

CITIZENS CHARTER AND PUBLIC SERVICES: GLOBAL OVERVIEW AND ANALYSIS

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ABSTRACT

Good governance which is based on the pillars of accountability, transparency and responsiveness of administration is often labelled as an effective tool to ensure sustainable development. Citizens Charter is one such initiative taken by the government promoting pillars of good governance. Basically it involves a written declaration by the public agencies pertaining to the public services rendered by them, the time limit within which it will be rendered, the quality standards that will be ensured by the agency and mention of the redress mechanism in case the agency fails to comply by the standards expressed. The researcher seeks to provide an overview of the concept of Citizens Charter by the means of its introduction and origin. Further, the researcher aims to furnish an analysis of the process of development of the Citizens Charter along with shedding light on the loopholes embodied in the Citizens Charter's of various countries by analyzing them on the basis of its introduction and background, aim and principle. Lastly, the researcher seeks to mention certain recommendations for both effective development as well as implementation of the Citizens Charter.

INTRODUCTION

Citizens Charter are the public agreements between the citizens and service delivery providers that clearly codify expectations and standards in the realm of service delivery¹. In other words, it can be defined as an understanding between the service providers and citizens pertaining to the quality and quantity of the services essentially dealing with the rights of the public and the obligations of the agencies in the direction of rendering adequate quality of public services. This serves as a strategy of New Public Management (NPM) leading to a voluntary expressed declaration by the public sector agencies indulged in rendering the public services regarding; the standards of service delivery that they subscribe to, availability of choice of citizens, mechanism available for effective redress and other related information.

The genesis of the Citizens Charter can be traced back to an initiative taken by the United Kingdoms government in 1991 on the recommendation made by the then Prime Minister John

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** The views and opinions expressed in this article are those of the authors and do not necessarily reflect the official policy or position of the Centre for Regulatory Studies, Governance and Public Policy, WBNUJS, Kolkata.

¹David Post and Sanjay Agarwal, 'Dealing with governance and corruption risks in project lending' <http://siteresources.worldbank.org/EXTSOCIALDEVELOPMENT/Resources/244362_1265299949041/6766328-1298477370227/7751772-1346353066230/Citizens-Chartes.pdf>

Mayor, which not only aimed at raising the standards of public services within government organizations by making them more responsive to users but also establishment of measurable and accountable public services². Primarily the principles governing the Citizens Charter program were; (i) Quality: Improving the quality of services; (ii) Choice: Wherever possible; (iii) Standards: Specify what to expect and how to act if standards are not met; (iv) Value: For the taxpayers money; (v) Accountability: Individuals and Organization's; and (vi) Transparency: Rules/ Procedures/ Schemes/Grievances. In 1999 the Citizens Charter of 1991 was replaced by the "Service first" elaborating the number of principles governing the same to be nine;

- i. Set standards of service
- ii. Be open and provide full information
- iii. Consult and involve
- iv. Encourage access and the promotion of choice
- v. Treat all fairly
- vi. Put things right when they go wrong
- vii. Use resources effectively
- viii. Innovate and improve
- ix. Work with other providers.

Although, it has served as an encouragement around the globe leading nations at an international level to undertake similar programs such as; France (Service Charter, 1992), Malaysia (Clients Charter), Canada (Services Standard Initiative 1995), Australia (Service Charter 1993) etc., the Charter of United Kingdom has failed to confer any legally enforceable rights.

DEVELOPMENT OF CITIZENS CHARTER

The flowchart below gives a comprehensive map for developing the Charter, from planning and drafting to consultation, launching and monitoring. The process of developing a Charter can be categorized broadly into *Consultation Period, Drafting Period, Publication and Review*. However, the process of the formation of Citizen Charter is not confined merely to the above mentioned four categorize but has a wider scope inculcating various sub categorized steps essential for its effective formation. Further, it can be sub categorized into several steps. Say for instance, Consultation period involves planning how to develop a Charter with the help of Ministers and

²Basic Concept, Origin and Principles

<<http://www.minorityaffairs.gov.in/about-us/citizen-charter/citizens-charter-historical-background>>

senior managers, building a partnership with users and staff by producing a plan before them for consultation so that the roles and responsibilities can be determined accordingly and collecting relevant information from the users by examining the service areas that matter the most.

Similarly, drafting period involves Circulating the draft Charter to potential users who will be affected by it and making them aware of the changes after which further consultation can be done as and when found necessary. Once, the Charter is drafted finalization of Charter is done by launching it internally in order to analyze the training needs of the staff and making them aware of the benchmark or what is expected out of them. Subsequently, steps are taken so as to ensure the launch, publication and distribution of Charter. Finalizing the Charter and its Launch, publication and distribution form the subcategorize of Publication.

Eventually a step which is often related to the function of controlling or the controlling aspect of management governs the closure of this process wherein the performance is regularly monitored against the set standards and Charters are reviewed.

