceedings of the case. The given directions that other states though not parties should also take necessary setup recommendations made by enquiry committee, which was setup by the state of west Bengal and further directions as given by the court.

2. The following guidelines may also be kept in view dealing with emergency addition to the existing guidelines:

   In the hospital, the medical officer in the emergency / causality services whose conditions is morbid /serious in consultation with the specialist concerned on emergency department.

   In case the vacant beds are not available in the concern department to accompanied patient, the patient has to given all necessary attention.

   Subsequently, the medical officer will make necessary arrangement to get the transferred from another hospital in the ambulance. The position as to whether they’re the concerned department has to be ascertained before transferring the patient. The accompanied by the resident medical officer in the ambulance

   In no case the patient would be left unattended for want of vacant beds in the emergency department.

   The services of CATS should be utilized to the extent possible in Delhi.
The efforts may be made to monitor the functioning of the emergency departments by the heads of the institutions.

The medical record of the patients attending the emergency services should be present medical record department.

The medical superintend May coordinate with each other for providing better services.

3. With regard to maintenance of admission register of patient,

Clear recording of the name, age, sex, address and diseases of the patient by the medical officer;

Clear recording of the date and time of attendance, examination/admission

Clear indication whether and where the patient has been admitted, transferred.

Safe custody of the register

Periodical inspection of the arrangement of the superintendent;

Fixing of responsibility of maintenance and safe custody of the register;

With regard to identifying the individual medical officer attending to the individual approaching OPD/emergency department of a hospital on the basis of consulting the records, it has been directed by the court that the following procedure should be for future: -
A copy of a duty roster of medical officer should be preserved in the office of superintendent incorporating the modifications done for unavoidable circumstance.

Each department shall maintain a register for recording a signature of attending the officers denoting there arrivals and departure time;

The attending medical officer shall write his full name clearly and put his signature treatment documents.

The superintend of hospital shall keep all such records in safe custody,

A copy of ticket issued to the patient should be maintained or the relevant date should be noted in an appropriate record for future guidance.

It is appreciated that hospital superintend / medical officers in – charge may have implementing these guidelines due to various constraints at the ground level and vital to enable Government to refine and modify the order as it will ensure a validity to regulate admission on a just basis. Detailed comments are, therefore, requested constructive suggestion.
HYDERABAD METROPOLITAN WATER SUPPLY AND SEWERAGE BOARD

CUSTOMER CHARTER

Purpose

The purpose of the HMWSSB customer charter is to confirm publicly the rights that the people have to receiving water and sanitation services from HMWSSB and also to confirm the standards that HMWSSB has set itself with regard to providing services to its customers. The charter could also contain a description of HMWSSB’s permission, which is a declaration of its objectives and philosophy.

MISSION

HMWSSB does not have mission statements as such but will develop one as part of the proposed corporate strategy programme. The mission statement defines the scope of activities that HMWSSB will carry out, sets out board targets and identifies those features which will differentiate HMWSSB from other institutions. It should be stimulating, exciting and readily understood by all. The mission statement needs to be developed by HMWSSB senior management them as part of the corporate strategy as it must reflect their perception of the institution objectives. If there is disagreement within HMWSSB or a lack of understanding as to its mission it may as well give rise to problems and confusion as various groups will be working towards different objectives.

The process of developing the mission statement should be consultative and participatory and involve senior management of HMWSSB. The resulting mission statement should:

\begin{itemize}
  \item Be visionary and likely to last for sometime
\end{itemize}
Clearly state the main purposes of HMWSSB
State the reasons why HMWSSB exists
State the main activities of HMWSSB
Include the key values of HMWSSB particularly attitudes towards stakeholders
Related to what HMWSSB can achieve

An example of suitable mission statement for HMWSSB is:

**MISSION STATEMENT**

HMWSSB seeks to provide its customers with a regular supply of wholesome water and a reliable service for the disposal of domestic sewage at reasonable costs

HMWSSB recognizes the contribution made by its workforce and undertakes to provide a safe working environment and to offer competitive remuneration packages

HMWSSB recognizes its responsibility to protect the environment and undertakes to minimize any damage to flora and fauna and to take an active role in making redress to any unavoidable damage

**RIGHTS**

The rights of customer relate to mandatory services that HMWSSB has to provide under the Hyderabad Metropolitan Water and Sewerage Act, 1989. The Act states:

“It shall be the duty of the board to provide for :-
the supply of potable water …and
sewerage, sewage disposal and sewage treatment …”

This does not confer any rights on the part of the customer but it may be inferred that HMWSSB is obliged to provide a minimum service to those living in the service area. It should be noted that the Act refers only to sewerage, i.e. water borne sanitation systems and not to other forms of sanitation such as pour flush latrines etc.

Taking a liberal interpretation of the Act the rights could be expressed as:
RIGHTS

Everyone living in the HMWSSB service area, in return for payment of appropriate fees is entitled to:

- Access to a regular supply of wholesome water for domestic use
- Disposal of domestic sewage

STANDARDS

INFORMATION AND CONSULTATION

CHOICE AND CONSULTATION

COURTESY AND HELPFULNESS

PUTTING THINGS RIGHT

KEY POINTS

- Work closely with other providers to improve service delivery
- Help users identify and contact related service providers
CLIENTS CHARTER

The Department of Administrative Reforms and Public Grievances aims to facilitate the pursuit of excellence in Governance

OUR CLIENTS

Government organization viz. Central government ministries/department/organizations, state government, UT Administration

CITIZENS WITH GRIEVANCES AGAINST PUBLIC INSTITUTIONS

Our services

THE GOVERNMENT ORGANISATIONS

Policy support to all ministries / departments of government of India and, where necessary, to state government/ UT administrations and coordination’s relating to issues of:

Administrative reforms pertaining to simplification of rules, procedures and improvement of organizational structure
MATTERS RELATING TO ORGANIZATION AND METHODS

PUBLIC GRIEVANCES REDRESS HANDLING

CITIZENS CHARTER

E-GOVERNANCE

A forum for documenting and shearing information and experiences in good and avoidable practices

Funds and policies support for modernization of offices and award schemes in governments of India

Support for conducts of management studies on decisions making, administrative issues and evaluation studies on organization & methods, public grievances redress and citizen’s charter

TO CITIZENS WITH GRIEVANCES

Forwarding the grievances to concerned Government Organizations, within 15 days under intimation to the petitioner

About 500 grievances of grave nature to be taken on file, under intimation to the petitioner, to be pursued until final disposal

Extend full courtesy and hear patiently, all the visitors to the department, to facilitate solving on their problems

Our Expectations from Clients
**Government Organisations**

Send proposals for our schemes viz. modernization, administrative reforms, award, management studies etc. according to the time schedules prescribed from time to time.

Complete the prescribed formalities before forwarding the proposals.

Visit the website of the department [http://persmin.nic.in/arpg](http://persmin.nic.in/arpg) for further details.

**Citizens with grievances**

Approach the concern ministry/department directly first for redress of their grievances.

Provide a clear statement of grievance, along with details of officials / channels previously approached for redress.

Understand that some grievances take time to be redressed.

Visit the website of the department – [http://persmin.nic.in/arpg](http://persmin.nic.in/arpg) - for further details.
Just Think !!!!
Just Think !!!!
Just Think !!!!

Citizen's Charter - Near the Garbage !!!
Can you go and See ??? ... No!!!

Citizen's Charter - Nice Way !!!!
Just Think !!!!

Citizen's Charter - Where is it?
Can you read ??? ... No!!!

Citizen's Charter - Can you see?
Oh yes, I can see ???
Just Think !!!!

Citizen's Charter - ?
MODULE - II
UNIT - I

ROLES AND STRATEGIES FOR IMPLEMENTATION OF CITIZEN'S CHARTER
MODULE - II
UNIT - II

ASSESSMENT OF ORGANISATIONAL ANALYSIS AND BEST PRACTICES

IMPLEMENTATION OF CITIZEN'S CHARTER
MOTIVATION ORIENTATION
ACTION PLAN

IMPLEMENTATION OF CITIZEN'S CHARTER
MODULE - II
UNIT - IV

ACCOUNTABILITY AND COMPUTERISED INFORMATION CENTRE

IMPLEMENTATION OF CITIZEN'S CHARTER
MODULE - II

UNIT - V

ARRANGEMENTS OF CITIZEN CHARTER AND OBLIGATIONS FOR CITIZEN

IMPLEMENTATION OF CITIZEN'S CHARTER
DISTANCE LEARNING PACKAGE
ON
CITIZEN'S CHARTER
NATIONAL MODULE

Target Group
All Categories

Anchor Person
Dr. Pratibha Rajgopal

R.C.V.P. Noronha
Academy of Administration & Management, Madhya Pradesh, Bhopal
UNIT - I

ROLES AND STRATEGIES FOR IMPLEMENTATION

Objective- After completion of this unit through distance methodology participants will be able to-

Identify their role for effective implementation citizen charter

Explain the strategies for implementation of charter.

Unit Structure

- Introduction
- Role identification
- Time Bounded Disposal
- Organisational Commitment and setting Citizen Corporation
- What best practices you can do?
- Strategic priorities for charter implementation (plan of action)
- Policymaking
- Responsive Public Service
- Quality Public Service
- Information age government
- Voluntary Public Service
- Program for Data
- Setting of Standards
- Correspondent handling department to reply
- Quality Networking
- Citizen Charter Information Society
- Charter mark
- charter news bulletin
- citizen charter unit
- public guideline bulletin
- Integrated Service Team
- You can top five Services
- Self Assessment Question
- Roadmap
- Keywords
- References
1.1 Introduction-

You will have to understand the your role and strategies for effective implementation of citizen’s charter. Recognition of charter in United Kingdom in the early nineties of the last century was found to be a powerful tool of reengineering of public service organization. New management is involving in reorganization of public service arrangements.

The traditional administrative was focus of traditional administrative approach was focused and procedure rule that result emphasis is shifted to more goal oriented new management approach to citizen’s. Govt of India has adopted as one of the key element interference to good governance. Now it necessary to identify your role to new scenario.

1.2 Role Identification

The special value of the citizen’s charter lies in the fact that it is clearly focused on the need of Citizen’s/Users. This distinguishes the crucial role and the responsibility of public manager. Citizen’s charter is powerful tool for reengineering the government organization to make effective and efficient.

Six principals underlie the charter and a proper understanding of these principal and values for the effective role of senior middle management in successful implementation of citizen’s charter.

- Standards
- Information and openness
- Choice of consultation.
- Choice and help ness
Putting things right
Value of money

Just think

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<td>If you are a user what will you aspect from your public manage</td>
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While you are a user if you are not achieving the services in proper

|                                                                           |
|                                                                           |
|                                                                           |
|                                                                           |

Quality and manner what will be your acceptation from top management

|                                                                           |
|                                                                           |
|                                                                           |
|                                                                           |

Expectation from the place of public and system interface (expectation of cutting edge)

|                                                                           |
|                                                                           |
|                                                                           |
|                                                                           |

Let us briefly consider the role in reference to Principal of Citizens Charter
The first principle of the citizens charter must be toll citizens aspect from public agency in order to effective and meaningful performance.

- Slandered must be to relevant
- user and concern agency critical area of preference.
- 3- user expectation impact full.
- 4- avoid the are not significance.

- Meaningful
- Make sense to user.
- Users prospective.
- Ask question to user for internal point of view organisation.

- Measurable
- Used improvement practices

- Simple
- Simple
- Properly allocated and organised
Realistic and

motivation to staff
Avoid temptation for

Monitoring

Performance of Implementation.
Stretch the element of standard to promote improvement
Performance against standards

Information and openness

Give information in plain language but the facts or organisation.
Provide information in right time every thing in a transparent and computerised sharing of information with other users in request manner.
Module - III

Consultation of quality improvement.
Institutional arrangement for consultation.
Customer survey for feedback
Formation of Customer groups.
Involvement of users reaction for proceeding proposal.

Review

Choice and

Standard Publication
Courteous and helpful for use.
Motivate staff
Avoid traditional mindset.
Need of attitudinal change
Avoid power authoristation
Positive response to all impossible task.
Clear concept of policies and standards of service.
Provide Technical and communication skilled staff.
Contribute courtesy and helpfulness to internal user.
Reward and punishment system in the organisation.
Expose best practices personally.
Equal treatment with user and staff.
Identify nodal officers. specially for grievance redressal mechanism.
Effective not delay to public grievances disposal.
Putting things right

Every thing must be easy to reach ensure redress grievance fare and confidential.

Put the thing confidential were necessary.

Dependent the conduct of employees.

Keep the improper and honest approach.

Use computerised feedback as value resources managements

Value of money

1. Appreciation of public money economic and public service delivery.

2. Result oriented and customer focus functioning of organisation

3. Clear recognition of principle responsiveness
Identify other responsibilities functioning of top management for Charter implementation

Identify of responsibilities and functioning of cutting edge

Identify the others expectation

Implement of citizen’s charter says thorough reengineering of system every strategy for charter implementation is related to organisation and citizens in Indian reference many charter service agencies have been published to share various area of public service of Central and State Government Department. These charters have been introduced and matrixes to examine their strengths and weakness have been attempt in term of content, scope and their nature.

1.3 Time Bounded Disposal
This is realised that every charter have to be specially tailored to fit its organisation. However general frame could be involved so that issues of concern are ignored. Most of the charter reviewed according to organizational mission preamble and quality of service is provided. Charter of Delhi Development Authority, Bank of India and Life Insurance is responsible with systematic approach of openness, transparency and accountability.

1.4 Organisational Commitments and – Seeking Citizen Corporation

Most of the charter seeking as per the feedback, since a charter aims and offering the commitment of an organisation to people. DDA expects its clients to insure to timely deposit of dues also its responsibility to provide timely feedback.

1.5 What Best Practices You can do?

You can provide than there is nothing quite like sharing experience and learning from others. You can get hundred of innovative ideas that can be practically applied to public service even you can forward your own ideas. You can enter your own search criteria to meet your need of special sections.

What best practice you can do.

- Set standard of service.
- Consult and involve
- Organisational process
- Be open and provide full information.
- Policy and strategy
- Put things right when they go wrong.
- Encourage awareness to promote charter.
- Work with provider.
- Users satisfactions.
- Treat all fairly
- Use source effectively
Impact on society
Join quality networks.

1.6 Strategic Priorities for Charter Implementation (Plan of Action)

Strategic Priority for effective implementation of charter need plane of action. Key policies and principals, long term and short term governmental program of reforms and linking with public service commitments are depends on strategic management of priorities. Every one is working in system and every one is user of public service. Prioritisation of charter service will be milestone so that user can judge about the effectively of implementation and success criteria.

Your priorities can be?
Please Enlist-

Enlist the priorities of all charter commitments and give action to them. There are number of key strategic drivers which will be crucial for your success and they will be priorities your organisation.

1.6.1 Policymaking

Development of a complete framework for excellence in policy making including the guideline of best practices, database support system and appropriate training development high level review

1.6.2 Responsive public service.
Positive monitoring of citizen’s view
Systematic public interface
Quality public services to adjust.
Mechanism to adjust to service provision.

1.6.3 Quality public service

Setting targets.
Write across the public service for reforms in good governance.
Review all Central State Government and Local bodies service “Under best practice initiatives”.

1.6.4 Information age government

Development of information strategy for charter implementation.

1.6.5 Voluntary public service

A program for charter implementation and change the mind set of civil service.
Approach to development process.
Evaluation of performance management.
Valuing diversity is needed to support.

1.6.6 Program for data

Availability of computer based data.
For criteria improvement.

1.7 Setting of standards

Service improvements can be suggests set standards of integrity, impartiality, encouraging partners with other organizations that people should not fobbed of with reference to time to acknowledge customers query.

1.7.1 Correspondent handling department to reply-
You must be agree that quality is important for instance in relation to correspondence handling department are expected to reply to letter and to address the point of issue if a letter can not answered within the target time a reply should be sent explaining the reason saying when full reply can be expected and giving the name and telephone number of official handling the matter.

1.7.2 Quality networking-

Quality networking can be local groups frame all areas and a level of public service which aim to

- Share information on developments in base practice compare progress in areas of common interest will partnership areas between public service organisation encourage problem sharing and solving.

Most of the public service organisation have similar problems to overcome with their expirees they can help to each other. To solve them you can without reinventing you can also benchmark against others. This partnership will be potential for charter implementation this will be a opportunity in the direction of public service reforms agenda as well as involvement in new projects. This group can plan strategies and co-ordination in working with quality networking. This will provide leadership to user. And make quality of service more responsible. Effective according to non-premable of public service.

Public service improvement unit-can set with the co-ordination of non-governmental organisation activist other experts of agency and effective public concern people. This unit can be prove can provide useful advise to citizen and frontline staff of public organisation for the improvement of system and processor.

