

CITIZEN'S CHARTER

**CENTRE FOR GOOD GOVERNANCE
HYDERABAD**

Citizen's Charter: Objectives

- **Improve the quantity and quality of services rendered by Government Departments to the public**
- **Give people more choice**
- **Tell people what kind of service to expect from Government and their responsibilities to facilitate the effective provision of services**
- **Make sure people know what to do if something goes wrong in the process of service delivery**

Evolution: International Perspective

- UK: Citizen's Charter / Service First (1991)
- Belgium : Public Service User's Charter(1992)
- Canada: Service Standards Initiative(1995)
- France: Service Charter (1992)
- Malaysia: Client's Charter(1993)
- Australia: Service Charter(1997)
- Portugal: The quality charter in public services (1993)
- Spain: The Quality Observatory(1992)

Considerations of Service

- **Reliability – consistency in performance**
- **Responsiveness – timely service**
- **Credibility – having customer interest and confidence at heart**
- **Empathy – attention to customer's needs**
- **Courtesy and care – physical evidence of willingness to serve**

The Six Principles of the Citizen's Charter are :

- **Published service standards**
- **Openness and information**
- **Choice and consultation**
- **Courtesy and helpfulness**
- **Redress when things go wrong**
- **Value for money**

Standards

Explicit standards, published and monitored, which individual users can reasonably expect for each service.

Publication of actual performance against these standards.

Information and Openness

Full, accurate information readily available in plain language about how public services are run, what they cost, how the public service providers perform and who is in charge.

Choice and Consultation

The provision of choice wherever applicable.

There should be regular and systematic consultation with those who use a service.

User's views about services, and their priorities for improving them, to be taken into account in final decisions on standards.

Courtesy and Helpfulness

Courtesy and helpful service from public servants who will normally wear name badges.

Services available equally to all who are entitled to them and run to suit their convenience.

Putting Things Right

- **If things go wrong, an apology, a full explanation and a swift and effective remedy.**
- **Well publicized and easy-to-use complaints procedures with independent review wherever possible.**

Value for Money

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

Broad Categories of Critical Success Factors

- **Specific core competencies – Department to improve efficiency, skills**
- **Increase value – increase productivity, quality**
- **Information technology application**
- **People development – leadership qualities, team building**
- **Customer focus**
- **Cost control – cost effectiveness, cost – benefit analysis**
- **Accountability**

Accompaniments of the Citizen's Charter

- **Has internal and external organizational implications : talk of internal and external customers**
- **Organizations must have: clarity of vision, open, honest and flexible culture, staff well-served**
- **Abandonment of bureaucratic culture**
- **Intensive, active involvement on part of senior management and political leaders**

Accompaniments of the Citizen's Charter

Contd...

- **Customer must be central to government/organization philosophy**
- **Sense of accompaniment and relevance among down-the-line employees**
- **Clear responsibilities for policy, implementation, review, reporting and corrective action**
- **Performance measurements and feedback**
- **Decentralization**
- **Team Work**

Issues & Challenges of Institutionalization

- **Do you need a Charter?**
- **What should be the scope?**
- **How does it compliment other existing regulatory instruments?**
- **What institutional infrastructure is required and already available?**
- **Is a legislation required?**
- **How do you get everyone, within and outside the administration, to accept and commit themselves to the idea?**

The Citizen Charter Process

- **Policy phase – decision to go in for Charter**
- **Motivation and awareness – marketing idea**
- **Identification of a core consultative group**
- **Consultation with all stakeholders**
- **Preparation of Charter**
- **Publicity and launching of Charter**
- **Continuous creation of awareness**
- **Implementation plan with details**
- **Feedback from staff and public**
- **Review of feedback and improvements.**

Charter Mark Award System in UK

The Nine Criteria are :

- **Standards**
- **Information & Openness**
- **Choice & Consultation**
- **Putting Things Right**
- **Courtesy & Helpfulness**
- **Value for Money**
- **Customer Satisfaction**
- **Measurable Improvements in Quality of Service**
- **Innovative Enhancement to Service at no Additional Cost**

The Spirit of Citizen's Charter

A Customer is the most important visitor on our premises. He is not dependent on us; we are dependent on him. He is not an interruption on our work; he is the purpose of it. He is not an outsider on our business; he is part of it. We are not doing him a favour by serving him; he is doing a favour by giving us an opportunity to do so.

Mahatma Gandhi

Thank You



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