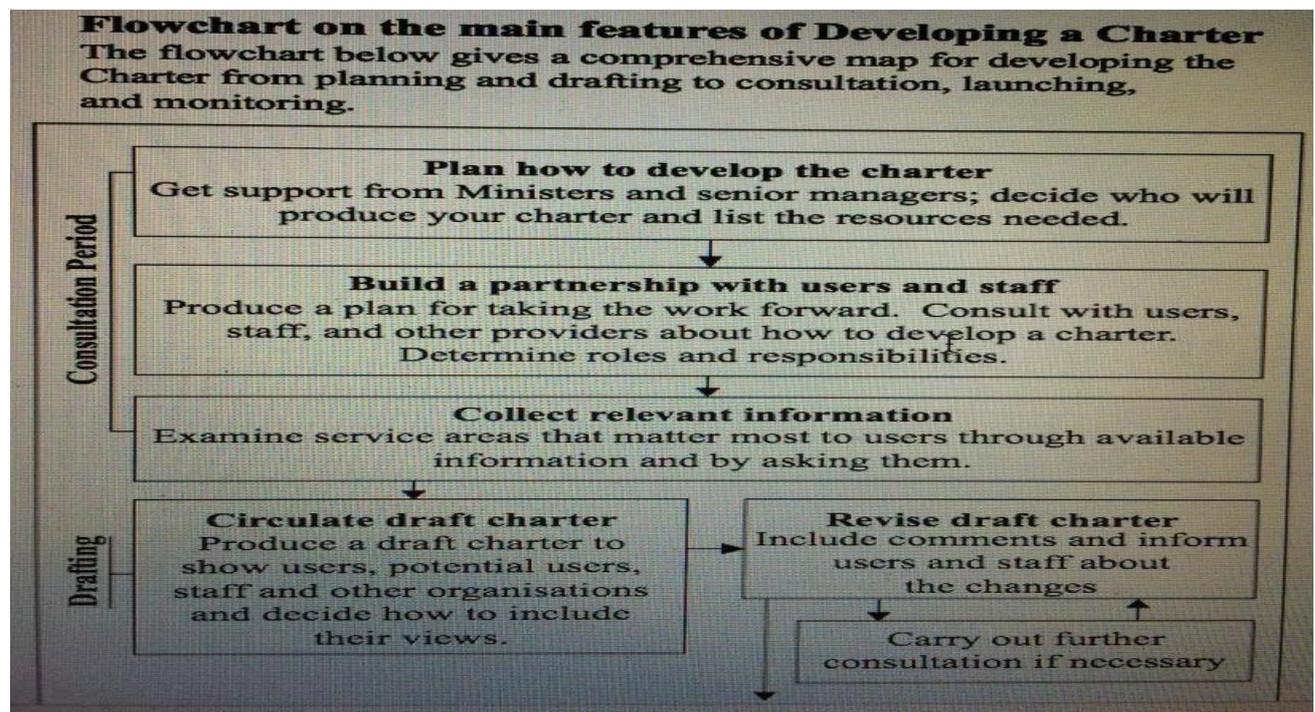


Fig 1.1 Process of developing a Charter³

³A Guide to Developing and Implementing a Citizen's Charter' <https://www.cgg.gov.in/publicationdownloads2a/Citizens%20Charter.pdf>