1.7.3 Citizens charter information society –

Information and communication technology provide say new force to changing society about the service of charter.. You can form charter information society urban and rural areas.
Access to internet and other relevant resources than citizens can able to obtain affordable access to information services.

Authorisation of valid information gets never be misleading privacy.

Citizens should be able to act in information society with having fear that information regarding legitimate behaviour and interest is later used against them for example they should able to acquire without having to fear.

**Assurance**- every body should be assured that there are ways of redress in case of authorization or privacy required are violated, citizen should be assistant in finding employing these, when the situation arises.

**Internet literacy**- Communities have the duty give citizen the opportunity to acquire necessary skills to act in the information society.

1.7.4  **CHARTER MARK**

To be successful award organisation must demonstrate excellence against criteria.

1.7.5  **Charter News Bulletin**

Charter news bulleting can be publish as news letter to encourage all expects of public service.

1.7.6  **Citizen Charter Unit**

Citizen Unit can be consist to --------

revising and improving the charter so as to customer to raise standard of targets.

working in the people groups publishing best practices guides setting up local pilots involving central government and state government local bodies non governmental organisation working for weaker section of society.

running charter projects for effective implementations building quality incentives for charter implementations encouragements to charter arrangements.
1.7.7 Publish guideline bulletin

How to consult the citizen
How to deal with components
How to apply for charter mark
citizens charter best practices

1.7.8 Integrated service team

promote people for integrated service team to approach the current appreciations to service in relay to generic issues for life events, such as disabled aging persons

You can top five services

you can forms people panel from a five persons of society you can forms identified persons of value based in the society. they will facilitated five services to none on none emergency ----

Health
security
electricity
water supply
communication
1.8 Self Assessment Question

Plan a strategy for effective implementation of charter?

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________

Can Govt. set charter services effectively?

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________

Can Non-Governmental organisation set strategy for effective implementation of Citizen Charter.
if Yes Explain or Not Explain

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________
1.9 Roadmap

INTRODUCTION

ROLE IDENTIFICATION

TIME BOUNDED DISPOSAL

ORGANISATIONAL COMMITMENT AND SETTING CITIZEN CORPORATION

WHAT BEST PRACTICES YOU CAN DO?

STRATEGIC PRIORITIES FOR CHARTER IMPLEMENTATION (PLAN OF ACTION)

POLICYMAKING

RESPONSIVE PUBLIC SERVICE

QUALITY PUBLIC SERVICE

INFORMATION AGE GOVERNMENT

VOLUNTARY PUBLIC SERVICE

PROGRAM FOR DATA
REFERENCES

1.10 Keywords

Strategies  -  The skill of planning
Implementation  -  Tool or instrument for working with
Identification  -  Recognize
Organisational  -  Promise
Commitment

1.11 References

C.M.Roy  -  Citizen Charter in India an Overview
Vol. XLIV  -  December 1998
B.S. Ghumen  -  Reflection of Citizen charter in Vol. XXXII

Consumer Coordination Council Report on Evaluation of Implementation of Citizen's Charter Department of railways, New Delhi

Consumer Education and Research Council Ahemdabad, Gujarat.
Cabinet Office-Modernising London, U.K.

UNIT - II
ASSESSMENT OF ORGANISATIONAL ANALYSIS AND BEST PRACTICES

Objectives:- After going through this unit by Distance Learning Methodology participants will be able to -

- Analyse the organisational factor and arrangements for effective implementation.
- Explain the best practices of charter implementation.

Unit Structure:

2.1 Introduction
2.2 Organisational factors
2.3 Activity
2.4 Exemplanary implementation of charter.
2.5 Assessment of implementation
2.5.777Survey
2.5.778Charter assessment parameter
2.5.779Charter mark
2.5.780Model practice of implementation assessment.
2.6 Best practices in India
2.7 Self Assessment Questions.
2.8 Roadmap of unit.
2.9 Keywords
2.10 References

2.1 Introduction:
Now you have the proper understanding of your roles and strategies for effective implementation, organisational factors are crucial for best practices. In this unit we will identify the organisational factors responsible for implementation and best practices in reference to India. The implementation of Citizen Charter is an ongoing exercise because it has reflected the intensive and continuous changes taking place in the domain of public service. Indian Government continuously strives to serve the Citizen’s in an effective and efficient way so as not only to meet but to exceed their expectations. The Citizen’s Charter initiative is a major step in this direction.

Just think,

Can you ever try to understand the organisational factors coming on way to charter implementation may be positive or negative-

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2.2 Organisational Factors Responsible for Effective Implementation

Citizen’s Charter initiative and its implementations in India has started recently implementation is much more difficult to the old bureaucratic setup / procedure and the rigid attitudes of the work force. The major problem in encounter in this initiative are:

1. **Direction from top:**

   The general perception of organisations, which formulated Citizen’s
Charters, was that the exercise was to be carried out because there was a direction from the top. The consultation process was minimal or largely absent. It thus became one of the routine activities of the organisation and had no focus.

2. **Lack of training and orientation**

For any Charter to succeed, the employees, responsible for its implementation should have proper training and orientation, as commitments of the Charter cannot be expected to be delivered by a workforce that is unaware of the spirit and content of the Charter. However, in many cases, the concerned staff were not adequately trained and sensitized.

3. **Systematic approach:**

Sometimes, transfers and reshuffles of concerned officers at the crucial stages of formulation/implementation of a Citizen’s Charter in an organisation severely undermined the strategic processes which were put in place and hampered the progress of the initiative.

4. **Image and attitude of work force.:-**

Awareness campaigns to educate clients about the Charter were not conducted systematically.

In some cases, the standards/time norms of services mentioned in Citizen’s Charter were either too lax or too tight and were, therefore, unrealistic and created an unfavorable impression on the clients of the Charter.

The concept behind the Citizen’s Charter was not properly understood. Information brouchers, publicity materials, pamphlets produced earlier by the organisations were mistaken for Citizen’s Charters.
Activity-1:
Identify the problems for effective implementation of Charter in your organisation
Identify the problems.

Can you solve the problem?

How?

2.4 Exemplanary implementation of Citizen’s Charter

All the efforts an initiative of Government on Citizen’s Charter were continuing, it was realize that exemplanary implementation of Citizen’s Charter in major public interface area of Government could not only establish the new concept in the bureaucracy, but also act as role module for replication in the other sectors/areas the banking sector was identified for purpose of keeping of view the second face of economy reforms and fact that this sector was fairly advance in the terms of customers service and its was also taking the advantages of information technology to speed up various processes the primary objective of the exercise was to build the banking sector as a model
of excellence in the implementation of the Citizen Charter to begin with their major national levels banks namely Punjab National Bank, Punjab Sindh Bank and Oriental Bank of Commerce, were selected for a Hand Holding exercise by the Department of Administrative reforms and public grievances Govt. of India in 2001. The following key issues were highlight for the exemplary implementation of Citizen’s Charter.

- Stake holder's involvement in formulation and implementation of Charter.
- Deployment of Citizen’s Charter in the banks by full involvement of staff especially employees at cutting edge level.
- Creation of awareness above the Charter among the Customers of the Bank.
- Special training for employees about the concept of the implementation of Citizen Charter.

After an evaluation of the current status of the Charters by the identified banks through independent agencies, Action Plans were chalked out to rectify shortcomings. The Charters have been, accordingly, revised and standardized on the basis of the model/mother Charter developed by the Indian Banks Association (IBA). Training for employees of selected branches through master trainers, trained by the National Institute of Bank Management using a module developed in consultation with Department of APG, has been organized. Several measures to give wide publicity to Citizen’s Charter have also been taken.

External agencies are being engaged to once again assess and evaluate the implementation of Citizen’s Charter of these bans and also to document the Hand-Holding Exercise. Once it is demonstrated that Citizen’s Charters have been fully and exemplarily implemented in these banks, it is proposed to make the documentation available to other banks/sectors for replication/emulation.

2.5 Assessment of implementation:

Just think

How will you assess / measure the implementation of Charter in your organisation
2.5.1 Survey:-

You can assess the implementation of Citizen’s Charter by Survey. A Survey may be done with the help of voluntary organisation or by directly distributing questionnaires to randomly selected members of the public/users of the service. About 500 hundred samples in District and 100 in a sub division level may be sufficient for survey at initial stage. Once such exercise becomes regular sample size can be increase. Survey may be conclude as below:

- By personal interview
- Through telephonic contact
- By placing survey forms at service delivery centers
- Through voluntary organisation

A model survey that has the Assessment parameters is enclosing.
### 2.5.2 CHARTER ASSESSMENT PARAMETERS

<table>
<thead>
<tr>
<th>Charter in General</th>
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</tr>
</thead>
<tbody>
<tr>
<td>* Title</td>
<td>2</td>
</tr>
<tr>
<td>* Context (Preamble/Background)</td>
<td>5</td>
</tr>
<tr>
<td>* Covers core and critical areas</td>
<td>6</td>
</tr>
<tr>
<td>* Initiatives</td>
<td>4</td>
</tr>
<tr>
<td>* Takes account of special needs</td>
<td>3</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>20</td>
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<table>
<thead>
<tr>
<th>Obligation to Consult</th>
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</thead>
<tbody>
<tr>
<td>* Mechanism of feedback on forms and contents</td>
<td>6</td>
</tr>
<tr>
<td>* Consult in future</td>
<td>4</td>
</tr>
<tr>
<td>* Methods of Consultation</td>
<td>5</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>15</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Obligation to Inform</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>* Specifies names of relevant officials</td>
<td>4</td>
</tr>
<tr>
<td>* Seeking further information</td>
<td>5</td>
</tr>
<tr>
<td>* Monitoring and Reporting performance</td>
<td>6</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Setting of Standards</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>* Fixing time limits</td>
<td>6</td>
</tr>
<tr>
<td>* Targets and standards of service</td>
<td>6</td>
</tr>
<tr>
<td>* Rights and guarantees</td>
<td>8</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>20</td>
</tr>
</tbody>
</table>
### Module - III

<table>
<thead>
<tr>
<th>Obligation to provide redress &amp; be accountable</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>* Complaints procedure</td>
<td>10</td>
</tr>
<tr>
<td>* Compensation or Remedies</td>
<td>10</td>
</tr>
<tr>
<td>Sub Total</td>
<td>20</td>
</tr>
</tbody>
</table>

| Cohesiveness                                  | 10 |

### Overall Assessment

<p>| | |</p>
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</thead>
<tbody>
<tr>
<td>Charter in General</td>
<td>20</td>
</tr>
<tr>
<td>Obligation to Consult</td>
<td>15</td>
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<tr>
<td>Obligation to Inform</td>
<td>15</td>
</tr>
<tr>
<td>Setting of Standards</td>
<td>20</td>
</tr>
<tr>
<td>Obligation to provide redress &amp; be accountable</td>
<td>20</td>
</tr>
<tr>
<td>Cohesiveness</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total Marks</strong></td>
<td>100</td>
</tr>
</tbody>
</table>

**Comments on Performa:-**

__________________________________________________________

__________________________________________________________

__________________________________________________________

Will you add something more?

__________________________________________________________

__________________________________________________________
2.5.3 Charter Mark

The Charter Mark is another way to assess/measure the implementation of Citizen’s Charter. This system is adopted in U.K. evaluate and renewed departments of offering best services through Citizen’s Charter. The following criteria is taken into account and marks are awarded to each expected to decided best performance.

The nine criteria are:

- Standards
- Information and Openness
- Choice and Helpfulness
- Putting Things Right
- Value for Money
- Customer Satisfaction
- Measurable Improvements in Quality of Services
- Innovative Enhancement to Services at no Additional Cost.

“Commitment yourself to performing one ten minute act of exceptional citizen courtesy per day and induce your colleagues to do the same. If there are 100 persons in your office you would have 24000 new courteous acts per year.

In India the Department of Administrative Reforms Public Grievances is in the process of identifying professionals agencies to develop appropriate Charter Marks Schemes. This scheme will encourage and reward improvement in the public service delivery with reference to the commitments and standards notified in the Charter. The “Charter Mark” is proposed to be awarded after Assessment by independent penal of judges. This could not only give a sense of achievement to the organisation awarded the charter mark but also promote a sprit of competitiveness amongst various organisations. That has have issued Citizens’ Charter and generating awareness among Citizen’s.

Plan for small wins
2.5.4 Model Practices of Implementation Assessment

Case study of Hyderabad Municipal Corporation Assessment parameters.

**Assessment Questionnaire**

Survey of Municipal Services (Sanitation and Building) Consumers Problems and Expectations for designing Citizen’s Charter.

Conducted by Consumer Coordination Council collaboration with Firedrich-Naumann-Stiftung, New Delhi.

Name of the Town/City covered under Municipal services along with the address of the municipal/ NAC Office.

What are the major problems with your Municipal Services (Sanitation and Building)? (Please rank in importance):

<table>
<thead>
<tr>
<th>Service</th>
<th>Nature of Problem</th>
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<tbody>
<tr>
<td>a.</td>
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<td>b.</td>
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<tr>
<td>c.</td>
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</tr>
<tr>
<td>d.</td>
<td>------------------</td>
</tr>
<tr>
<td>e.</td>
<td>------------------</td>
</tr>
</tbody>
</table>
3. How would you rate the Municipal Services (Sanitation and Building) available? 
(Tick on the following scale)

<table>
<thead>
<tr>
<th></th>
<th>V.Good</th>
<th>Good</th>
<th>O.K.</th>
<th>Poor</th>
<th>V.Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Removal of Garbage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>b. Cleanliness of locality</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Maintenance of Parks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Maintenance of Markets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Removal of Encroachments</td>
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<td></td>
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<tr>
<td>f. Town Planning</td>
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<td></td>
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<tr>
<td>g. Provision of Footpaths</td>
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<tr>
<td>h. Provision for vehicle parking</td>
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<tr>
<td>i. Facility of School</td>
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<td></td>
<td></td>
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<tr>
<td>j. Facilities for health Care</td>
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<tr>
<td>Clinics/Hospitals</td>
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<td>k. Ambulance facility</td>
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<td></td>
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<td>l. Enquiry/information Services</td>
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<td></td>
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<tr>
<td>m. Supply of safe drinking water</td>
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<tr>
<td>n. Sewage disposal</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>o. Availability of Public convenience outlets</td>
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<td></td>
<td></td>
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<tr>
<td>p. Maintenance of Public Convenience outlets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>q. Approval of building plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>r. Complaints handling</td>
<td></td>
<td></td>
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</tbody>
</table>

4. What type of deficiencies in Municipal Services have you experienced as a citizen? (rank as per frequency, i.e., delay in days/months)

Approval of Building Plan ............. Restoration of water supply ............. Raising of bills towards Municipal Services Tax ............. Any of her ..............................
5. Normally after how many calls you are able to register a complaint with the concerned officer?

Tick

One… 2 to 5 calls….. 6 to 10 calls….. any other, specify…………………………..

6. Normally how many days after the complaint the deficiency is rectified? Please Tick

One day ….. 2 to 5 days ….. 6 to 10 days ….. any other, specify …………..

7. Do you have to pay the Municipal Staff/Officials for providing the service?

Yes/No/Occasionally (Tick)

If Yes, how much? ………… Why? ……………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………

8. Have you suffered inconvenience at the time of lodging complaints? (yes/no) if yes? Long queues………. long procedures ….. indifferent attitude ….. Any other, specify …………..

……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………

9. Normally how many days before the “Pay by” date does your Municipal Services bill arrive?

1-3 days ….. 4-7 days ….. 8-15 days ….. any other, specify…………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………

10. Have you had inflated bills in the past? Yes/no if yes, give details ……………

……………………………………………………………………………………………………

11. Where you denied proper receipt for the amount paid towards the bill amount? (Yes/No) give details …………………………………………...
12. Have you suffered inconvenience in paying bills? Yes/no if yes? Long queues ………….. Late receipt of bill ………………………… Any other, ………………………………………………………………………………………………

13. Should the Municipal Service provider charge tax / service charges for the service which it did not perform. Yes/No. ……………… Give examples……………………………………………………………………………………………

14. Have you ever made a written complaint re: Municipal Services? Yes/No ……………… If yes, to whom and to what result?

…………………………………………………………………………………………………………
…………………………………………………………………………………………………………
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15. How many days it has taken for the removal of the written complaint? ……….. days / months Why? ………………………………………………

…………………………………………………………………………………………………………
…………………………………………………………………………………………………………
…………………………………………………………………………………………………………

16. Do you think you are provided the value for the money you are paying to the Municipal Service provider? (yes/no) Why? ……………………………

…………………………………………………………………………………………………………
…………………………………………………………………………………………………………
…………………………………………………………………………………………………………
17. What do you feel about the Municipal Charges? (Please tick)

<table>
<thead>
<tr>
<th></th>
<th>Very High</th>
<th>High</th>
<th>O.K.</th>
<th>Low</th>
<th>Very Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Building plan approval</td>
<td>..........</td>
<td>......</td>
<td>......</td>
<td>......</td>
<td>..........</td>
</tr>
<tr>
<td>b. Water Charges</td>
<td>..........</td>
<td>......</td>
<td>......</td>
<td>......</td>
<td>..........</td>
</tr>
<tr>
<td>c. Municipal charges</td>
<td>..........</td>
<td>......</td>
<td>......</td>
<td>......</td>
<td>..........</td>
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<tr>
<td>d. Development charges</td>
<td>..........</td>
<td>......</td>
<td>......</td>
<td>......</td>
<td>..........</td>
</tr>
<tr>
<td>e. Building Valuation Charges</td>
<td>..........</td>
<td>......</td>
<td>......</td>
<td>......</td>
<td>..........</td>
</tr>
<tr>
<td>f. Any other charges specify….</td>
<td>..........</td>
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</tr>
</tbody>
</table>

18. Should the Municipal Service consumers/their associations be consulted before fixing charges? Yes/No. any other ................................................................. 

