

announcing the charter won't do anything.

Recommendations

Following are some of the principles that can make Citizen's Charters effective:

1. One size does not fit all.
2. Every independent unit or sub-office of an umbrella organisation should have its own version of Citizens' Charter.
3. Comprehensive consultation, which includes Civil Society in the process.
4. Firm commitments to be made.
5. Reforming the internal processes and structure of an organisation to match it with the commitments of citizen's charter.
6. Redressal mechanism in case of default.
7. Mechanism for the periodic external and internal evaluation of Citizens'

Charters.

8. Benchmark using end-user feedback.
9. Hold officers accountable for results.

Sevottam

- **Etymology:** Sevottam comes from the Hindi words "Seva" and "Uttam" and means excellence in service delivery.
- **What is it?**
 - » The Department of Administrative Reforms and Public Grievances (DARPG) has developed an excellent model for benchmarking Public Service Delivery through Sevottam.
 - » The model provides the framework to organisations to assess and improve service delivery quality for the citizens.
- **Components:** It includes the following three main components.

Citizen Charter and Service Standards	The focus of Sevottam is on the formulation, monitoring and review of the Citizen's Charter. Citizen Charter is the document where a public sector organisation declares its essential services and delivery timelines and requirements.
Public Grievances	Here Sevottam focuses on receipt, redressal and prevention of grievances.
Service Delivery Enablers	The focus is on giving excellent service. This includes Customer Feedback, Employee Motivation and infrastructure.

• Key Features:

- » **Timeliness:** Time norms for specific services are enumerated in the Citizen's Charter.
- » **Effectiveness:** A single-window system for service deliverables is targeted for delivery to cut down the extra time required for shuttling from one desk to another to get services.
- » **Responsiveness:** A robust grievance redress system is needed to listen to citizen's grievance and redress them

timely.

- » **Courteous behaviour:** The norm for behaviour, especially in client-facing positions, is described in the Citizens' Charter, and proactive feedback on service delivery is gathered to judge this.
- » **Information:** Facilitation centres and help centres are targeted to meet clients' needs of information.
- » **Empathy:** Public grievance officers are needed to listen to clients in their time of need.