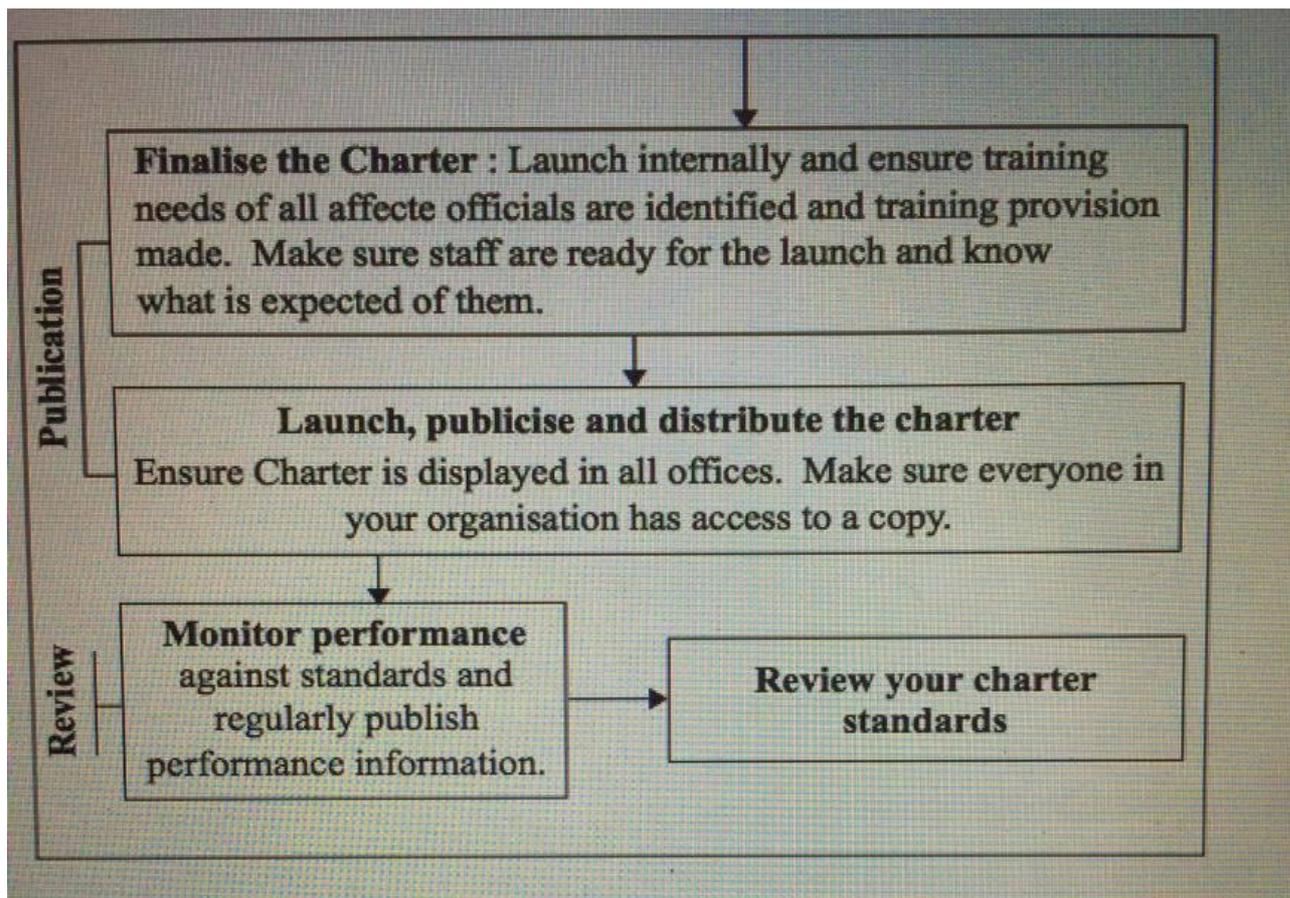


Fig 1.1 Process of developing a Charter

The process of the formation of Citizens Charter (as shown in Fig 1.2) although, is quite collaborating with the one mentioned in Fig 1.1 however, it would be wrong to label them as Xerox. According to the process defined under Fig 1.2 the process of the formation does not come into being merely by skipping onto consultation period. In fact, initially the information pertaining to the service standards that are achieved or can be achieved by the department is collected by the authorized authorities. Further, an in depth analysis is to be carried out of the standards that have already been achieved or the ones that can be potentially achieved by the responsible centers of the department (agencies under the department). Once the relevant information pertaining to the already achieved service standards or the ones which are yet to be achieved is collected the next step, is to consult the stakeholders or the persons of interest in the concerned Charter. Consultation usually involves receiving the feedback or the inputs of the person concerned. Further, taking into account all the recommendations and inputs received the Charters are eventually prepared by the concerned authorities and approved. Thereafter publication of the prepared Citizens Charter is done in public domain and its effective

implementation is looked into so as to ensure its end users the quality standard mentioned therein.