.................................................................

.................................................................

.................................................................

19. Are you provided with all information in respect to Municipal Services (Sanitation and Building) at the time of becoming eligible as their consumer (Yes/No) how? (Written/verbal)

20. Should private investments be allowed in the Municipal Service Sector? (Yes/No)

21. What do you feel will be the impact of entry of private companies in the Municipal Service Sector?

22. On what occasions do you normally have to pay money to get work gone re: Municipal Services? .................................................................

23. Do you receive accurate information on any issue regarding Municipal Services as and when you seek? Yes/no ............

24. Are all the records and dates pertaining to your property/ownership rights of other properties made available to you as and when you desire? (yes/no)

25. Do the various counters and facilities function as per the designated time and days? (yes/no).

26. Do you feel the existing laws/regulations are enough to protect the rights of citizens and providers? (Yes/No).
27. How do you feel Municipal Services providers can improve their services towards the citizen’s

Respondent:  
Name …………………………………. Name ………………………………………..
Address ……………………………. Address ……………………………………….
Age …… sex :m/f occupation …………………… date of filing …………………

Remarks by supervisor (in different ink)

Name & Address …………………………………………………………………………

2.6 Best practices of Charter implementation in India

The State/UT

Introduction:

Yet you have gone through the organisational factor responsible for the charter parameter of implementation though the Charter moment in India is in early stage but there are so many excellent practices of various State/UT. To achieve the goals of Accountability and Citizen-friendly Government, Transparency and Right to Information and improving the performance and integrity of the public services, the central and State Governments are working together to provide an effective and responsive government at all levels to the country.

Andman & Nicobar:

Administration accessible to the common man.

Andhra Pradesh

Delegation of Authority
Enforcement of Accountability
Redressal of Public Grievances
Review of Laws, Rules and Procedures
Farmers participation in the management of irrigation systems and for matters connected therewith.

Mutually Aided Cooperative Societies

Planned to arrange training programmes for farmers all over the State at Agriculture Marketing Committee level with a view to increasing productivity in identified crops and to reduce cost of production.

Transparency, Simplification and Modernisation

Fixation of Time Norms

Inspection of Government Offices

Records Management

Multipurpose Household Survey Project

Janambhoomi programme

**Arunachal Pradesh**

**Assam**

Empowered and decentralised delivery

Improving the quality of services to the people

**Bihar**

Water users associations

**Chandigarh**

An independent Grievance

Administrative Secretaries/Heads of Departments and Heads of offices have been advised to be working days

Lok Adalats

Redressal of Public Grievances

Government to the Door-step: Wazirabad Experiment

Review of Procedures and Regulations

Improvements have been made in Civil Hospital
Goa

A Public Grievances Redressal System
To ensure stability of tenure of Civil Servants
Legislation for right to Information
System of community policing has been introduced

Gujarat

Lok Darbar
Transparency in Administration
The system of granting the ration-cards
Transparency and Accountability
Land laws have been streamlined to reduce obstacles to development activity.

Haryana

The Lok Pal Bill
Size of Bureaucracy under control
Performs under time-bound programmes

Himachal Pradesh

Delegation of Powers
Redressal of Public Grievance
Stability of Tenure
Transparency and People’s Participation
Effective public participation

Karnataka

The Public Grievance Redressal Cell in Karnataka

Kerala

Delegation of Authority
Empower the panchayats
Municipalities to undertake this task in a scientific and participatory manner,
People’s Campaign or the ninth plan
Path-breaking experiment
Voluntary Technical
Consisting of professionals including retired engineers,
Professors of Universities,
Scientists available in village and blocks
Established an effective mechanism to ensure absolute transparency of the functioning of local self-government institutions.

Best public distributions systems
Vigilance Department is being strengthened
To be pro-active and carry out investigations

**Lakshadweep**

The Administrative Secretariat is the District Headquarters
Monthly coordination meetings.
The Departments/Officers have been instructed to tour the island frequently with advance notice,
Grievances appearing in the newspapers
Sub-Divisional offices have been computerised.

**Madhya Pradesh**

Citizen Charter
Corruption
Delegation of Authority
Powers have been delegated at various
Village level committees have been entrusted with the running of primary schools.
Redressal of Public Grievances
Review of Laws, Regulations and Procedures
Transparency and Right to Information
The System totally transparent
A common consumer obtain information
At the level of distributor – a fine of Rs.10/- per day in the case of a delay
At the committee manager/manager of the cooperative consumer store – warning.
Attested copies of Stock Registers,
Installing a photocopier in every Tahsil.

**Maharashtra**

- Citizen’s Charter
- Employment Enabling Process
- Filing of FIR
- Responsiveness in Public Interface
- Redressal of Public Grievances

**Manipur**

- Public Grievance Redressal

**Meghalaya**

- Social equality

**Orissa**

- Effective implementation of various development programmes due to improved Computerisation, simplifying the codes/procedures and re-writing of manuals
- Effective communication with the people
- Decentralisation of Administration Powers
- Hearing of Public Grievances
- Eradication of Corruption
- Action Taken for Up liftment of Weaker Section of the Society
- Office Modernisation Programmes
- Publicity of Outstanding Achievements by Civil Servants
- Activities which in the Annual Reports
- Seventy five Pension Adalats
Redressal of Public Grievances

Pondicherry

Punjab

- Accountability
- Corruption
- Delegation of powers
- Redressal of Public Grievances
- Review of Laws and Regulations
- Transparency

Rajasthan

Delegations of Powers
Redressal of Public Grievances
Reviews of Laws
Transparency and Openness
Right to Information
Community Empowerment
Capacity Building for Self Reliant Local Communities
Innovations in Programme Design
Human Resources Development
Organisational Innovations
Contract Services
PSU Reforms
Tax Reforms and Resources Mobilisation
Infrastructure Development
Decentralised service delivery
Effective decentralisation
Citizens’ Charter
Delegation of Powers
Redressal of Public Grievances
By post from public
Review of Laws and Procedures
Transparency and Openness
Responsive and effective administration

**West Bengal**

- Were given responsibilities of distribution of vested lands, construction of minor irrigation facilities,

---

**2.7 Self Assessment Questions**

Explain the best practices of your organisation?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Develop a action plan according to your own ideas for Citizen Friendly Administration.
2.8 ROAD MAP OF UNIT

INTRODUCTION

ORGANISATIONAL FACTOR
EXEMPLARY IMPLEMENTATION OF CHARTER

ASSESSMENT OF IMPLEMENTATION

SURVEY

ASSESSMENT PARAMETERS

CHARTER MARK

MODEL PRACTICE OF ASSESSMENT

BEST PRACTICES OF INDIA

S.A.G.

ROADMAP

KEYWORDS

REFERENCES

2.9 Keywords:

- Assessment - Fixation of value
- Unrealistic - Not practicable
- NGO - Non Governmental Organisation
- Innovation - Introduce something new.
2.10 References:-


Web Site:- www.servicefirst.gov.uk.2000
Objectives:- After going through this unit by Distance Learning Methodology participants will be able to -

- Analyse the organisational factor and arrangements for effective implementation.
- Explain the best practices of charter implementation.

Unit Structure:

2.6 Introduction
2.7 Organisational factors
2.8 Activity
2.9 Exemplary implementation of charter.
2.10 Assessment of implementation

2.5.805Survey
2.5.806Charter assessment parameter
2.5.807Charter mark
2.5.808Model practice of implementation assessment.
2.6 Best practices in India
2.7 Self Assessment Questions.
2.10 Roadmap of unit.
2.11 Keywords
2.10 References

2.1 Introduction:

Now you have the proper understanding of your roles and strategies for effective implementation, organisational factors are crucial for best practices. In this unit we will
identify the organisational factors responsible for implementation and best practices in reference to India. The implementation of Citizen Charter is an ongoing exercise because it has reflected the intensive and continuous changes taking place in the domain of public service. Indian Government continuously strives to serve the Citizen’s in an effective and efficient way so as not only to meet but to exceed their expectations. The Citizen’s Charter initiative is a major step in this direction.

Just think,

Can you ever try to understand the organisational factors coming on way to charter implementation may be positive or negative-

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<tr>
<th>Positive</th>
<th>Negative</th>
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2.2 Organisational Factors Responsible for Effective Implementation

Citizen’s Charter initiative and its implementations in India has started recently implementation is much more difficult to the old bureaucratic setup / procedure and the rigid attitudes of the work force. The major problem in encounter in this initiative are:

3. Direction from top:

The general perception of organisations, which formulated Citizen’s
Charters, was that the exercise was to be carried out because there was a direction from the top. The consultation process was minimal or largely absent. It thus became one of the routine activities of the organisation and had no focus.

4. **Lack of training and orientation**

   For any Charter to succeed, the employees, responsible for its implementation should have proper training and orientation, as commitments of the Charter cannot be expected to be delivered by a workforce that is unaware of the spirit and content of the Charter. However, in many cases, the concerned staff were not adequately trained and sensitized.

3. **Systematic approach:**

   Sometimes, transfers and reshuffles of concerned officers at the crucial stages of formulation/implementation of a Citizen’s Charter in an organisation severely undermined the strategic processes which were put in place and hampered the progress of the initiative.

4. **Image and attitude of work force.:**

   Awareness campaigns to educate clients about the Charter were not conducted systematically.

   In some cases, the standards/time norms of services mentioned in Citizen’s Charter were either too lax or too tight and were, therefore, unrealistic and created an unfavorable impression on the clients of the Charter.

   The concept behind the Citizen’s Charter was not properly understood. Information brochures, publicity materials, pamphlets produced earlier by the organisations were mistaken for Citizen’s Charters.
Module - III

2.4 Exemplary implementation of Citizen’s Charter

All the efforts an initiative of Government on Citizen’s Charter were continuing, it was realize that exemplanary implementation of Citizen’s Charter in major public interface area of Government could not only establish the new concept in the bureaucracy, but also act as role module for replication in the other sectors/areas the banking sector was identified for purpose of keeping of view the second face of economy reforms and fact that this sector was fairly advance in the terms of customers service and its was also taking the advantages of information technology to speed up various processes the primary objective of the exercise was to build the banking sector as a model
of excellence in the implementation of the Citizen Charter to begin with their major national levels banks namely Punjab National Bank, Punjab Sindh Bank and Oriental Bank of Commerce, were selected for a Hand Holding exercise by the Department of Administrative reforms and public grievances Govt. of India in 2001. The following key issues were highlight for the exemplary implementation of Citizen’s Charter.

- Stake holder’s involvement in formulation and implementation of Charter.
- Deployment of Citizen’s Charter in the banks by full involvement of staff especially employees at cutting edge level.
- Creation of awareness above the Charter among the Customers of the Bank.
- Special training for employees about the concept of the implementation of Citizen Charter.

After an evaluation of the current status of the Charters by the identified banks through independent agencies, Action Plans were chalked out to rectify shortcomings. The Charters have been, accordingly, revised and standardized on the basis of the model/mother Charter developed by the Indian Banks Association (IBA). Training for employees of selected branches through master trainers, trained by the National Institute of Bank Management using a module developed in consultation with Department of APG, has been organized. Several measures to give wide publicity to Citizen’s Charter have also been taken.

External agencies are being engaged to once again assess and evaluate the implementation of Citizen’s Charter of these banks and also to document the Hand-Holding Exercise. Once it is demonstrated that Citizen’s Charters have been fully and exemplarily implemented in these banks, it is proposed to make the documentation available to other banks/sectors for replication/emulation.

### 2.5 Assessment of implementation:

Just think

How will you assess / measure the implementation of Charter in your organisation
2.5.1 Survey:-

You can assess the implementation of Citizen’s Charter by Survey. A Survey may be done with the help of voluntary organisation or by directly distributing questionnaires to randomly selected members of the public/users of the service. About 500 hundred samples in District and 100 in a sub division level may be sufficient for survey at initial stage. Once such exercise becomes regular sample size can be increase. Survey may be conclude as below:

- By personal interview
- Through telephonic contact
- By placing survey forms at service delivery centers
- Through voluntary organisation

A model survey that has the Assessment parameters is enclosing.
## 2.5.2 CHARTER ASSESSMENT PARAMETERS

<table>
<thead>
<tr>
<th>Charter in General</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>* Title</td>
<td>2</td>
</tr>
<tr>
<td>* Context (Preamble/Background)</td>
<td>5</td>
</tr>
<tr>
<td>* Covers core and critical areas</td>
<td>6</td>
</tr>
<tr>
<td>* Initiatives</td>
<td>4</td>
</tr>
<tr>
<td>* Takes account of special needs</td>
<td>3</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>20</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Obligation to Consult</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>* Mechanism of feedback on forms and contents</td>
<td>6</td>
</tr>
<tr>
<td>* Consult in future</td>
<td>4</td>
</tr>
<tr>
<td>* Methods of Consultation</td>
<td>5</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>15</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Obligation to Inform</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>* Specifies names of relevant officials</td>
<td>4</td>
</tr>
<tr>
<td>* Seeking further information</td>
<td>5</td>
</tr>
<tr>
<td>* Monitoring and Reporting performance</td>
<td>6</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Setting of Standards</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>* Fixing time limits</td>
<td>6</td>
</tr>
<tr>
<td>* Targets and standards of service</td>
<td>6</td>
</tr>
<tr>
<td>* Rights and guarantees</td>
<td>8</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>20</strong></td>
</tr>
<tr>
<td><strong>Obligation to provide redress &amp; be accountable</strong></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>--</td>
</tr>
<tr>
<td>* Complaints procedure</td>
<td>10</td>
</tr>
<tr>
<td>* Compensation or Remedies</td>
<td>10</td>
</tr>
<tr>
<td>Sub Total</td>
<td>20</td>
</tr>
</tbody>
</table>

**Cohesiveness** 10

**Overall Assessment**

<p>| | |</p>
<table>
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</thead>
<tbody>
<tr>
<td>Charter in General</td>
<td>20</td>
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<tr>
<td>Obligation to Consult</td>
<td>15</td>
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<tr>
<td>Obligation to Inform</td>
<td>15</td>
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<tr>
<td>Setting of Standards</td>
<td>20</td>
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<tr>
<td>Obligation to provide redress &amp; be accountable</td>
<td>20</td>
</tr>
<tr>
<td>Cohesiveness</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total Marks</strong></td>
<td>100</td>
</tr>
</tbody>
</table>

Comments on Performa:-

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Will you add something more?

________________________________________________________________________
2.5.3 Charter Mark

The Charter Mark is another way to assess/measure the implementation of Citizen’s Charter. This system is adopted in U.K. to evaluate and renew departments of offering best services through Citizen’s Charter. The following criteria is taken into account and marks are awarded to each expected to decided best performance. The nine criteria are:

- Standards
- Information and Openness
- Choice and Helpfulness
- Putting Things Right
- Value for Money
- Customer Satisfaction
- Measurable Improvements in Quality of Services
- Innovative Enhancement to Services at no Additional Cost.

“Commitment yourself to performing one ten minute act of exceptional citizen courtesy per day and induce your colleagues to do the same. If there are 100 persons in your office you would have 24000 new courteous acts per year.

In India the Department of Administrative Reforms Public Grievances is in the process of identifying professionals agencies to develop appropriate Charter Marks Schemes. This scheme will encourage and reward improvement in the public service delivery with reference to the commitments and standards notified in the Charter. The “Charter Mark” is proposed to be awarded after Assessment by independent penal of judges. This could not only give a sense of achievement to the organisation awarded the charter mark but also promote a sprit of competitiveness amongst various organisations. That has have issued Citizens’ Charter and generating awareness among Citizen’s.

Plan for small wins
2.5.4 Model Practices of Implementation Assessment

Case study of Hyderabad Municipal Corporation Assessment parameters.

Assessment Questionnaire

Survey of Municipal Services (Sanitation and Building) Consumers Problems and Expectations for designing Citizen’s Charter.

Conducted by Consumer Coordination Council collaboration with Friedrich-Naumann-Stiftung, New Delhi.

Name of the Town/City covered under Municipal services along with the address of the municipal/ NAC Office.

What are the major problems with your Municipal Services (Sanitation and Building)? (Please rank in importance):

<table>
<thead>
<tr>
<th>Service</th>
<th>Nature of Problem</th>
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<tbody>
<tr>
<td>a.</td>
<td></td>
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<tr>
<td>b.</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td></td>
</tr>
</tbody>
</table>
3. How would you rate the Municipal Services (Sanitation and Building) available? (Tick on the following scale)

<table>
<thead>
<tr>
<th></th>
<th>V.Good</th>
<th>Good</th>
<th>O.K.</th>
<th>Poor</th>
<th>V.Poor</th>
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</thead>
<tbody>
<tr>
<td>a. Removal of Garbage</td>
<td>.......</td>
<td>....</td>
<td>....</td>
<td>....</td>
<td>.......</td>
</tr>
<tr>
<td>b. Cleanliness of locality</td>
<td>.......</td>
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<td>....</td>
<td>....</td>
<td>.......</td>
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<tr>
<td>c. Maintenance of Parks</td>
<td>.......</td>
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<td>....</td>
<td>....</td>
<td>.......</td>
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<tr>
<td>d. Maintenance of Markets</td>
<td>.......</td>
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<td>....</td>
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<td>.......</td>
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<td>e. Removal of Encroachments</td>
<td>.......</td>
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<tr>
<td>f. Town Planning</td>
<td>.......</td>
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<td>.......</td>
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<tr>
<td>g. Provision of Footpaths</td>
<td>.......</td>
<td>....</td>
<td>....</td>
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<td>.......</td>
</tr>
<tr>
<td>h. Provision for vehicle parking</td>
<td>.......</td>
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<td>....</td>
<td>....</td>
<td>.......</td>
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<tr>
<td>i. Facility of School</td>
<td>.......</td>
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<td>....</td>
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<td>.......</td>
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<tr>
<td>j. Facilities for health Care</td>
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<td>Clinics/Hospitals</td>
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<td>k. Ambulance facility</td>
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<td>l. Enquiry/information Services</td>
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<td>m. Supply of safe drinking water</td>
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<td>n. Sewage disposal</td>
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<td>o. Availability of Public</td>
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<td></td>
<td>convenience outlets</td>
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<tr>
<td>p. Maintenance of Public</td>
<td>.......</td>
<td>....</td>
<td>....</td>
<td>....</td>
<td>.......</td>
</tr>
<tr>
<td></td>
<td>Convenience outlets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>q. Approval of building plan</td>
<td>.......</td>
<td>....</td>
<td>....</td>
<td>....</td>
<td>.......</td>
</tr>
<tr>
<td>r. Complaints handling</td>
<td>.......</td>
<td>....</td>
<td>....</td>
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<td>.......</td>
</tr>
</tbody>
</table>

4. What type of deficiencies in Municipal Services have you experienced as a citizen? (rank as per frequency, i.e., delay in days/months)

Approval of Building Plan ............. Restoration of water supply ............. Raising of bills towards Municipal Services Tax ............. Any of her ..................................
Module - III

5. Normally after how many calls you are able to register a complaint with the concerned officer?

Tick

One… 2 to 5 calls….. 6 to 10 calls….. any other, specify…………………………

6. Normally how many days after the complaint the deficiency is rectified? Please Tick

One day …… 2 to 5 days ….. 6 to 10 days ….. any other, specify …………..

7. Do you have to pay the Municipal Staff/Officials for providing the service?

Yes/No/Occasionally (Tick)

If Yes, how much? ……… Why? ………………………………………………………
…………………………………………………………………………………………..
…………………………………………………………………………………………..
…………………………………………………………………………………………..

8. Have you suffered inconvenience at the time of lodging complaints? (yes/no) if yes? Long queues………. long procedures …………………… indifferent attitude ………………… Any other, specify ………………………………...

…………………………………………………………………………………………..
…………………………………………………………………………………………..
…………………………………………………………………………………………..

9. Normally how many days before the “Pay by” date does your Municipal Services bill arrive?

1-3 days …… 4-7 days ….. 8-15 days ….. any other, specify……………………
…………………………………………………………………………………………..
…………………………………………………………………………………………..
…………………………………………………………………………………………..

10. Have you had inflated bills in the past? Yes/no if yes, give details ……………

…………………………………………………………………………………………..

11. Where you denied proper receipt for the amount paid towards the bill amount? (Yes/No) give details …………………………………………………
12. Have you suffered inconvenience in paying bills? Yes/no if yes? Long queues …………… Late receipt of bill ………………………… Any other, ………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………….
18. What do you feel about the Municipal Charges? (Please tick)

<table>
<thead>
<tr>
<th></th>
<th>Very High</th>
<th>High</th>
<th>O.K.</th>
<th>Low</th>
<th>Very Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Building plan approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Water Charges</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>c. Municipal charges</td>
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<td></td>
<td></td>
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<tr>
<td>d. Development charges</td>
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<td></td>
</tr>
<tr>
<td>e. Building Valuation Charges</td>
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<td></td>
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<tr>
<td>f. Any other charges</td>
<td></td>
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</tr>
</tbody>
</table>

18. Should the Municipal Service consumers/their associations be consulted before fixing charges? Yes/No. any other .................................................................

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

19. Are you provided with all information in respect to Municipal Services (Sanitation and Building) at the time of becoming eligible as their consumer (Yes/No) how? (Written/verbal)

20. Should private investments be allowed in the Municipal Service Sector? (Yes/No)

21. What do you feel will be the impact of entry of private companies in the Municipal Service Sector?

22. On what occasions do you normally have to pay money to get work gone re: Municipal Services? .................................................................

23. Do you receive accurate information on any issue regarding Municipal Services as and when you seek? Yes/no ............

24. Are all the records and dates pertaining to your property/ownership rights of other properties made available to you as and when you desire? (yes/no)

25. Do the various counters and facilities function as per the designated time and days? (yes/no).

26. Do you feel the existing laws/regulations are enough to protect the rights of citizens and providers? (Yes/No).
27. How do you feel Municipal Services providers can improve their services towards the citizen’s

Respondent:                                                                 Interviewer:

Name ………………………………… Name ………………………………………….  
Address ……………………… Address …………………………………………..  
Age …… sex :m/f occupation ……………… date of filing …………………..

Remarks by supervisor (in different ink)

Name & Address ………………………………………………………………………...  

2.6 Best practices of Charter implementation in India
The State/UT

Introduction:

Yet you have gone through the organisational factor responsible for the charter parameter of implementation though the Charter moment in India is in early stage but there are so many excellent practices of various State/UT. To achieve the goals of Accountability and Citizen-friendly Government, Transparency and Right to Information and improving the performance and integrity of the public services, the central and State Governments are working together to provide an effective and responsive government at all levels to the country.

Andman & Nicobar:

Administration accessible to the common man.

Andhra Pradesh

Delegation of Authority
Enforcement of Accountability
Redressal of Public Grievances
Review of Laws, Rules and Procedures
Farmers participation in the management of irrigation systems and for matters connected therewith.

Mutually Aided Cooperative Societies

Planned to arrange training programmes for farmers all over the State at Agriculture Marketing Committee level with a view to increasing productivity in identified crops and to reduce cost of production.

Transparency, Simplification and Modernisation

Fixation of Time Norms

Inspection of Government Offices

Records Management

Multipurpose Household Survey Project

Janambhoomi programme

**Arunachal Pradesh**

**Assam**

Empowered and decentralised delivery

Improving the quality of services to the people

**Bihar**

Water users associations

**Chandigarh**

An independent Grievance

Administrative Secretaries/Heads of Departments and Heads of offices have been advised to be working days

Lok Adalats

Redressal of Public Grievances

Government to the Door-step: Wazirabad Experiment

Review of Procedures and Regulations

Improvements have been made in Civil Hospital
Goa

A Public Grievances Redressal System
To ensure stability of tenure of Civil Servants
Legislation for right to Information
System of community policing has been introduced

Gujarat

Lok Darbar
Transparency in Administration
The system of granting the ration-cards
Transparency and Accountability
Land laws have been streamlined to reduce obstacles to development activity.

Haryana

The Lok Pal Bill
Size of Bureaucracy under control
Performs under time-bound programmes

Himachal Pradesh

Delegation of Powers
Redressal of Public Grievance
Stability of Tenure
Transparency and People’s Participation
Effective public participation

Karnataka

The Public Grievance Redressal Cell in Karnataka

Kerala

Delegation of Authority
Empower the panchayats Municipalities to undertake this task in a scientific and participatory manner, People’s Campaign or the ninth plan Path-breaking experiment Voluntary Technical Consisting of professionals including retired engineers, Professors of Universities, Scientists available in village and blocks Established an effective mechanism to ensure absolute transparency of the functioning of local self-government institutions.

Best public distributions systems Vigilance Department is being strengthened To be pro-active and carry out investigations

Lakshadweep

The Administrative Secretariat is the District Headquarters Monthly coordination meetings.
The Departments/Officers have been instructed to tour the island frequently with advance notice,
Grievances appearing in the newspapers Sub-Divisional offices have been computerised.

Madhya Pradesh

Citizen Charter Corruption Delegation of Authority Powers have been delegated at various Village level committees have been entrusted with the running of primary schools. Redressal of Public Grievances Review of Laws, Regulations and Procedures Transparency and Right to Information
The System totally transparent
A common consumer obtain information
At the level of distributor – a fine of Rs.10/- per day in the case of a delay
At the committee manager/manager of the cooperative consumer store – warning.
Attested copies of Stock Registers,
Installing a photocopier in every Tahsil.

**Maharashtra**

Citizen’s Charter
Employment Enabling Process
Filing of FIR
Responsiveness in Public Interface
Redressal of Public Grievances

**Manipur**

Public Grievance Redressal

**Meghalaya**

Social equality

**Orissa**

Effective implementation of various development programmes due to improved
Computerisation, simplifying the codes/procedures and re-writing of manuals
Effective communication with the people
Decentralisation of Administration Powers
Hearing of Public Grievances
Eradication of Corruption
Action Taken for Up liftment of Weaker Section of the Society
Office Modernisation Programmes
Publicity of Outstanding Achievements by Civil Servants
Activities which in the Annual Reports
Seventy five Pension Adalats
Redressal of Public Grievances

Pondicherry

Punjab

- Accountability
- Corruption
- Delegation of powers
- Redressal of Public Grievances
- Review of Laws and Regulations
- Transparency

Rajasthan

Delegations of Powers
Redressal of Public Grievances
Reviews of Laws
Transparency and Openness
Right to Information
Community Empowerment
Capacity Building for Self Reliant Local Communities
Innovations in Programme Design
Human Resources Development
Organisational Innovations
Contract Services
PSU Reforms
Tax Reforms and Resources Mobilisation
Infrastructure Development
Decentralised service delivery
Effective decentralisation
Citizens’ Charter
Delegation of Powers
Redressal of Public Grievances
By post from public
Review of Laws and Procedures
Transparency and Openness
Responsive and effective administration

West Bengal

- Were given responsibilities of distribution of vested lands, construction of minor irrigation facilities,
2.8 ROAD MAP OF UNIT

INTRODUCTION

↓

ORGANISATIONAL FACTOR
EXEMPLARY IMPLEMENTATION OF CHARTER

ASSESSMENT OF IMPLEMENTATION

SURVEY

ASSESSMENT PARAMETERS

CHARTER MARK

MODEL PRACTICE OF ASSESSMENT

BEST PRACTICES OF INDIA

S.A.G.

ROADMAP

KEYWORDS

REFERENCES

2.9 Keywords:

Assessment - Fixation of value
Unrealistic - Not practicable
NGO - Non Governmental Organisation
Innovation - Introduce something new.
2.10 References:-


Web Site:- www.servicefirst.gov.uk.2000

Unit III

Motivation Orientation
Action Plan

Objective - After going through this unit through Distance learning methodology participants will be able to-

- Motivate and orient cutting edge personal for implementation
- Able to develop action plan of implementation
3.1 **Introduction:**

In last unit you have developed strategies for implementation, but without orientation and motivation cutting edge personal strategy can not be implemented. Public service management has been experienced fast change the traditional model of public service management has resulted in bureaucracy alienation of Citizen friendly management.

The firstly growing bureaucracy followed by increasing degree of dissatisfaction among citizen and fiscal crises have led to a search for models of grievances which is suitable to a services delivery to the satisfaction of its user as the central cause.

3.2 **Management of Citizen**

Citizen Charter is most important management technique. The Citizen is placed in the center service of public reforms. The aim of the Charter is to make the standards of the service visible increasing establishment expenditure and large size of...
government staff is adversely effecting the development process by reducing the invisible funds. The Government of India interaction need to be refined for effective implementation of Citizen Charter.

In response to action plan for effective and responsive administration reforms measures mentioned in first report.

1) Accountable and Citizen friendly government
2) Transparency and right to information
3) Improving the performance and integrity of public services.

3.3 Citizen friendly initiatives

Reforms initiative an accountable and Citizen friendly government is mot important and has been promised through the mechanism of -

- Citizen Charter
- Decentralization of Power
- Review of Law Act and Regulations

3.4 Motivation

Motivation implementing service management programmes will empower individual to make organisation more human and creative.

If we recall that giving good service involves:

Treating other people with dignity and respect;

Being sensitive to the needs to others;

Being honest;

A commitment to learn and to develop;
Accepting and rejoicing in the knowledge that each of us of is unique;

Believing that people respond best to quality treatment;

Looking for the positive in people;

Encouraging people to create their own visions and to grow and develop;

Then those working for quality service are well on the way to bring about a more caring, committed and communicative society.

And it all starts with such small beginnings – such as how we address out families, customers, colleagues and strangers each day.

How well have you done today?

Whatever the answer, tomorrow can be even better!

3.5 Training need

Increase Awareness - wide publicity through print and electronic media in simple and local language.

Wide Publicity through Customer meetings, Seminars, interactions, distribution of printed information etc.

Statistical Analysis- Periodic reviews be held based on performances, i.e. Evaluation etc.

Involvement of Employees, the users in the process.

Aspirations of Citizens to be given due consideration.

Citizens Charters to have common features.

System of Feedback involving users for Performance Review

Impart Training of functionaries by motivating & training Programmes / Human Resources Development.
3.6 Pinpoints dealing with users

Keep in minds

The standards of service that user can expect
How user can contact you and your inform ate
How user can help you
How user can complaint commit.

Give Suggestion

How you will report back to user on your performance
Focus on what is important to user
Make your service standards specific and challenging
Set out and clear parameters can thing to round.
Work closely with other organisation.
Maintain regularly service charter set due date of its reviews.
Make the record available consultation for work

Activity - 1

Explain the contact of training and cutting edge

How will you motivate you cutting persons on citizen Charter issue

Explain the right of information

Give your view on right information

How will simply the rules and Regulations.