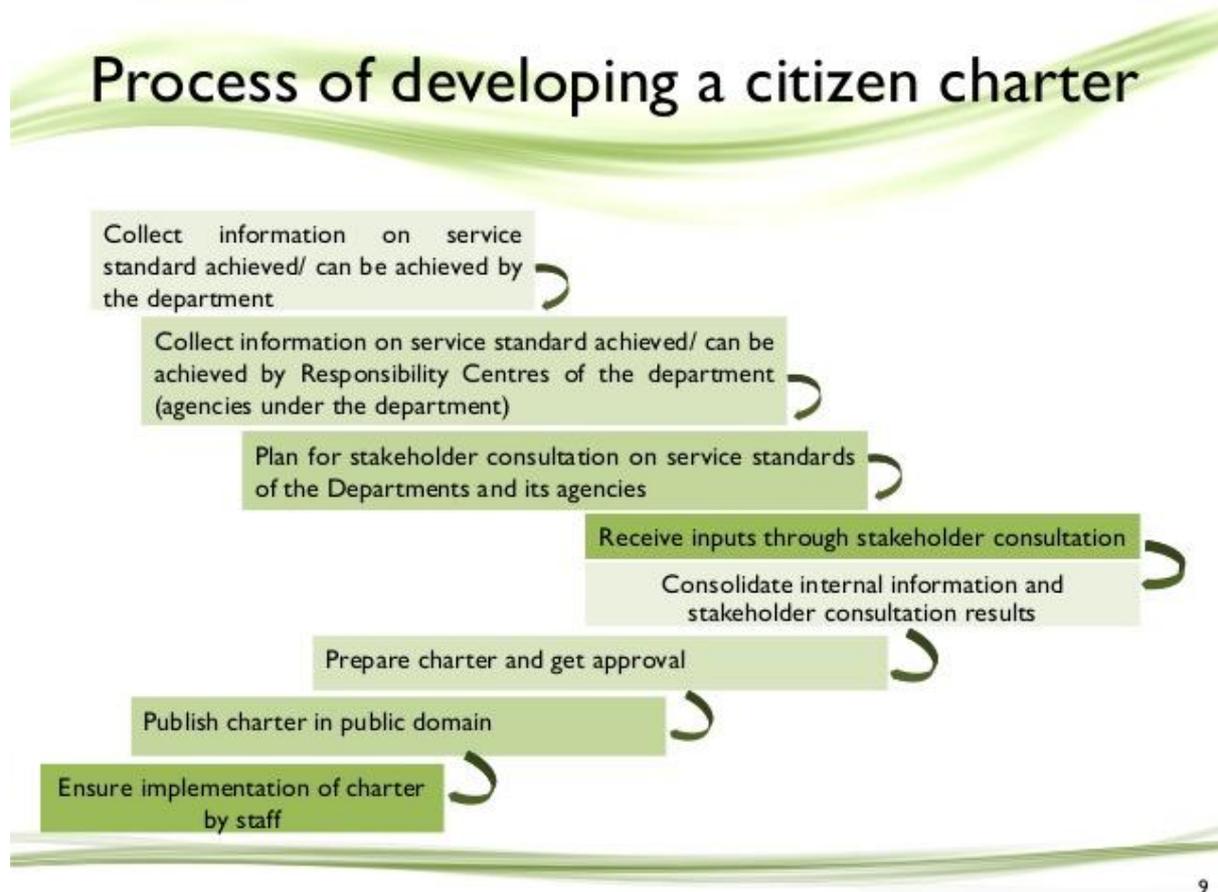


Fig 1.2 Process of developing a Charter

ANALYSIS OF CITIZEN CHARTERS INTERNATIONALLY

United Kingdom

The Citizens Charter of United Kingdom primarily initiated, following the recommendation of the then Prime Minister John Major not only aimed at bringing in transparency but also promoted good governance. With the acceptance of the newly developed concept of Citizens Charter by the government of United Kingdom's, the term or the concept gained global importance and recognition leading to its introduction in several other parts of the world by both developed and developing nations.

Primarily, the Citizens Charter formed by the United Kingdom's government aimed at continuously improving the quality of services provided to the public or improve the quality of public services so as to respond to the needs and wishes of the users.

The principles governing the Citizens Charter of U.K can be laid down as⁴;

- i. The setting, monitoring and publication of explicit standards,
- ii. Providing Information to the users by the means of ensuring the availability of that information,
- iii. Choice wherever practicable, plus regular and systematic consultation with users,
- iv. Courtesy and helpfulness towards the users,
- v. Well-publicized and easy-to-use complaints procedures and
- vi. Value for money.

Although established first and served as a role model for quiet a number of Citizens Charters formed by different countries especially during the initial era of the introduction of the concept of Citizens Charter it would be wrong to label it as an appropriate Charter. The Charter as analyzed is not absolutely independent of the loopholes. To mention few;

- i. The Citizens Charter of U.K was confined to only those agencies or the enterprises which were indulged directly in the direction of providing services to the customers. It did not cover within its ambit those agencies or enterprises which were indulge in providing services indirectly to the public or for that matter functioned as the regulatory or the policy making bodies.
- ii. A review conducted by Bernard Herdan in 2006 brought to light how the Charter Mark holders claimed the scheme to be very positive and effective in raising the service standards. Nevertheless, by the end of review the contentions were proved to be otherwise. The Charters impact in raising standards across the board had been blunted by low take-up and low public recognition of the scheme. In fact, review concluded that the Charter Mark rendered were not only out of date but also obsolete. Thus, innovation was needed⁵.
- iii. The standards set up in the Charters are often labelled as vague as they are formed independent of stakeholders' participation.

⁴Fekadu Nigussa, 'Cross Country Experiences of Citizens' Charter Implementation' (2013) TGJ <<http://www.theglobaljournal.net/article/view/1140/>>

⁵Fekadu Nigussa, 'A Critical Analysis of the Conceptualization and Implementation of Citizens' Charters: Case Studies from UK, India, South Africa and Ethiopia' (2014) 4(1) IISTE <<http://www.iiste.org/Journals/index.php/PPAR/article/viewFile/10495/10686>>

- iv. In spite of the contention raised by the authorities indulged in its development regarding its 'non-discrimination' nature in reality the contention barely holds any ground by the rendering it unavailable for the ethnic minorities.

SOUTH AFRICA

Prior to 1994, the government of South Africa emphasized on suppressing the information from public. This was the period during which republic government was in power. With the advent of democratic government, the emphasis was shifted largely towards promoting transparency and openness in the public sector organizations. This led the government to introduce the Citizens Charter of the country named the Batho Pele "People's first which provided public with the accurate and accessible information⁶. This Charter was primarily brought into being based on the spirit of constitution which fostered transparency.

The very purpose behind the establishment of Citizens Charter was to transform the agencies indulged in providing public service into the people centered institution. The intention of authorities indulged in the development of Charter was inclined more towards the improvement of service delivery and accountability at the end of government⁷.

The principles governing the Citizens Charter of South Africa although not very wide involve almost all the basic essentials of an efficient Charter which encourage the involvement of citizens and the much needed transparency. To mention the principles laid down;

- i. Consultation is one the prime facie principle which all the organizations involved in facilitating the public services are expected to follow.
- ii. Adequate service standards must be established by the concerned organizations in order to enable comparison of the actually provided quality standards with those laid down.
- iii. It is only when the services and the redress system meant for providing services to the public and dealing with their dissatisfaction is made accessible to them that they can avail it. Thus, Citizens Charter of South Africa aptly focuses on increasing access and ensuring courtesy of the public service agencies.
- iv. The Citizens Charter principles around the very concept of providing information to the customers in order to ensure transparency and effective availing of the public services.
- v. Further, the agencies or the establishments which are indulged in rendering the public services are under the mandate to ensure redress and the value for money to the dissatisfied public or the citizens.