<table>
<thead>
<tr>
<th>Do</th>
<th>Don’t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Out dated obsolete practices, rules etc. be removed</td>
<td>Don’t promise the sky</td>
</tr>
<tr>
<td>Commitment to Citizens Charter – Develop Human Resources, Motivate Staff, Quantify Customer’s Aspirations, Improve Work Environment/conditions of staff</td>
<td>Commitment of Citizens Charter to be realistic/feasible</td>
</tr>
<tr>
<td>Leverage be given for resource generation to organisations</td>
<td></td>
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<tr>
<td>Accessibility to officials concerned</td>
<td></td>
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<tr>
<td>Identify &amp; publicizes key contact persons</td>
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</table>
### Module - III

<table>
<thead>
<tr>
<th>Encourage de-centralization for grievances redressal</th>
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<tbody>
<tr>
<td>Provision of Facilitation Counters – Adhere to transparency</td>
</tr>
<tr>
<td>Consumer/Citizens Forums be given due weight age</td>
</tr>
</tbody>
</table>

#### 3.8 Plan of Action for Charter Implementation

<table>
<thead>
<tr>
<th>Charter Commitment</th>
<th>Milestone/Steps</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To delivery Public Services, To better meets Citizen needs and where they are available in the office time.</td>
<td>As emergency Strategy to improve assess to public services. Time bound survey Use peoples final Develop action plan to meets citizen expectations</td>
<td></td>
</tr>
<tr>
<td>2. Promote standards of all Government Proformas</td>
<td>Publish in simple languages the best practice guide.</td>
<td></td>
</tr>
<tr>
<td>3. Make available telephone number and email address</td>
<td>Stole a directory for email address, telephone numbers of public service organisations.</td>
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<tr>
<td>4. Develop departments/organisations more user friendly by producing guidelines on preventative and</td>
<td>Develop strategy for information technology</td>
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<tr>
<td></td>
<td>technical</td>
<td>Develop proposals and strategy for making public services in rural areas more accessible and effective.</td>
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<tr>
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<td>---------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>5.</td>
<td>To improve to assess in rural areas</td>
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<tr>
<td>6.</td>
<td>people of rural area from different part of are not informed change of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>telephone number, address and email address provide them.</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Make full use of information technology</td>
<td>Plan charter implement strategy according to consultation of review</td>
</tr>
<tr>
<td>8.</td>
<td>Identify the gaps of public service areas</td>
<td>Draft a procedure of general information provide local information of public services highlight good practices</td>
</tr>
<tr>
<td>9.</td>
<td>Promote best practices</td>
<td>Publish them</td>
</tr>
<tr>
<td>10.</td>
<td>Make arrangements for easier public services and flexi time.</td>
<td>Use experience of expert prepare of roadmap identification of key information understand system and put every thing in proper manner.</td>
</tr>
<tr>
<td></td>
<td>Roadmap of service availability</td>
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</tbody>
</table>

### 3.9 Tips & Tricks:

- Appreciate Aspirations of the people
- Work out capacity and ability before implementation
- Provide incentives to deserving & implementing functionaries
- Citizens Group formation
- Create agency for publicity
- Provision for satisfactory survey
- Citizens and employee participation in charter process
- Clearance times as case
- Efficiency of agents
• Agency training budget and infrastructure development
• The agency incentive schemes
• Provision for agencies sponsored evaluation
• Establishment of Nodal agency within the unit
• Working of information facilitation system
• Gram Avam Nagar Sampark
• Complaint card

3.10 Roadmap
Tips and tricks

ACTION PLAN

ROADMAP

KEYWORDS

REFERENCES

3.11 Keywords

Tricks - Tactful dealing
Bureaucracy - Civil services
R.K.Mittal
Rajat Publications
Geeta coloney
Delhi - Quality Management

3.12 Reference:-

Arvind sharma citizen charter India Taniska Publications Delhi
Site: www.cabinet.gov/uk/servicefirst
UNIT IV
ACCOUNTABILITY AND COMPUTERISED INFORMATION SYSTEM

Objective: After completing this unit through Distance Learning Methodology participant will be able to.-

- Explain the arrangement for accountability for the implement of the Citizen's Charter Commitment.
- Explain the process of Computerised Information System for the Charter implementation.

Unit Structure

Introduction
What is accountability
Accountability some terms and concepts
Positive Accountability
Accountability for what
Accountability for Government
Accountability a challenging issue.
Accountability a tool of quality approach.
Accountability and Computerised Information System

Accountability and Information System
Computerised assess of people to information to public office.
Computerised Networking
National Information Centre.
Citizen's Information Centre
Computerised Public Interface

Roadmap
Keywords
References
4.1 Introduction:

After the motivation and orientation for charter implementation accountability for efficient and effective implementation with the implementers with also the citizen. In the age of information technology everything assessable for citizen friendly accountable administration.

4.2 What is accountability?

In present scenario accountability means the best possible sense to individuals to who use work tool maximum transparencies. In all of public sense only free. Citizen's Charter have provided an important first sheet in enabling public to think about services can become more open and accountable to users. Charter have made a difference. They led to improved services - what get measured, tends to get done, improved provision for information, easier access to information, potential and actual services user having a greater potential and actual services user having a greater awareness of what services are available to them, that they are entitled to and what they can expect from a service provider becoming more customer friendly and therefore more approachable for users.

Some encouragement needs to be given to doing things right.

Quality of service should not provide according to bureaucratic powers Charter reverse is a process continued development.

**Accountability through openness** - Provides guarantee to unprecedented public access to information.

**Accountability with openness** - Provides widest possible commitments in leadership for commitment to esteem.

4.3 Accountability: Some terms and concept

Some one may be make responsible for ensuring the function is carried out, that is to say and agent is allocated a duty by a principle usually but not always. The agent is required to give back some account of how the duty is fulfilled. The term accountability has three main components.

- A duty to give an account of one conducts.
- A duty to take note of Principal response a liability to sanction by the principal if the conduct is disapprove.
The liability to sanction varies in strength depending on the power relationship between the agent and the principal; or more precisely on the control which the principal is able to exercise over the agent by the virtue of the power.

### 4.4 Positive Accountability

In fact outside the adversarial atmosphere of politics the major part of an account tends to be accepted reports tend to cover past conduct and future plans.

Reports tend to cover past conduct and future plans and often seek permission to keep on the same course. It is important not to lose sight of this positive confirming role of accountability. Approving of initiatives.

### 4.5 Accountability for What?

Public functions can be divided into making public policy and delivering public services. Those with skills in service delivery may not have the skills, or legitimacy, for public policy - making appointment system need to allow for this. In addition, the mechanisms of accountability may be difference may be the principals to whom the account is made. A body may have several constituencies to whom it is accountable for different aspects of its work.

**Are you accountable for any one**

**If yes**

**Than for What ?**

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</table>

**What are your accountability ?**
What are your accountability in for whom?

4.6 Accountability of Government:
Accountability of Government towards its citizen in different is to examine the strategies of enforcing citizen charter and also the main element for charter implementation with openness responsiveness and efficiency of government.

4.7 Accountability a challenging issue:
The most challenging issue in India is not only the responsibility of Bureau crazy to the citizen government accountability syndrome has been changing. The issue of accountability new looks more pinpointing to the responsibility of indivisible. Accountability is related to the tendency of a more citizen drive attitude in providing "efficient and prompt service to the citizen by creating a opportunities to people to exit by means of "deregulation".

Enlist the accountability of government towards citizen for a citizen friendly administration?
4.8 Accountability a tool of quality approach

The concept of citizen charter indicates the total quality approach in providing the level of service in public organisation. A analysis of various charter shows that at present there is no specific provisions available in various charter shows that at present there is no specific provisions available in various charter about the action that can be taken by an individual how feels that the commitments by a organisation have not fulfilled as a loss has been caused which needs to be compensated. It is desirable that service provider should become conscious of the need for action to commenced for any default. In the part of there functionaries resulting in delay or loss in the provision of service at present the only option that citizen how suffers sole or hurt has take the matter to consumer code for award of compensation.

Citizen charter strategies is implemented in an objective conscious and committed manner to give the citizen there do can lead us to good Governance. The most positive aspects of this programme related to its disseminating information to general people. The basic principal should be concern of any organisation involved in the delivery of public service but there are number of pitfalls an problems that need to be overcome in the specially Indian context, if the strategy has been make any substantial expect on realisation an pinpointing of public accountability.

Managerial accountability

Political accountability

Public accountability

In another accountability for staff for head of the organisation or public groups legal accountability to judiciary. Accountability with in the public sector organisation is individuals for decision making and outside the organisation accountability for aggregated to the various level of organisation. You can understand that the whole organisation is accountable for the any action of staff. Even individuals senior staff may be held accountable for citizen.
Accountability are supported by computerised information system. In so many assess principal accountability is emerged with the impact of information system.

This is ----

This is essential support of accountability.
Support for less the accountability
Alteration of balance of accountability

For broader role of management information system for narrater.

ACCOUNTABILITY MECHANISMS

Public Dissemination of Audit and Legislative Reviews.

Public participation in budget policy making.
Public feedback on policies.
Independent review by outside agencies.
Developing services delivery quality, standards and effective complaints redressal
User surveys
Public participation in projects.

4.10 Accountability and information system:

The accountability in system and public interface as define as desire to make public sector more accountable in the decision and action.

4.10.1 *Computerised assess of people to information of public office:

Internal aspects of administrative reforms in long run prospective is related to speedy and early assess to information to the public on the service and activities of public organisation. The development of appropriate problem management system in government, there are considerable delays in redressal of grievances and securing access to information. Since government department with a public service interface do not have a mechanism to provide information to the citizen assess the counter or to deal with their quarries and complaint at a single point.
4.10.2 Computerised Networking:
This is necessary to evolve the area first is related to department of appropriate computerised network of information to internally link all the office department. Organisation of centre and state level, Telecom and Railways as well as to integrated central and state office for effective information sharing in the cause of service to provider and public. The second aspect is need to ensure wide spread and easy assess of citizen's to information at various level in the government and various agencies as well as the issue of revenue records and certificate simplified and system of securing approach and parameters redressal of grievances with the help of complaint.

4.10.3 National Information Centre:
A systematic infrastructure to create a enterprise public interface is already available through National Information Centre (NIC). Which is working closely with the state governments. NIC has already setup database system which is providing information on various aspects of economy and finalizing of government to which a new section on govt. public service is now proposed to be aided. All the district codes are proposed to computerized with NIC help.

4.10.4 Citizen's Information Centre:
As a part of programme to disseminate information on public service to people it is proposed to setup information centre on a pilot base starting with all the state capital through the efforts of the department of consumer affairs and the public distribution with the involvement of state govt. These center would be run by voluntary agencies with assistance from the consumer welfare fund. However the real help needed by the citizen's in the terms of securing various services of their complaint promptly attended.

4.10.5 Computerise Public Interface:
The govt. of India has decided that all the office and agencies under it should have a computerise public interface aimed at dissimilation of information to the public for a fee or face of change. The central govt. ministries would take steps to ensure provisions of all unclassified information and decision to public through facilitation centre which should
be setup near reception hall of the office. The counters should be operated continually during the day.

4.11 Road Map

Introduction

WHAT IS ACCOUNTABILITY
ACCOUNTABILITY SOME TERMS AND CONCEPTS
POSITIVE ACCOUNTABILITY
ACCOUNTABILITY FOR WHAT
ACCOUNTABILITY OF GOVERNMENT
ACCOUNTABILITY A CHALLENGING ISSUE
ACCOUNTABILITY A TOOL OF QUALITY APPROACH
ACCOUNTABILITY AND COMPUTERISED INFORMATION SYSTEM
ACCOUNTABILITY AND INFORMATION SYSTEM
COMPUTERISE ASSESS OF PEOPLE TO INFORMATION OF PUBLIC OFFICE
COMPUTERISE NETWORKING
NATIONAL INFORMATION CENTRE
CITIZEN'S INFORMATION CENTRE
Module - III

COMPUTERISE PUBLIC INTERFACE

ROADMAP

KEYWORDS

Keywords

- Accountability  - Expected to give an explanation
- Professional   - Relation to profession
- Quality Approach - Initiative of goodness

References:

- R.B.Jain  - Citizen charter and instrument of accountability.
  Indian general of public administration
- Report of transparence-    Govt. of India
  And accountable govt.

Web sites - Better public service www.abinet.gov.uk/service1998
UNIT V

ARRANGEMENTS OF CITIZEN CHARTER AND OBLIGATIONS FOR CITIZEN

Objective: After going through this unit through distance learning methodology participants will be able to -

- Participants will be able to explain the arrangement for effective charter implementation.
- Describe the Citizen Obligations

Unit Structure
Introduction
Charter Implementation Activities
Service Action Team
Procedure & Proformas
Public Service Website
Telephone Answering Services
Suggested Organising Facilitation Centre/Enquiry Counter
Staffing the Facilitation Centre/Enquiry Counter
Functioning of the Centre/Counter
Handling of Enquiries
Miscellaneous
Enquiry Proforma
NGO Intervention
Save Bangalore Prospective for Partnership
Key topics and Issues
Karnataka Information Bill
Road Map
Keywords
Reference
5.1 Introduction:

In previous unit you have gone to the accountability and computerised information system. In this unit you will have understand about the all arrangements for effective implementation of citizen charter and were about the facilitation center, for the understanding the citizen and management.

5.2 Charter Implementation Activities

Government is committed to modernisation of Public Services so that they meet peoples need better inference to education help public distribution system vehicle licence and other facilities for people of vehicle section disabled and from rural areas. You can develop Charter implementation strategies for effective implementation.

5.3 Service Action Team

You can prove high quality services with the help of service action team. But this is not only enough service also need to be more assessable to the people who use the available services when they went without difficulty. Some times people give the same information from the same organisation in different ways. There is no identify person available to give full picture of what help is available in order to tackle these problems you can set a service action team with the coordination of the key departments and Citizen's Group this will work as a integrated service team and identify the practical problems facing by common citizen like

How people assess public service

How to meet the commitment of people

How people assess information by Electronically means
The aim of the SAT is to make easier access to information about public service to better meet people needs. Working time of the SAT can be according to members of the team. Many services are available in the evening.

SAT can conduct the survey to identify the needs of services also responsible to commitments of delivery.

5.4 Procedures & Proformas

Some information leaps and proformas of government departments are too long and repetitive manner they can create confusion for people and delay for the department dealing with the forms.

Change of Address & Phone Numbers email address is not available for common citizen. Instead of having several number of departments citizen will be able to notify given through single electronic system or like the single windows system of Madhya Pradesh. Roadmap of essential services should be available.

5.5 Public Service Website

You can design a public service website that will help you whether you are a citizen or service provider or policy maker or researcher this is the way to deliver best services and they can achieved the success. It can possible with the sharing of information improving services and consulting customers. Through website you can set a directory of email addresses details of public service provisions.

5.6 Telephone Answering Services

With extended services hours it provide betters service to customer being available, when they are in need.
5.7 Suggested Organising Facilitation centre/enquiry counter

Facilitation centre/enquiry counters shall be set up in this Secretariat, Office of the head of the departments, Collectorat, Offices of the Corporation and Municipalities.

In the Secretariat the counter shall be under the control of the Secretary of personnel and Administrative and reforms. He shall function under the guidance of the Secretary or an Officer not below the rank of the Chief Secretary for the purpose.

In the Offices of the heads of department is shall be under the control of department.

In city corporation and major Municipalities it shall be under the Secretary of the Corporation/Municipalities.

In all these Offices it shall be located in a conspicuous place near the entry of the office. In the Secretariats it shall be outside the security limits and according to public throughout office hours.

The facilities centre/enquiry counter is to function mainly as an interface with the visiting information on and to answer queries regarding petitions given by them.

5.8 Staffing the Facilitation Centre/Enquiry Counter:

- In the Secretariat there shall be three windows in a row numbers. Each of them shall be meant by the under the Secretary of the department. The section Officers of the counters by the rotation so that Under Secretary in charge of each Facilitation centre/Enquiry counter gets some time to visit the Section/Officers of the various departments. Information can be collected personally.
- In the Officers of the heads of the department there shall be one counter for Deputy Director/Administrative Assistant/Senior Superintendent and assisted by a person.

- In the Collectorat there shall be one counter manned by an Officer junior Superintendent assistant by a peon.

- In the Corporation/Municipality the level of the Officer to man the centre/counter decided by them. It shall be ensured that the person has a thorough knowledge of functions of the Office and is capable of gathering information and to please visitor.

- The facilitation centre/enquiry counter shall be provided with computer to record the enquiry relevant details and to facilitate periodic monitoring of the stages of petition received and processed.

5.9 Functioning of the Centre/Counter

- The most important function is the counter/centre is to respond the enquiries of the person physically visit the centre/counter.

- The enquiry shall be serially numbered in the computer and the slip number and subject will be supplied to the visitor in the format.

- Once an inquiry numbered in the computer only while finally decided and closed by the concerned section of the administration.
• Wherever a matter is not to be processed in that Office the visitor shall so and the appropriate Officer to be contacted has to be intimated to him.

• Facilitation centre/enquiry counter is not a paper processing area of the office. So only that available in the files of the respective Office or the stage of action on need be made available to the visitors.

• The Officer in charge of the counter/facilitation centre shall gather information from various section either over the phone or by visiting the section and perusing file. The entire Offices shall be responsible to show their files to the designated, where it relates to a vigilance case purchases or any other guarded information.

• Enquiries shall be entertained only in respect of petition representation that are pending in the Office for more than THREE MONTHS or after due date or specified period of time on the date of enquiry. The enquiry not render itself a file processing section parallel to the one that is having as their allotted work. What really intended is to inform the visitor. The stage of action on a long pending issue and to follow it up till disposal.

• If a person make an enquiry by post or through telephone the Office of the facilitation centre/counter shall record the details in the proforma laid down the enquiry number to be quoted while further enquiries are made by phone or by post as the case may be.

5.10 Handling of Enquiries

When a serial number is allotted to an enquiry the Officer in charge shall try together information from the respective section at the visitor.
In case the matter to be located and verified every visitor should be told as to when counter to get the required information will be informed to him or her.