⁶ Supra Note no.2

⁷ Supra Note no. 2

Loopholes of the South African citizen charter:

- i. An audit of initiative conducted by the government designated that effective monitoring and evaluation of the standards initially set up had been a problem.
- ii. Instead of being an effective innovative service mechanism most of the Citizens Charter formed by agencies indulged in providing public services are exceptionally traditional in approach. Further, the services aren't easily accessible which becomes major stigma for the citizens.
- iii. Principles pertaining to the social sector are barely found to be user friendly. Citizens Charters are often labelled as government oriented neglecting the aspect of welfare of public.
- iv. The language of the Charters formed and the procedure embodied in the same is complex for any laymen to understand as a result of which availing the benefits of redress system become highly questionable.
- v. Periodical review not being a part of the Citizens Charter often leads to rendering the Citizens Charter as obsolete or outdated considering the global era of rapidly changing environment.
- vi. An assessment made by the PSC revealed that although 90 percent of national department and 84 percent of the provincial departments has some or other form of redress mechanism, they remain highly informal, lacks guidelines and records. Hence, they have poor monitoring and evaluation system⁸.

FRANCE

The French Charte des services intended at adding new principles of transparency and participation to the already prevailing principles of neutrality and equity was embraced in 1922. Adoption of this Charter laid to improvement of the public services rendered by the public sector organization or the agencies. The French Charte des services, 1922 can easily be labelled as customer oriented considering the effective redress system and accessibility it has furnished or facilitated to the customers.

As compared to the Citizens Charters of other countries the objective of the Citizens Charter of French has a wider ambit. It covers within its ambit not only active participation of the public service providers but also the citizens themselves. Thus, to elaborate French Charter seeks to take account of services needed by the users, explain and help them with procedures; encourage participation by citizens; cut delays and simplify procedures; increase accountability, particularly

⁸ Supra Note no.2

through quality indicators, and facilitate recourse to conciliation and arbitration with regard to disputes⁹.

The French Citizens Charter des Services Publics, 1992 announces following principles which governs the same;

- i. Principles of equality,
- ii. Principles of neutrality and continuity to ensure unbiased remedy and effective implementation through continuous follow up and
- iii. Principles pertaining to the transparency, participation and simplification in order to ensure the participation of public and make them believe to be an integral part of the agency rendering public services.

Although one cannot deny the very fact that the French Citizens Charter has a wider ambit it will not be wrong to contend that the wider ambit governing the Charter hardly serves any purpose for the public or the citizens because of the very reason that it consists numerous loopholes. To mention few;

- i. A web-search for French Citizens Charter des Services Publics produces dozens of entries, which turns out on closer examination to be, almost exclusively, local or sectorial in scope.
- ii. The Citizens Charter initially framed by the authoritative people have almost perished rendering several offspring of its, being followed by the agencies indulged in rendering various public services.
- iii. A report by King's fund in 1998 further lays down the unawareness amongst the patent holders regarding the contents of the Citizens Charter framed by themselves as another loophole contributing to its inefficient implementation.

INDIA

A conference held on "Effective and Responsive Administration" in 1996 involving Chief Secretaries from all around the country lead to the beginning of the development of Citizens Charter. In the year 1997 in the same conference an "Action Plan for Effective and Responsive Government" was formulated prioritizing the building of an effective Charter for the country. Also, the same conference not only aimed at effective building of Citizens Charter but also its introduction into the larger departments. The task of coordinating and formulating the Charters

⁹Gavin Drewry, 'Whatever Happened to the Citizen's Charter?' (2003) <<http://unpan1.un.org/intradoc/groups/public/documents/undpadm/unpan044548.pdf>>

was initially initiated by the Department of Administrative Reforms and Public Grievances (AR & PG).

With the concept and principles primarily modelled on the United Kingdoms model, it emphasizes or promotes the need of bringing in transparency and openness towards the customers, treating all equally, putting things right when they go otherwise, using resources effectively, innovating and improving the same according to the changing needs and work with other service providers. Public sector agencies such as; CPGRAMS (Centralized Public Grievance Redress & Monitoring System, SAIL, Air India, Ministry of Minority affairs, Oriental Insurance, RBI, Hindustan Petroleum Limited, R.C.F Ltd., etc. have developed quiet detailed Charters in compliance with the guidelines laid down.

Further, a distinguishing step taken by the government in the direction of promoting transparency and openness is the introduction of Right to Information Act, 2005 in order to ensure access of information by the citizens along with increased accountability and delivery at the end of agencies¹⁰.

The Citizens Charter was developed with an explicit and plain objective of improving the standard, quality and time frame of service delivery along with promoting the grievance redress mechanism, transparency and accountability.

The Citizens Charter developed by the agencies or the government enterprises indulged in rendering public services in India are expected to incorporate or abide by the following six principles¹¹ so as to ensure better delivery of quality services and make effective redress system available for the public;

- i. The public sector agencies developing the Citizens Charter must make sure that they are adequately published so as to ensure its effective implementation.
- ii. The agencies must promote openness and shall furnish all the relevant information concerning the public.
- iii. One of the most distinguishing principle of India's Citizens Charter is it emphasises to promote choice and consultation thereby ensuring involvement of all; the ones involved in rendering service, the staff members and citizens themselves.
- iv. The staff engaged in dealing with the customers directly shall be helpful and courteous enough to contribute to the improvement of customer's satisfaction by rendering them effective and speedy redress system.

¹⁰ Rojina Tamrakar, "Impact of Citizen Charter in Service Delivery: A Case of District Administration Office, Kathmandu (2010) <http://www.mppgnsu.org/attachments/119_Thesis%20Rojina%20Tamrakar_.pdf>

¹¹ Citizens Charters- A Handbook

<<http://unpan1.un.org/intradoc/groups/public/documents/undpadm/unpan044497.pdf>>

- v. The grievances of the customers shall be redressed carefully and effectively when the things go wrong.
- vi. Value for the money paid must be given utmost important.

Loopholes are as follows:

- i. Most of the Citizens Charters developed by the agencies are found to be obsolete and outdated leaving no scope for any kind of amendment which is almost adversely required. They are not only outdated but also of poor quality.
- ii. An assessment further reveals that although mentioned efforts are hardly put in to abide by the principles.

Further, as per the report of evaluation of the Citizens charters formulated or developed by the various public sector organizations carried out by an agency following major findings were put forward:¹²

- i. In majority of cases Charters were not formulated through a consultative process;
- ii. By and large service providers are not familiar with the philosophy, goals and main features of the Charter;
- iii. Adequate implementation of the Charters had not been given in any of the Departments evaluated. In most Departments, the Charters are only in the initial or middle stage of implementation;
- iv. No funds have been specifically earmarked for awareness generation of Citizens' Charter or for orientation of staff on various components of the Charter.

JAMAICA

The concept of Citizens Charter which found its origin in the United Kingdom under the leadership of the then Prime Minister John Mayor, considering the lack of responsiveness of the state agencies indulged in rendering the public services was imported into the territory of Jamaica in the year 1994 by the then Prime Minister of France. The development of Citizen Charter was done by elaborately defining their mission and the standard they seek to achieve distinctly. "According to the Charter, organizations providing services should¹³:

Set and display standards for key areas of performance in a form which the customer understands, publish information regularly on performance against those standards, and show

¹² Supra Note no.6

¹³ Jimmy Kazaara Tindigarukayo, 'Benchmarking the Citizen's Charter in Jamaica: an Empirical Evaluation' <<https://sta.uwi.edu/conferences/salises/documents/Tindigarukayo%20J.pdf>>

how they are meeting their standards (Government of Jamaica, 1995: 1).” The introduction of the Citizens Charter leads the public sector agencies to perceive their obligation towards the service users.

The Citizens Character of Jamaica was bought into being with the sole objective of improving the quality of services being rendered by the entities to the public and its members in order to fulfill the obligation of the public entities.

The principles laid down by the government of Jamaica in order to achieve the targets mentioned in the Charter include:

- i. Genuine standards to be set up leaving no scope for vague or unachievable standards rendering attainment of the objectives laid down in the Citizens Charters almost impossible,
- ii. Mere setting up certain exceptionally high standards is not sufficient. While forming the same what is to be taken into account is how well they are attainable considering the availability of human resources available and financial stability of agency indulged in rendering public services. Thus, Jamaica’s Citizens Charter is principled on the very concept of establishing standard which although are demanding but at the same time are realistic as well,
- iii. Continuously upgrading the existing standards set up by the agencies providing public services,
- iv. Involvement of the customers in setting up the service standards by the means of effective consultation with customers, reflecting the customer’s priority in the Charter framed and testing the effectiveness of same through customer’s surveys,
- v. Accountability towards customers by providing them with a valid explanation and details of corrective measures taken on the part of agency in order to deal with the adverse performance.
- vi. Information of performance obtained must be used to improve the service delivery.
- vii. Using various external or independent sources claims obtained pertaining to the performance must be checked or validated.

Loopholes are as follows:

- i. Authorities are often inclined towards setting up high standards while building up the Citizens Charter within the government organization. With the intention of facilitating improved performance and missions at times, the high standards are set up by the agencies without considering the relevant factors such as; availability of

financial and human resources etc., which creates a lot of problem for the agency and dissatisfaction amongst its users.

- ii. Majority of surveys reveal that the introduction of Citizens Charter had a very significant impact on the organizations. However, it is relevant enough to mention that the significant changes due to the outdated Citizens Charter has lead to a major downfall of the organizations¹⁴.

BANGLADESH

A commission was formed in the year 2000 with the responsibility of laying down recommendations in the direction of reforms which are to be undertaken in the field of public administration. In spite of a well built monitoring system consisting of two levels, the Charter has barely managed to perceive success in any field. Various Citizens Charters formed by the public sector agencies on the basis of the principle Citizens Charter formed by the government in 2000 are scarcely monitored and complied with by any organization due to ineffective check¹⁵.

The Citizens Charter framed by the government of Bangladesh in 2007 broadly stated its goal as providing the citizens obtaining benefit of concerned Charter with the quality services along with ensuring the transparency, responsiveness and accountability of the agency concerned¹⁶.