All the Department/Sections are bound to supply information to the Office of the counter. In complicated matters the file also may be made a counter staff for perusal.

When the issue enquired about is kept in pending for want of additional information the petition the fact may be intimated to the visitor. Materials or document made available have to be an trusted to the Office Section/Tappal numbering and distribution to the concerned section.

The facilitation centre/enquiry counter shall not add any paper or document to the file with them or perusal. In the same way they shall not hand over the file to any one or Minister and only return to the giver.

When files are under circulation to the Chief Secretary, Minister and or pending before the counter staff cannot obtain reference. More over the normal movement of a file should not be advised by the intervention of the enquiry.

The enquiry shall be limited to issue effecting the person general matters like the financial position of the State, Law and Order shall not be entertained as enquiries.

When the enquiry is made by MLA/MP the instruction relating to them have t kept in mind and observed.

Non supply of relevant information by any section of Officer shall be immediate notice top management.

The facilitation centre/enquiry counter is only to facilitate to the providing information enquiry to the visitor the section and the Officers charged with the paper should ensured that instructions relating to processing of papers properly.

5.11  Miscellaneous
- Enquiries recorded at one window shall be followed up till the staff on the finally disposes the matter.

- The list of the enquiries shall also be drawn up department wise and officer in charge of the subject.

- While holding Conference of the department, the Secretary shall review the tendency to the list also. In respect of Offices he/she review the pending list on a monthly basis.

- Whenever possible the persons who make an enquiry during the office hours he/she will be provided with information over phone also.

- The communication and gathering of information by the Counter Staff is need not be in writing. It may be either conversation over phone or in perusal.

- The establishment of the facilitation centre/enquiry counter does not take away the responding higher officers to entertain visitor, on important issues.

5.12 Enquiry Proforma

Name of the visitor/petitioner
Address and Telephone NO.
Matter in brief
Reference No. if any
Outside No.
Same Office No.

For Office use

<table>
<thead>
<tr>
<th>Enquiry No.</th>
<th>date</th>
<th>Time</th>
<th>Remarks</th>
</tr>
</thead>
</table>

Proforma

Enquiry No. Window Number

Date
Subject in Brief

Enquiry Officer

Plan for a facilitation Centre for your organisation

What will expect from a enquiry Centre
Please Explain

You can take every thing into account that how satisfied and dissatisfied you and user with the system on these issues.
- Such as handling complaints
- Behaviour in public interface

You can take help of this Performa

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage of all claimants that agreed with the statement</th>
<th>Percentage of successful claimants that agreed with the statement</th>
<th>Percentage of unsuccessful claimants that agreed with the statement</th>
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<tbody>
<tr>
<td>Overall I am satisfied with the facilities to get in touch with the benefits office</td>
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<tr>
<td>Overall I am satisfied with the service in the actual office</td>
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<tr>
<td>Overall I am satisfied with the telephone service</td>
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<tr>
<td>Overall I am satisfied with the staff in the benefits office</td>
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<tr>
<td>Overall I am satisfied with the clarity and understandability of the from leaflets and letters</td>
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<tr>
<td>Overall I am satisfied with the amount of time it took them to tell me whether my claim was successful</td>
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5.13 NGO Intervention

Case study of Lok Satta
Impact of Movement

Short delivery and adulteration of petrol are very common across the country, as a result of which the loss to the public in Andhra Pradesh alone is to the tune of Rs. One crore a day, or over Rs. 300 crore an year. Adulteration is slightly more difficult to detect, but short delivery is something, which can be arrested very easily. Lok Satta has taken this up as a campaign across the state. In October 1998, we mobilized hundreds of volunteers, informed the media, the concerned government departments and publicized this drive through a variety of channels. The technique we employed is very simple – our volunteers went to every petrol pump with a pre-calibrated measure and compared it with the meter reading at the pump. As a result of our publicity and concerted action, the state department of weights and measures took it upon itself to fix the meters at all the 1500 petrol pumps across the state. Lok Satta activists now check meters at petrol stations sporadically all across the state. Today we can confidently claim that as a result of our work, short delivery is arrested at most of the pumps across the state, resulting in a saving of almost Rs.1000 crores in the past 3 years. This improvement is now sustainable, and can be replicated all over the country.

Citizen’s Charters in Andhra Pradesh

Municipalities Lok Satta released a People’s charter covering over 40 public services commonly needed. Lok Satta’s People’s Charter and People’s Watch movement forced State Government of Andhra Pradesh to commit to releasing Citizen’s Charters in 9 departments. AP State Electricity Board. AP State Road Transport Corporation. Transport Department. Hyderabad Metropolitan Water Works and sewerage Board. Employment Exchanges. Commercial Taxes Department. Registration Department. Municipal Corporation of Hyderabad. Municipalities Thanks to the systematic campaign being spearheaded by Lok Satta for the past few years, these Citizen’s Charters drew the attention of citizens as well as Government of A.P. An excellent Citizen’s Charter has been released recently in respect of four services, applicable to all Municipalities in the State. For the first time in India, a compensation of Rs. 50 is now payable to the citizen for every day’s delay in these services. Over 50 municipalities in Andhra Pradesh are implementing this and in 97% cases services are delivered on time. About 200 citizens
received compensation for delay. Lok Satta not only helped draft this citizen’s charter, but also has played an active role in propagating it all over the state. Once this charter becomes part of the administrative culture, many more similar charters can be released for a variety of services and effectively implemented.

**Toilets for every household:** Lok Satta’s advocacy of toilets in every household as a democratic right of citizens compelled the State government to accept it as a government programme, resulting in widespread construction of over a million toilets in the past two years.

**Stakeholders empowerment:** Water Users Associations and School Education Committees Following Lok Satta’s campaign for stakeholders’ empowerment, laws have been enacted formally constituting and empowering water users’, associations and school education committees. Lok Satta is strongly in favor of legal and formal empowerment of elected committees of stake-holders. Only when stake-holders become power-wielders, and those in authority have stakes will the quality of public services improve. Lok Satta’s campaign resulted in two laws in AP empowering stakeholders:

Water Users’ Associations are now formed as elected Committees of farmers, and they are entrusted with management of local irrigation sources. The law proved to be reasonably effective in improving irrigation management.

School Education Committees (SECs) are now formed by law through election by parents of children going to the school. Parent’s empowerment has been partial and sketchy because of the power of teacher’s unions. Nevertheless it is a first step in improving school education. Lok Satta is now making efforts to strengthen SECs by associating successful alumni, former teachers and credible voluntary organisations. Lok Satta is also working for empowerment of farmers in marketing committees, consumers in fair price shops and urban citizens in ward committees.

Specific Governance Reforms: Lok Satta emerged as an influential voice for specific governance reforms in various for a of civil society as well as government bodies. It has a wide popular base of about 20% support, though largely passive, across Andhra Pradesh. In almost every habitat Lok Satta is known, and it enjoys high edibility.
Lok Satta is now nationally recognized as a credible, non-partisan, effective platform to fight corruption, and seek better governance. Lok Satta is now playing a key role in strengthening other civil society initiatives for governance and electoral reforms in several major states Election Watch has been initiated in Tamil Nadu, Maharashtra and West Bengal in close collaboration with Lok Satta.

**Gyandoot:** Gyan Doot is a Project in the Dhar district of Madhya Pradesh. Dhar district is under development and this portal covers half a million people, across 25 – 30 villages. It serves the needs of the villagers of information and complaints. Complaints regarding drinking water, quality of seed/fertilizer, functioning of school, public distribution system, schemes and village committee can be field and reply received within seven days. Here market price of agriculture products can be known and related details can be downloaded at a nominal charge. The portal registered nearly 55,000 hits during the first 11 months and was awarded Stockholm Challenge IT Award 2000 in Public Service and Democracy category.

**5.14 Save Bangalore Prospective for Partnership**

The reputation of the new Commissioner of Bangalore City as a go-getter and the initiative of the new Chief Minister in appointing a Bangalore Agenda Task Force (BATF) to revitalize Bangalore’s civic services and quality of life struck a responsive chord amongst civic groups. Preliminary meetings with the Commissioner led to a meeting of BMP officials and citizens, convened at his request by CIVIC Bangalore and Swabhimana, on 17th January 2000. The participants included some key NGOs and CBOs.

**5.15 Key Topics and Issues**

Though many topics were felt to be important, three crucial ones were chosen for the meeting. These were Civic Awareness, Discipline/Compliance and Monitoring; Solid Waste Management; and Provision of Basic Services to Slums.
5.16 Karnataka Information Bill

The Bangalore Core Group of the National Campaign, which has been active on the issue of operationalising right to information in the State through the enactment of a comprehensive legislation and has mobilized Citizen’s groups to seek information on specific projects, policy decisions and processes, issued a press release, the main points of which are noted below:

Right to information legislation everywhere, mandatory allows the right to inspection of records, make pencil notes and take material samples, if citizens, are not allowed to examine available documents, it would be often difficult, if not impossible, to identify or narrow down their demand for certified copies of specific records. Both the Acts of Goa and Rajasthan permit the right to such inspection.

Context of a colonial heritage of secrecy, its successful implementation will rely largely on credible appeal and penalty provisions. However, the final appeal currently lies with the Karnataka Administrative Tribunal, i.e. the bureaucracy has been asked to police itself—which is unlikely. The Karnataka Lok Ayuktha or the Honourable High Court should be the ultimate appellate authority.

The enactment gives any action by a person or authority acting in “good faith”, immunity from suits, prosecutions and any legal proceedings, the limited penalty provision of the same ordinance are least likely to be sued.

To be minimally effective, in achieving transparency, accountability and

Activity: In what various ways you think you can contribute to make the charter programme more effective?
Gram and Nagar Sampark Abhiyan of Madhya Pradesh

This is best example of people participation for good Governance through this program their is a campaign of coordination between citizen and Government officials by direct interaction they use to solve problem on the spot. The same practice is started in the Urban area also named Nagar Sampark Abhiyan of Madhya Pradesh.

5.17 Road Map

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CHARTER IMPLEMENTATION ACTIVITIES

SERVICE ACTION TEAM

PROCEDURE & PROFORMAS
PUBLIC SERVICE WEBSITE

TELEPHONE ANSWERING SERVICES

SUGGESTED ORGANISING FACILITATION CENTRE/ENQUIRY COUNTER

STAFFING THE FACILITATION CENTRE/ENQUIRY COUNTER

FUNCTIONING OF THE CENTRE/COUNTER

HANDLING OF ENQUIRIES

MISCELLANEOUS

ENQUIRY PROFORMA

CASE STUDY OF LOK SATTA

KEY TOPICS AND ISSUES

KARNATAKA INFORMATION BILL

ROADMAP

REFERENCE

KEYWORDS

5.18 Keywords

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<tr>
<td>Petitions</td>
<td>Formal Appeal</td>
</tr>
<tr>
<td>Gather</td>
<td>Come or bring together</td>
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5.19 Reference

Website

http://www.keralagov.com/institutions/report15.htm
Introduction

As a part of the follow-up action on the decisions taken in the Conference of Chief Secretaries held in November, 1996 and the Chief Ministers' Conference held on May 24, 1997 on an agenda for "Effective and Responsive Administration" requiring steps for ensuring responsive, accountable, transparent and people-friendly administration at all levels in the Centre and the States, Citizens' Charters have been formulated by 60 departments of the Central Government having large public interface.

The Charters incorporate essentially citizens' entitlement to public services, wide publicity of standards of performance, quality of services, access to information, simplified procedure of complaints, time-bound redress of public grievances and provision of independent scrutiny of performance with the involvement of citizen and consumer groups. Since UK had begun to formulate and operationalise the concept of Citizens' Charter some eight years ago, it was considered valuable to share its experience in this field through personnel of the British Citizens' Charter Unit (now called Service First Unit), British Council Division and the Common wealth Secretariat. A selected group of 10 officers from various Departments/Services including the Department of Posts and the Central Board of Direct Taxes was deputed for a Fellowship on Citizens' Charter in UK in March, 1998 by this Department under a UNDP sponsored project. One of the officers was Shri Y.G. Parande, Commissioner of Customs, New Custom House, Mumbai. These officers are now the resource persons on Citizens' Charters.

For scrutiny and approval of draft Citizens' Charter at the centre, and for monitoring operationalisation of the same, Cabinet Secretary has set up a Core Group under the Chairmanship of Secretary (Personnel) with Secretary, Department of Consumer Affairs; Principal Information Officer, PIB and Director General, National
Informatics Centre as members. Additional Secretary (AR&PG) is the member Convener of the Group.

The Department of Administrative Reforms and Public Grievances is centrally coordinating the efforts of formulation and operationalisation of the Citizens' Charters by the Central Government Departments and the State Governments. It also includes advocacy for creating awareness of the Charter concept among government functionaries and the citizens. The Core Group has been reviewing and monitoring the implementation of Citizens' Charter and its impact. In the same context, Additional Secretary (AR&PG) convened a series of review meetings in January, 1999 with all concerned Departments to get a feedback on the implementation of Charters, focusing on (a) wide publicity of the Charter; (b) steps taken for effective implementation of the Charter; (c) motivation and orientation of staff through spread of awareness and training programmes; (d) operationalisation and orientation in field organisations, and (e) evaluation of the implementation of the Charter internally and externally.

The Citizens' Charter of the CBEC (Central Board of Excise & Customs) was finalised in August, 1997. The Department of Posts had prepared their draft Citizens' Charter in March, 1997 but it required redrafting. The Charter has now been finalised and is under issue by the Department. Meanwhile the Department had undertaken a number of citizen-friendly initiatives. The Department of Posts has also been identified for a pilot project on Citizens' Charter, which will become a model, when successful, for replication in other offices also.

Scope of Study

The Charter of the CBEC was the first one finalised in August, 1997. The Department of Posts has also set up 'Consumer Information Centers' in its field offices in tune with the objectives mentioned in the Citizens' Charter. It was decided to conduct a study on the implementation of the CBEC Charter to assess the bottlenecks, if any being experienced at the cutting-edge level and the 'Customer Information Centers' set up by the Department of Posts and other citizen-friendly initiatives taken by them.

Methodology

On the basis of the Citizens' Charters of these Departments, a check list was prepared for each Department. i.e., Department of Posts and CBEC. The check list and the proposal to study implementation their Charters and other citizens-friendly initiatives in their field offices located in Mumbai and Goa was sent to the concerned Departments.
The Study Team visited Mumbai and Goa during the period from 15.02.1999 to 21.02.1999 for the purpose.

Department of Posts, Mumbi

The Study Team met Shri D.S. Bhalchandra, CPMG, Maharashtra Circle and other senior officers on 15.02.1999. Briefs on the check-list sent of them were furnished to the Study Team. Mumbai, a metropolitan city, has 87 delivery post offices and 186 non-delivery post offices under the administrative jurisdiction of 6 Divisional Superintendents and 4 Gazetted Postmasters. Important Post Officers are computerised and have multipurpose counter machines (MPCMs) and a single-window system.

Very Small Aperture Terminal (V-SAT), for money transactions through satellite, and Express Service for Money Orders (ESMOs) are available in some Post Offices. The process of automation and computerisation is an on-going one. Ordinary mail is processed at the Automated Mail Processing Centre (AMPC), Mumbai and registered mail (inward) is processed at Computerised Registration Centre (CRC), Dadar. 15 Head Post Offices in Mumbai region have been identified for Saving Bank computerisation. Postal services are available after office hours at the Night Post Offices. The Team was informed of the details on speed post, hybrid mail service under which documents are transmitted through compact terminals connected through V-SAT and Corporate Money Order Service designed to transfer cash across the country in a short time, using state-of-the-art technology through the nearest V-SAT/STD Telephone/Modem. The Team visited the General Post office, Mumbai and saw the multi-purpose counter machines, single-window system, saving bank transactions.

They have a server with 60 terminal for Postal Life Insurance to deal with monthly premium posting, proposal feeding and settling of claims. The details of Postal Life Insurance were explained to the Team, including the system to obtain the proposal, its acceptance, automatic updating the change of nomination etc. Policy document is sent by Calcutta office and it takes about 2 months time to send it. A few Circles in Andhra Pradesh and Karnataka have been given powers to issue policy document and it is expected that this may be extended to all Circles. The Study Team visited the Record Room where policy folders for 2.5 lakh persons have been kept in racks. Presently, the work is being handled manually and data entries have yet to be made. The Team was informed that the pendency of claims is not more than 2-3 days. 95 percent claims are settled in a month. Sometimes delay occurs due to loss of papers in transaction. New software has been received from the PLI headquarters. As soon as premium is deposited, it is taken on computer. One sample search was made on the basis of name, policy number and amount. Postings are only two months in arrears.