For the success of any Citizens Charter formed by the agencies indulged in rendering the public services formation of principles with which the agency has to abide by to a great extent contributes to the achievement of objective aptly. Determinants or the principles put forth by the authorities while forming the model of Citizens Charter for Bangladesh involves:

- i. Rendering quality services at low service,
- ii. Facilitating delivery of services on time as per the requirement of the citizens
- iii. Ensuring Effective complaint mechanism
- iv. Building close ties with the service producers and the customers or the citizens.

Loopholes are as follows:

- i. None of the policies or the initiatives taken by the government relating to or dealing with the welfare of people can succeed to serve the actual purpose behind its formation if it is not introduced to its end users or the public in this case. Charter of Bangladesh often faces the dilemma of being categorized as one of the few charters

¹⁴ Supra Note no.8

¹⁵ Md. Saidur Rahman, 'Citizens Charter Improve Service Delivery, Bangladesh Experience' (2012) <<http://www.gaportal.org/sites/default/files/Citizens%27%20Charter%20-%20Bangladesh.pdf>>

¹⁶Farhana Razzaque, 'Making Citizen's Charter effective' (2012) <<http://www.thedailystar.net/news-detail-218089>>accessed 12:00 AM, 13January, 2012

which have failed to serve the very purpose due to its unawareness by the customers who are eventually to obtain its benefit.

- ii. Mere availability of policies such as formation of effective Citizens Charter to ensure rendering of quality services by the agencies to the public is not sufficient. The Citizens Charter of Bangladesh fails to provide effective mechanism through which citizens can avail the services mentioned in the Citizens Charter thereby rendering it ineffective.
- iii. Researchers claim that the analysis conducted by them through various interviews and survey brings forward the loophole which vitiates the entire purpose of the formation of citizens Charter. Feedback given by the Citizens of Bangladesh sharply shows the dissatisfaction with the service delivery¹⁷.
- iv. It is only when the officials indulged in implementation of the Citizens Charter are committed or dedicated enough that the agencies involved in rendering the public services can obtain desired result and improved satisfaction level of public. The performance or the role of officials accountable for the same is often seen as not up to the standards laid down when it comes to providing effective redress to public.

UNITED STATES

Based on the same fundamentals as that of as that of United Kingdom's Citizens Charter and in accordance with executive order passed by Bill Clinton in 1993 the "Putting Customers First" initiative was started. Primarily, the Charter aimed at improvement of the public services rendered by the public sector agencies. Further, the goals were widened by making it more of a customer oriented charter with the introduction of consultation with customers while development of charter was in progress, encouraging their feedback and adequately measuring the quality standards which are being achieved. An innovative step taken by the government to ensure the effective implementation of the Citizens Charter is that it compelled the agencies rendering public services to submit timely reports pertaining to quality standards that are being framed and meet. Few of the studies conducted, to quiet an extent support the improvement interrogated by the introduction of Citizens Charter.

The Citizens Charter of United States named Customers First certainly brought into being with a unique or distinguishing objective placing emphasis on consultation with the customers thereby

¹⁷Ahmed Shafiqul Huque, 'Citizen's Charter and Implementation Failure: Performance of Local Councils in Bangladesh'(2016)<https://www.researchgate.net/publication/304150345_Citizen's_Charter_and_Implementation_Failure_Performance_of_Local_Councils_in_Bangladesh>

initiating customer's participation and effectively measuring the success of the public services rendered by the agencies with the standards aimed at¹⁸.

The principles governing the Citizens Charter of United States though not very wide in ambit are certainly concrete and well developed ensuring strong satisfaction of customers to wards staff;

- i. Citizens Charter must be personalized or flexible enough to adequately amend the Charter as per the needs of the customers.
- ii. While there is exchange of public services in return for handsome monetary amount leading to carrying out of business the agencies must be easy to do business with.
- iii. The quality standards laid down by the agencies involved in rendering public services must be met.
- iv. Promoting transparency and valuing the customers must be given priority.

Loopholes are as follows:

Various studies conducted by the organizations on Putting Customers First reveals that although there have been a significant improvement or enhancement in various fields including customer's satisfaction in regard to the staff, easy access to services and reduced waiting time however, the increased satisfaction of customers pertaining to the public services rendered by the agencies still remains questionable. The quality standards elaborated in the Charters are often not met leading to high dissatisfaction level.

RECOMMENDATIONS

Effective Formation

While the formation of Citizens Charter is in progress, in other words the process is yet to be finished, the committee or the management indulged in the process shall make sure to come up with a customer oriented and mission driven charter which focuses on enhancement of the quality of its services leading to higher customer satisfaction.

Citizens' role shall not only be limited as the end consumers of their services or the targets. In fact, they shall be seen as an agent of organization. In other words, their role shall be realized, organizations shall put in efforts to engage citizens in the process of formation of the Citizens Charter to make them feel as an asset to the organization rather than merely a chunk of external environment affecting organizations profit motive.

¹⁸ Jimmy Kazaara Tindigarukayo, 'Benchmarking the Citizen's Charter in Jamaica: an Empirical Evaluation' <<https://sta.uwi.edu/conferences/salises/documents/Tindigarukayo%20J.pdf>>

Organizations take resources from the society. They owe society. Also, the decisions of the organizations relating to the investments done, risks taken, policy changes made, pay etc., have a major impact on the society leading to immense uncertainty and destruction. Thus, attempts shall be made to link the charters with the Social rights to minimize or mitigate its impact and promote ethical market practice.

While forming the initial standard Citizens Charter for any country meant for promoting the welfare of citizens by providing them adequate services and meeting the quality standards, people indulged in formulating the same shall identify and analyze all the adequate parameters of the existing Citizens Charters of various countries who have proved to be successful and try embody the same into their own if found suitable. Similarly, on the other hand identifying and analyzing the factors that have lead to failure of the existing Citizens Charters of various other countries can certainly lead to building of an efficient Citizens Charter.

In today's global era where competition is increasing by many folds on an international level, may it be in the field of providing goods to the consumers or rendering services to its end users innovation seems the only key to success and ensuring customers faith in an organization. Based on several factors affecting the organization innovation must be enhanced. Outdated or obsolete Citizens Charter might lead to downfall of customer's expectation and increased dissatisfaction leading to shift by customers.

While forming the Citizens Charter, awareness regarding the external and internal environment including customer's expectations, government policies governing the charter, human resources available with the organization, financial stability of the organization, its functioning, efficiency of the human resource available etc., must be taken into account. Based on the desirability of these factors a well manageable Citizens Charter shall be framed so that it becomes convenient for the organization to abide by the standards mentioned.

Manual redress system is not only time consuming but also involves a huge cost leading to increase in the capital requirement by an organizations rendering public services. Further, it requires a lot of labor and dedication at the end of staff members, the unavailability of which can lead to not only dissatisfaction of customers and huge loss but also a lot of duress and stress. Thus, an online system of redress shall be setup and mentioned in the Citizens Charter of the concerned organization rendering public service so as to ensure effective remedy to the affected person.

Development of the Citizens Charter is not merely confined to laying down certain quality standards. In fact, the ambit of development of Citizens Charter focuses largely on the efficiency of the Charter which is put forward eventually. Often it is found that the standards embodied in

the Citizens Charter formed are aggressively vague. While the process of development of Citizens Charter meant for rendering the public service is in progress the ministers and the other authorities present must ensure that the standards set up are not vague. In fact it shall be plain enough to facilitate comparison with the actual standards so that the gap can be identified and building the same becomes easy.

Effective Implementation

Obtaining regular feedback from the customers on regular say, weekly or fortnight basis shall be positioned on the top of the priority list of an organization so as to ensure effective implementation of the Citizen Charter leading to rendering of efficient public service.

Insufficient resources further contribute to failure on the part of a public service organization to comply with the established Citizen Charter. Thus, organizations which are willing to establish Citizen's charter and abide by it shall be provided with the resources essential for its effective implementation unless declared sick unit.

Organizations indulged in providing public service shall make it a mandate to include effective redress system in its Citizen Charter and ensure that staff effectively responds to the customer's complaints where the standards mentioned in the Charter are not abide by or fall short of the standards mentioned.

Increasing awareness of the existing Citizen Charter amongst its end users is the most suitable and effective mode of successful implementation of any policy or the legislation. In order to spread awareness about the existing Citizen Charter of the organization attempts shall be made to spread awareness by the means of various awareness campaigns, advertising in newspapers, radio programs, seminars and lectures.

Innovation not only serves as an effective tool in formation of both organization and citizen oriented Citizens Charter but also, it serves as an effective tool in its implementation. In today's era where social media is gaining importance at such an extent social networking sites and social media tools like wikis and blogs can serve as an apt tool for contributing to the effective implementation of Citizens Charter by increasing awareness. Thus, innovative means such as these shall be promoted for effective implementation of Citizens Charter.

While occupied in carrying out successful awareness campaign the department indulged in its effective implementation shall make sure that the customers are not only well aware about the existence of such Citizens Charter established for rendering quality public service but also are equally aware of the services which are rendered by the organization and how to avail them.

Role of non interested parties such as Non Governmental Organizations (NGOs) should be promoted by the way of making them an effective link between the government and the citizens so as to ensure effective elimination of obstacles indulged in rendering of quality services by the organization to its customers or meeting the quality standards.

CONCLUSION

Using the secondary sources of research, the researcher has not only managed to provide an overview and history of the Citizens Charter but also, has conducted an analysis of the process of development of Citizens Charter. Further, the researcher has carried out the analysis of the Citizens Charter of various countries on the basis of the Introduction, aim and principles governing the Citizens Charter of respective countries in order to find out the loopholes and accordingly put forth several recommendations pertaining to both its appropriate formation and implementation.

Thus, it shall not be considered wrong when one says, that there is no well defined process followed internationally pertaining to the development of Citizens Charter. In fact, countries are independent to follow any procedure of development which they find appropriate or are best suited for their respective countries. Further, after analyzing the Charters internationally it would not be wrong to contend that the Citizens Charter of the respective countries meant for rendering the public service are not free from loopholes, if not in terms of development then in terms of effective implementation. Hence, to curtail the same researcher has also put forward several recommendations.