The Team visited the Computer Training Centre recently set up at GPO. Two batches have already received training. One, server with 25 terminals is available. This in an excellent innovation to train local staff on the spot without having to wait for seat allocation by training institutes. It is also found to be motivating the staff to use computers.
Handling of Public Grievances

Public Grievances are dealt with in the Public Grievance section in the circle office, which consists of APM (PG) 1, ASP (PG) 2, S.S. 1, PAs 6.

The Complaints received in Circle Office are dealt with as under:

(i) The complaints relating to regions other than Mumbai Region are sent to the respective Regional PMGs for direct disposal.

(ii) The complaints received in the first instant in respect of Mumbai Regional are sent to Computerised Customer Care Centre or respective divisions for direct disposal.

(iii) The complaints received against subordinate units are followed up at this office till these are closed.

(iv) The complaints addressed to the Chief PMG by name are also sent under D.O. letters to the respective divisions/regions and a close watch is kept on such complaints.

(v) The monthly statements received from the divisions are scrutinize and divisional heads are reminded to expedite settlement of complaints. The synopsis of the cases pending over six months is obtained from the divisions to locate the delay.

(vi) The dealing of complaints in Mumbai is concentrated at Mumbai GPO and Computerised Customer Care Centre. The other divisions viz. Thane Central, Thane West, New Mumbai and Raigad deal with their complaints direct.

(vii) The Moffusit Divisions (MFL) are having posts of Complaint Inspectors (CI) who deal with the complaints.

The CPMG himself has developed computer formats for monitoring the disposal of Receipts at his level through (a) Correspondence monitoring and (b) 'To-do' List. He also maintains a List of Rulings to keep himself fully updated on them. Through this, he has also ensured the accountability of his concerned staff.

There is a regular holding of dak adalats for settling of long pending complaints, if any.

Staff Grievances
Staff Grievances are very well looked after through the mechanism of structured meetings with Union office bearers at Divisional and Circle levels. There is regular holding of pension adalats.

**Information and Facilitation Countries**

There are 116 Information and Facilitation Counters set up in the Circle out of which 24 are functioning on MPCMs and 92 on manual. The work of computerisation of the remaining 92 counters is in progress.

**Banking Services at Post Offices**

The Savings Bank powers are given to all Departmental Post Offices and EDSOs in the Circle except some NDTSOs.

Difficulties in adhering to time limits for settling deceased claim cases at Savings Accounts.

The time limit is difficult to be adhered to in some of the deceased claim cases due to delay in verification of deceased depositors claims in respect of which there is no nomination or legal evidence. In other cases, time limit is adhered to.

**Difficulties in Settling PLI Claims on Death of Subscribers**

Delay in settlement is due to non-furnishing of requisite documents with the claim. Some cases also require approval of the Head of the Circle. Other reasons for delay are as follows:-

(i) PLI applications are received without proper verification of Postal Authority.

(ii) Original policy documents and PR books are not found with claim.

(iii) Cause of death, certificate and particulars of leave availed on medical ground are not received in time in case death occurred within 3 years.

(iv) Documents are not properly filled up by concerned DDOs.

(v) In many cases there are second non-credits of PLI premia. Such cases are to be sent to Head of Circle for approval causing delay in settlement of the claim.

**Institutional checks on proper delivery of articles sent by post**

The institutional checks on proper delivery of article sent by post are being regularly carried out during visits and inspections of the inspecting officers and defects are pointed out and removed wherever necessary.
Social Audit Panel

The social audit panel of Ministry of Communication had visited Mumbai on 26th and 27th September, 1997 and Nasik on 22nd December, 1996. The SAP had a meeting with the Senior Officers of the Department of Posts and bulk users of the postal services.

Dak Adalat

Dak Adalats are held once in a Quarter and the cases cropped up in the Dak Adalat are attended with top priority.

During 1998, Dak Adalats were held on April 15 and August 17.

76 meetings were held during 1998 with the different unions/associations in the Circle.

Last Dak Adalat was held on January 8, 99 and following number of cases were received and settled during the Dak Adalat:

<table>
<thead>
<tr>
<th>Op.Bal.</th>
<th>Received</th>
<th>Settled</th>
<th>Balance</th>
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<tbody>
<tr>
<td>10</td>
<td>27</td>
<td>27</td>
<td>10</td>
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</table>

The pending cases are being followed up vigorously.

Pension Adalat

Pension Adalats are being help regularly once in six months at Circle office and also at Divisional levels to redress the grievances of pensioners. The complaints from the pensioners are attended with top priority.

The last Pension Adalat was held on January 8, 99.5 complaints were received and out of these 5 cases, two cases were finalised. Three cases were not coming under the purview of Pension Adalat.
Dadar, Computerised Customer Care Centre

PCs are used for indexing complaints, generating acknowledgments, enquiry notes, reminders and final replies to customers. Two telephones have been provided for general inquiry. One telephone has the facility of recording messages during the closed hours. All information relating to postal complaints can be provided through this centre. A complaint can be located on the computer and its status can also be ascertained. The Centre does not have adequate space for maintaining record and printers. The demand of the staff is for more PCs. Complaints relating to foreign letters/foreign parcels are indexed in a similar manner to other complaints and processed in the concerned section. Statements indicating analytical review of complaints, break up of closed cases of VPP/VPL, registered letters, money orders, TMO, insured letters, parcels and foreign registered letters. Daily list of registered letters, bundles, issued article and sorter summary list of receipts and dispatch are generated from the computer. The Team received a suggestion for up gradation of the centre. It was stated that computerisation has covered complaints processing part in the centre, while the MIS database for decision making is yet to be developed and connectivity between delivery POs and the Computerised Customer Care Centre (CCCC) is also yet to be established. Once this area is covered, almost all the complaints could be disposed of without entering into much paper work. This is possible since the Department has already started to computerise registered mail, money orders and saving bank processing operations.

Computerised Customer Care Centre, GPO

Complaints are received and processed at the Centre. Date of complaints including date of provisional/final closure is furnished. At the Bulk Mail Centre, letters from private companies etc. are received for dispatch. The postal unit is entrusted the job to write addresses, insert letters in envelopes, and frank the articles. 100 articles can be franked in a minute. Daily wagers are engaged. The charges are collected from the customer through pay order in advance. On enquiry, it was indicated that mail is sent
thrice a day. In multi story buildings mail boxes at ground floor level are insisted upon. Where available, lift facilities are used. Now, the city Corporation has made it a rule that in multi-story construction, some space at ground floor for mail boxes is necessary. When there is rush of correspondence during festivals etc... extra counters are opened and additional staff, generally, college students are engaged. For delivery in congested areas, transport is provided to the extent possible beyond which the postman has to travel on foot. At the Savings Bank Counter, relevant information is available, Presently interest is calculated manually. Computerisation is being done gradually. There is a senior citizen counter for speed post, registered post and money orders. The Team saw a few persons standing in the queue who were not senior citizens. It was informed that the counter functions even if no senior citizen turns up and accepts the mail from public. There were separate counters for recurring deposits, V-SAT money orders, and hybrid mail.

**Goa Postal Region, Goa**

The Study Team met the Post Master General, Goa Shri P.C. Baburaj on 20th February, 1999. Brief notes on the check list were furnished to the Team. The region has 5 postal divisions, Goa is one of them. In addition, it has one RMS Division and one Postal Stores Dept. The PMG gave a background of the postal services from the time when Goa was under Portuguese rule and how subsequently after liberation there has been increase in the number of post offices and its services. Goa Postal Division serves the entire State, the area of which is 3702 sq. kms. The total population is 11.73 lakh in addition to foreign tourists who visit Goa. The postal network in Goa comprises 251 post offices. out of which two are head Post Offices (Panaji, Margao), 103 Departmental sub-offices, 3 Extra Departmental sub-offices and 143 Extra Departmental Branch offices. Mail delivery is done by 205 offices while 46 post offices do not handle the work of mail delivery. There is only one delivery in Goa. The benefit of second delivery is given only for window-delivery ticket holders. A postman has to cover an average of 18.17 kms of beat. As per latest instructions of the Department, an appeal has been made to local contractors and to the local bodies to arrange for provision of separate boxes for collecting letters meant for the occupants of multi-story flats. However, the response
evoked is not very positive. There are 1345 post box holders and 60 post bag holders and they take delivery from the post offices.

There are 9 multi-purpose Counter Machines-single window service-in Goa Division and 17 in Goa region. SBCO in both the head post offices has been computerised recently and the work is progress. In the Goa Region, 27 post offices have been modernised. There is no computerisation for handling of mails. V-SAT MOs are handled In 1998,55,813 money orders were received and paid and 24,704 money orders were transmitted through V-SAT. The number of complaints received was 243.

There is no Night Post Office in Goa Division but 2 Night Post Offices function in Goa Region. However, in the sorting offices at Panaji, Ratnagiri, Kolhapur and Sangli-Miraj, facility for posting of articles and for booking of registered articles is available up to 8.00 p.m.

Customer Care Centers (CCC) have been established in all the Divisional Offices. They are under the direct control of the Complaint Inspector who is called the Manager. For Panaji CCC, a sum of Rs.2 lakh has been allotted and the Centre is going to be computerised. The other 4 centers will be provided with computers as and when the funds are received.

Most of the complaints are directly received by the CCC and these are handled promptly. More than 70 percent of the complaints belong to non-receipt of acknowledgments, registered articles and money orders. Regarding money orders, the complaints pertain to other circle from which proper response is not forthcoming.

Information and Facilitation Counters have been provided in major post offices. Senior citizens are given adequate attention. They are taken inside the post offices and given special services. identifying a separate counter exclusively for senior citizens is very often felt to be difficult for want of shortage of staff. however, no complaints have come from any senior citizen. Claims are settled quickly. There is no tenable delay except
for certain omissions on the part of the claimant. Only in cases where condition of delay is required, cases are referred to higher formations. In 1998-99, 5 such claims where received and settle within 3 months.

Dak Adalats are being held at divisional level and circle level once in 3 months. Response for Dak Adalats is poor because perhaps there are other channels for settling public grievances, particularly in view of the easy accessibility of senior officers and the informality of the social ambience.

The delivery works is generally satisfactory. The general complaint received from delivery personnel is that the beat becomes heavy because of new dwelling units, industrial and other establishments. in addition to the annual inspection, frequent visits are paid to post offices in order to ensure that the delivery work is carried out smoothly.

There is no inordinate delay in settlement of 'deceased savings claims'. On an average the cases are disposed of in a span of 3 months from the date of application. The delay is mainly in getting the claims verified. PLI claims are settled by the office of the CPMG.

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All the Post Offices in the region are authorised to have banking facilities. The main problems are pendency of ledger postings in respect of Recurring Deposit (RD) and tendency in ledger agreement. Special efforts were made to update ledger postings by engaging wards of postal employees on prorate wage basis. Prescription of a minimum lock-up period to RD premature closure will go a long way in bringing down the tendency of work in saving schemes. The ledger agreement position as well as a break up of outstanding objections.

Monthly meetings are held with Service Unions at Divisional level and bi-monthly meetings at Regional level. During inspection of Divisional Offices. Individual representations are examined quickly and suitable decisions taken.
The MPG had called the officers from post offices in Goa Division for meeting the Study Team. During discussions, a mention was made of Panchayat Sanchar Sewa Service started in 1994. It was stated that there is not much response. Under the scheme, where post office network is not there, Panchayat is entrusted the job of post office on payment of Rs.400 p.m. It has not gained popularity as the remuneration is not seen as adequate by the Panchayats.

PMG mentioned that the State Government is not giving any response for the Postal Advisory Committee meetings and no representative from the State Government turns up for the meeting. He also stated that the jurisdiction for issue of licence for cable operators is not clear and the post offices cannot intervene in cases of dispute without clear jurisdiction. He referred to the problem of supply of uniforms to the staff and suggested that the possibility of authorising the local NTC unit to supply the cloth may be explored.

The Study Team visited the Customer Care Centre at Mapusa Head Post Office. The general complaint was that the workload has increased and the staff should be provided computer terminals so that they can cope up with the work. The Study Team also visited the Head Post Office at Panaji and Sub-Post Office at Ponda. There also, the demand of the staff was to computerize the office.

The PMG informed the Team that safeguards are advised to purchasers of Indira Vikaas Paatra as there is no provision to identify its buyer. In case of its loss, no duplicate I.V.P. is issued by the Post Office. Therefore, they always insist upon its purchaser to ensure safe custody of VIPs. Similarly, in the case of Saving Bank account, they apprise people, not to leave the Pass Book with Post Office without getting a receipt, not to leave any signed and filled withdrawal application with anyone else and to take up the issue with the Divisional Superintendent, if there is any correction made in any entry in the Pass Book for safeguarding the interests of the customers.

**Customs Office, Mumbai**

The Study Team met the Chief Commissioner, Customs, Mumbai Shri G.S. Tampi on 17.02.1999. A meeting senior officers in the Customs Office was arranged. Chief Commissioner, Customs mentioned that the Citizens Charter has received considerable amount of publicity. It is discussed in Chief Commissioner’/ Commissioners Conferences and other meetings. The Chief Commissioner as also the Commissioner of Customs (Import) have issued public notices and do. letters respectively to all officers of the Department giving detailed guidelines. There is earnestness to show transparency in activities so as to forges a proper image of the organisation. Customs has direct public interface. The organisation has also to function as facilitator for fair and impartial tax administration with commensurate client obligations and in discharging its functions sometimes it had necessarily to be a little less than pleasant. However, this does not mean that the organisation should be unpleasant. It was required to be fair, firm and friendly, he said. It was the job of the officer to be client-friendly. A stage has come to refresh that attitude, it has come in the form of Charter. He referred to the basic need for
acknowledgments, and also the need for experience sharing at different levels. The commitments in the Charter should percolate down the line to lower formations. Smooth implementation of the Charter is a duty of senior officers and the concept should be disseminated to the field staff through training. He stated that it was necessary that the Customs Department should specially what exactly has been done by them. A number of other organisations has publicised the steps taken by them and the Department of Administrative Reforms and Public Grievances has been monitoring and assessing such steps.

Director (PG), Department of Administrative Reforms and Public Grievances stated that the Citizens' Charter is not a static document. It is an ever-evolving concept to focus on citizen-friendly initiatives. A reference was made to the implementation of Charters in U.K. with the Indian experience adding the obligations of the user to it. In India, as a part of the overall move towards responsive administration, the freedom of Information Bill has been prepared, the concept of Citizens' Charter has been implemented and Information and Facilitation Counters have been set up in important Ministries where an individual can ultimately expect to get the information relating to the status of his case without having to enter the main building. She referred to the need for evaluation of implementation of the Charter both by an internal team of officers of the organisation as also by some outside agency to see the impact. She suggested that the there should be some kind of award for good work and success stories may be shared with the Department of Administrative Reforms and Public Grievances so that these could be published through Civil Service News published by this Department. She also suggested that the Customs Department could initially concentrate on one model office and this could later on be replicated in other offices. A further suggestion was made that local Charter could also be formulated with emphasis on local needs, under the umbrella Charter of the Customs Department, for example, for the staff at Airport/Sea Port.

During interaction in the meeting, it was stated that complaints can be made through internet and these are acknowledged instantaneously. A point was made that delay in clearance of goods is generally because of clearing/handling agents.

The Study Team was informed that to ensure that the standards laid down in the Charter are actually achieved, a report from the Commission rate has been prescribed and is being received. Periodic reports to the Board regarding implementation of the Charter in Mumbai Customs Zone are being submitted. Based on the feedback from the field formations in the Zone following are being regularly done.

- All declarations, intimations, applications, returns and all communications are acknowledged on the spot or, in any case, within seven days of their receipt.
- All disputes relating to declarations or assessments are cleared within 5 working days of receipt of explanation.
- All export consignments, if in dispute, are cleared immediately within 3 days provisionally on bond.
• Before passing any order full opportunity is given to the affected person to explain his position by way of reply to show cause notice or personal hearing.

• Refunds are being granted expeditiously and delays in this regard have been substantially reduced.

• Once the backlog is cleared, they intend to grant drawback within 48 hours of export of goods (after EGMs are filed)

• All uniformed officers who deal with the public wear name badges and carry identity cards.

• Personal and business information disclosed to the Department is being kept confidential.

• Clearance of consignments is being withheld only after explaining the reason for the same and the affected person is given full opportunity to explain before passing any final order.

• Investigation and penalty proceedings are being initiated only after senior officers of the department are satisfied that prime facie evidence exists,

• The Investigating officers always explain to the citizens the legal provisions as well as their rights and obligations.

• No seized documents are being withheld beyond 60 days except where they are to be relied upon in departmental proceedings.

• They are providing full information about appeal procedures and the authorities with whom appeals can be filed.

• They continually consult all commercial interests while reviewing policies and procedures and provide timely publicity of all changes in the law or procedures.

• Commissioners hold weekly meetings with representatives of trade to attend to difficulties that the trade may be facing. Instructions for corrective measures are issued wherever necessary. For example, arising from an issue discussed in the weekly meeting, Commissioner (I) has issued a Standing Order on assessment of second hand machinery.

Sahara International Airport is one point in the jurisdiction of the Mumbai Customs Zone where Customs officers and staff come in close contact with a large number of members of the public. Steps have been taken to publicise the Citizens' Charter at the Airport. Similarly, adequate steps have been taken to ensure strict compliance of the Citizens' Charter by the officers and staff. Commissioner of Customs,
Sahara Airport has already issued a Standing Order on the issue for strict compliance by all concerned. Copies of the Citizens' Charter were distributed to all the officers. Perhaps due to its prominent presence at the Airport, the general public impression appears to be that it is the Customs Department which is responsible for whatever happens there. For instance, non-availability of luggage trolleys, delay in receipt of baggage at the conveyor belt, mishandled baggage, etc. are many a times considered responsibilities of the Customs; whereas, in fact, other agencies operating at the Airport are responsible for these issues which are not visible at the arrival hall. The misunderstanding leads to tremendous pressure on customs personnel who have in addition to their own duties, to look after the tasks of other agencies, often having to sustain misbehaviour and verbal attacks from passengers. Few copies of the Charter were also sent to the Airport Director, IAAI, since Customs performance to a great extent is affected by the performance of the Airport Authority and the former needs the latter's continued cooperation in many matters.

To elicit information about the passengers' experience at the Airport, their views and opinions on Customs operations and suggestions for improvement, a questionnaire has been prepared. The modalities of administering the questionnaire were also discussed with the Airlines Operators' Committee and officers of Air India at the Airport. The Airlines have agreed to distribute the questionnaire to the passengers before they disembark. The questionnaire is self-addressed with postage prepaid and has a message requesting the passengers to fill it up and mail it as soon as possible after the Customs clearance. The survey is to commence shortly.

One of the major objectives of the Citizens' Charter is to promote transparency and accountability. The Electronic Data Interchange (EDI) project which has been undertaken by the Department has made a large contribution towards this. EDI has already been implemented in the Air Cargo Complex and Nhava Sheva Custom House. Data relating to the status of pending documents is available at enquiry counters to the public. Similarly, the supervisory officers have instant access to monitor the performance of the sections under their charge effectively.

The Department also planned a sustained training programme for officers and plans to hold workshops involving trade and industry.

The delay in clearing of goods at the Dock was being attributed to the clearing/handling agents and the difficulties faced by the staff at the Airport were not relating to the job of the Customs Department. In view of this, the Study Team decided to visit a Dock as also the Sahara International Airport.

At the Dock, on the afternoon of 17.02.1999 the various formats or proforma like bill of entry for warehousing, bill of entry for ex-bond clearance for home consumption, shipping bill for export of goods under claim for duty drawback, shipping bill for export of duty free goods and entries made in the relevant registers were seen. It was explained to the Team that 23 private agencies were involved in clearing the goods and any one of these could contribute to the delay in clearance. A flow chart of procedure explaining
steps and documents required for clearance at each stage has been prepared by the staff as a part of an internal study in the nature of performance report. As far as the Department of Customs is concerned, clearance can be effected in a week's time. The Study Team witnessed the examination of items meant for export by the customs staff as also unloading of cargo at the Dock. The flow chart contains a few suggestions for system improvement like fraud prevention and protection of revenue; identification of sensitive import commodities, installation of X-Ray scanning machine in docks, streamlining of work related to unclaimed/confiscated goods lying in dock, review of customs cover to all export examination centers in docks to prevent export frauds, study of clearance bottlenecks of imported goods and Bill of Entry to find out exact reasons of shortfall in revenue, provision of important observation inputs to detect irregularity in assessment etc.

The Study Team visited the Sahara International Airport on 17.02.1999 from 11.00 p.m. to 2.30 a.m. on 18.02.1999, which was stated to be the peak time for arrival of incoming international flights. Due to strike of ATIs, landing of the aircrafts/airplanes was being delayed and suddenly about 12.30 a.m. 4 planes were allowed to land in quick succession, followed shortly by another two. There were queues at immigration countries. Clearance at customs counters was quick. Passengers passing through the Green Channel did not have any difficulty at all. It was observed that passengers were stranded at the Arrival Module because there was delay in bringing their luggage on the conveyor belt. Secondly, the number of trolleys available was much shorter than the requirement and the arrangements of the Airport Authority to collect the trolleys left outside and bring them to the lounge were non-existent. There was no staff available from the Airport Authority. Customs staff in uniforms which was available on the spot was the target of public anger for any of the shortcomings.

A note on trolley delay prepared by the Assistance Commissioner, Sahara Airport was handed over to the Team. It was learnt that this had been submitted to the CBEC. Having observed the problem at first hand, it is seen that Assistant Commissioner's suggestions merit serious consideration and action. The Team visited the two Arrival and two Departure Modules as also the Transit Lounge used by passengers enroute to some other destination. Boards have been prominently displayed at proper places informing the passengers about the duty free luggage or cash they can bring. It was mentioned that on Wednesday night, within one hour and 30 minutes, there is arrival of 9 flights bringing about 2500 passengers. The absence of staff of the Airport Authority and of the concerned Airlines in most cases creates problems for the customs staff. The waiting time for the passengers increased because the number of vehicles being provided by Combats loader to bring the luggage from the planes is quite less. The conveyor belt is very slow and this also accounts for the delay.

Central Excise, Mumbai

On 18.02.1999, the Study Team visited the Office of the Chief Commissioner, Central Excise Ballard Estate Mumbai. A meeting was arranged which Commissioner
officers of 7 Divisions of Central Excise in Mumbai participated. They also gave their briefs separately.

It was stated that the Central Excise Act, 1944 on levy and collection of duty of excise applicable to certain limited individual commodities including procedure governing collection of such levy has undergone significant changes. It has moved from the regime of absolute physical control by the Excise Department over all activities in factory like raw material manufacture, storage clearance (because the staff of the Excise Department was stationed in factory premises to give clearance for various steps, like authentication of gate passes to allow clearance of goods etc. to the present system of self-assessment by the assesses, allowing for a minimum of public contact. Some statutory control is there under which manufactures keeps records and the sale invoice is taken as a document for excise/sale tax purposes. There is a concept of maximum retail price and 75 percent of it is taken as assessable value. The manufacturer has to make a declaration in this behalf. This has been done to provide competent, efficient, sensitive and responsive tax administration. The share of Central Excise duty to the exchequer is about 38 percent of the total tax revenue of Government. There is a need to create a climate of trust between the Department and the tax payer which would also increase the level of tax compliance. The tax collectors is to act as facilitator for the tax paying assesses. The field formations need to work upon and transmit data and information through computer instead of existing manual reports and returns. For compilation and dissemination of excise law, instructions, modifications, trade notices, etc. a Central Data Bank accessible on internet will be set up so that it helps the tax collector and tax payer to update their knowledge. Further, necessary orientation for attitudinal changes has also to be brought about.

In view of the self-assessment procedure, the number of grievances from the public has reduced. The manufacturer has not to wait for any approval. He will file his declaration giving the description of the goods manufactured, the tariff headings and the effective rate of duty. The declaration serves as the basis for assessment of duty. They determine and pay the duty of the goods before their removal from the place of manufacture. They maintain records on production, storage and removal of excisable goods as also a duty payment account in the bank. The Excise Department will scrutinize it and, if necessary, make additional demand giving show cause notice. Preventive Party of the Department can inspect clandestine removal of goods with the approval of Assistant Commissioner after doing adequate homework like study of balance sheet of the company and other documents. The Company units are graded/categorised and the level of the inspecting officer is identified according to status of the unit.

Reference was made to the misuse of Modified Value Added Tax (MODVAT) System. Under this system, credit of duty paid on the inputs received in the factory is available. The manufacturer can use the credit accrued under MODVAT scheme to pay duty on the final production. This benefit is available only up to two stages and the assesses should be manufacture.
During discussion, Director PG, Department of Administrative Reforms and Public Grievances suggested involvement of senior officers/staff/user in settling problems. The Team was informed that this purpose is served by quarterly Public Advisory Committee meetings. Then there are open house meetings. Officers at the level of Commissioner and staff personally visit units to sort out individual problems.

Director (PG) further suggested that the staff may be trained to make them aware of the commitments in the Charter. It is an on-going process. The good work done should be publicised. She also suggested that best practices in the Department may be shared with the Department of Administrative Reforms and Public Grievances so that these can be publicised in the Civil Services News. She also suggested that the Mumbai Office could have a local Charter keeping in view its specific needs under the umbrella Charter of CBEC.

The Team was informed that wide publicity has been given to the Citizens' Charter among the officers, staff as well as trade especially with regard to the time limits prescribed for various duties. Officers have been issued identity cards and directed to wear uniforms especially while going on checks outside office hours. Examination of export goods is done without in any way hampering clearance schedule. Advance notice of 15 days is given to the assesses before conducting the Departmental audit of their records. Whenever seizure, detention is to be undertaken, the legal position and justification are clarified to the assesses. The assesses is given show cause notice and personal hiring whenever seized goods are to be confiscated and thereafter the adjudicating authority passes appropriate final orders. Other limits prescribed in the Charter are observed. Officers are accessible on specific days without prior appointments. Facilitation Counters for assesses have been opened. Implementation of the Charter is monitored regularly. Even where firm decisions are required to be taken, the cases are handled with courtesy. A suggestion was made that while the Charter requires settlement of any dispute relating to declaration of assessment within 10 work days of receipt of assesses' explanation, many a time assessment involves complex questions of fact and law and several sections have to contribute to its settlement. So a period of 30 to 60 days depending upon the problem should be substituted for 10 days in the Charter.

The Study Team visited two Range Offices to see their functioning. First it went to the Office of the Assistant Collector of Central Excise, 'A' Division Chaupati range. The Team was informed that this office accepts refund claims whenever exports are made through Mumbai port. The assesses can file his claim either with the office where factory is located or with the Maritime Commissionerate, Mumbai. So there is a lot of public contact. There is time limit of one month to settle the claim. There is a penalty clause if settlement is delayed beyond 3 months. Returns are filed here. Data is feeded in the computer. Progressively information on other aspects of dispute cases, show cause notices, amount involved etc. will be covered. A point was made that there is shortage of sitting space and seating arrangements for assesses or lawyers contesting in adjudication process are not available.
The Study Team also visited the Range Office at Worli. It was informed that this office has segregated court cases from other pending cases. A mention was made about the targets set by the CBEC for raising revenue. The general feeling was that there is no consultation with field formations before fixing the annual targets for revenue collection. Therefore, no cognizance is taken of factors like the general recession in industry, availability of MODVAT scheme and other rebates which make it difficult for the range to achieve the stated target.

Commissionerate of Customs and Central Excise, Goa

The Study Team met Commissioner, Central Excise and Customs, Goa on 19.02.1999 in a series of two meetings with frontline and senior officers of Excise and Customs in Goa. The Team was informed that the staff has been adequately guided about the commitments in the Charter and is involved in its operations. It was stated that the time limits prescribed in the Charter, for example, for incoming declarations, intimations, acknowledgements, processing of bill of entry, examination of export goods, settlement of refund claims are being adhered to. It was stated that refund schemes involving large amounts and which require detailed scrutiny cannot be settled within the prescribed time limit. All the officers in uniform dealing with the public wear name badges and carry their identity cards. Investigations and penalty procedures are initiated only if senior officers are satisfied that prima facie evidence exists. Officers visit SSI units only with prior permission of the Assistant Commissioner. 15 days' advance notice is given to the assesses store audit of the registered unit. Procedures followed are similar to those Mumbai discussed earlier.

Director (PG), Department of Administrative Reforms and Public grievances suggested that a local Charter under the umbrella Charter could be framed to suit the local needs. Commissioner, CEC felt that they should give the Charter a trial for some 6 months before preparing a local Charter. It was stated that senior officers are accessible to solve disputes.

During discussions, an observation was made that the targets for collection of revenue should be set in consultation with the field officers concerned and a trend analysis of the past few years to make them more achievable.

In the context of interaction with staff at various levels, Director (PG), Department of Administrative Reforms and Public Grievances suggested that a brief training module could be prepared in consultation with Shri Y.G.Parande, Commissioner of Customs (Imports), Mumbai, who is also a 'Resource Person' for Citizens' Charter. This suggestion was accepted. Commissioner, CEC also suggested showing a video film to the field staff on courtesy/behavioural/attitudinal changes as a part of the orientation programme.

Suggestions/Recommendations

(a) Department of Posts
Computerisation including development of MIS data base for decision making and connecting the delivery POs and the CCC is necessary so that complaints could be disposed of without much paper work.

The monitoring formats developed and used by CPMC Maharashtra Circle, if replicated in other Circles and modified for use in Regions would be decided asset.

Delegation of power to Circle to issue policy document in Postal Life Insurance cases may be considered.

The Department of Posts may issue instructions to all the circles laying down specific time limits for inter-circle reply to complaints as very often complaints are pending for want of response from other Circles.

It is reported that response to Dak Adalat is poor probably because there are other channels for setting public grievances. Nevertheless, it may be ensured that adequate publicity of the holding of Dak Adalat is given.

In case of Panchyats are reluctant to perform the jobs of the POs, the Department of Posts may consider deploying extra departmental agents to cover such places a few times in the week so that the people in the remove areas can avail postal services.

It is suggested that the appearance and ambience of Government offices at entrance should be such as to create a good impact on the customer who visits the office reassuring him about the customer-friendly attitude of the organisation.

A pilot project may be undertaken to make one or two field offices as models and subsequently this can be replicated in other offices for the success of the Charter. Some success stories may be shared amongst the field offices and the material could also be sent to the Department of Administrative Reforms and Public Grievances so that the same can be published in the Civil Service News being brought out by the Department.

Regarding evaluation, the general response was that so far no evaluation has been done to assess the specific impact of Citizens' Charters of customer satisfaction because a number of initiatives have been responsible for improving customer relations, not necessarily associated with Charters. Largely these factors have been assimilated in the concerned Charter. Moreover, the Charter must be in active operation for continuous duration of at least 6 months-1 year for its specific impact become evident and measurable through internal and external evaluation. However, the mechanism for prospective evaluation can be put into position in the meantime.

The field offices may consider identifying thrust areas and include the same prominently in their Charters.
Department may share their training modules and supply a copy to the Department of AR&PG for circulation to others.

As far as possible, special counters for senior citizens may be opened.

The Minister/Department may obtain structured user feedback after implementing Charters in the field which can be obtained on short questionnaires through an exit poll.

Each field agency may be permitted to formulate a distinct local Charter within its jurisdiction, within the overall framework of the umbrella Charter. This could be a pilot project for the current year.

Orientation of officers/staff at all levels is absolutely essential as the commitments of the Charter cannot be expected to be delivered by a work force which is unaware of its existence.

An advertisement regarding the contact officers for the Citizens' Charter and separately for officers handling public grievance may be issued at least once a year through the press.

(b) Central Board of Excise and Customs

Department of Civil Aviation may be requested to issue suitable guidelines to the International Airport Authority of India to coordinate with the Department of Customs and other agencies at the various Airports to ensure adequate availability of Trolleys to the passengers.

The IAAI may consider identifying an officer who could participate in the training programme of the Department of Customs for their airport staff relevant to the commitments in the Citizens Charter.

The IAAI may be develop and field a Questionnaire of the aspects of service to the passenger concerning its jurisdiction of work for feedback in order to improve its services.

IAAI should issue suitable guidelines to the loader companies to ensure adequate number of vehicles to carry the luggage of passengers. This will substantially cut down the delay of passengers on arrival, awaiting their baggage.

IAAI should ensure smooth functioning of baggage conveyor belt.

An internal study in the nature of performance report about the functioning of Dock may be carried out with a view to smoothing the drill for clearance, and thereby curtailing delays.
A draft local Charter for the Customs, within the umbrella Charter of CBEC may be got prepared and made available to CBEC and to this Department, for scrutiny and approval.

A study may be conducted in the Department of Central Excise in order to frame guidelines for the officers and staff to be observed while visiting the companies to settle the individual problems.

CBEC may invite comments of the field formation about stating realistic time-limits for settlement of disputes relating to declaration of assessment and if required, modify the limits given in the Citizens' Charter.

CBEC may like to consider consulting the concerned Commission rates and also analysis the trend of past 3 or 5 years while stipulating the annual targets for revenue collection.

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