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# HOW-TO NOTES

Citizen Charters:

Enhancing Service Delivery  
through Accountability

SOCIAL DEVELOPMENT

GAC in PROJECTS  
IMPROVING DEVELOPMENT OUTCOMES

This note was prepared by David Post and Sanjay Agarwal of the World Bank's Social Development Department (SDV) as part of the effort by the Demand for Good Governance team and the GAC in Projects team to provide guidance on ways to improve governance and accountability in Bank operations. The authors are grateful to peer reviewers Meskerem Brhane, Sahr Kpundeh, and William Reuben of the World Bank for their invaluable insights and comments. The authors would also like to thank Ivor Beazley, H  l  ne Grandvoininnet, Motoky Hayakawa, and Regina Wilson for additional comments.



Since 2001, we have been issuing what we call a Citizens Charter. We passed a local law requiring City Hall to have the Citizens Charter updated every three years. That charter tells you exactly what the city government is going to do for residents of the city. For instance, issuance of business permits, issuance of building permits, who is responsible, what are the fees, and the like. All that information is published in a book. The book is distributed to residents of the city so they know exactly what they can expect of their City Hall. This minimizes corruption significantly. When you know the procedures, when you know who is responsible for the procedures, it makes the system transparent and accountable.

—Jesse Robredo, Mayor of Naga, Philippines

## CITIZEN CHARTERS

Improving the quality of service delivery is a challenge in many developing countries. Citizens often find it difficult to hold government and other service providers accountable, precisely because they are not aware of the procedures and expectations that govern service providers' conduct in the realm of service delivery. In addition to undermining the connection between citizens and the state, this lack of transparency hampers governmental effectiveness and creates myriad opportunities for corrupt practices. Therefore, as part of the governance and anticorruption (GAC) agenda it is important to develop ways to provide citizens with the information they need to hold government accountable for delivering results.

Citizen Charters (CCs) are public agreements between citizens and service delivery providers that clearly codify expectations and standards in the realm of service delivery. Introduced by the United Kingdom in the early 1990s, CCs are now being used in a wide range of countries—including the United States, Kenya, India, Jamaica, and Mexico—to improve the quality of service delivery and enhance public sector management.

Effective CCs typically share a number of key characteristics, including clear and simple language; realistic and measurable performance standards; a dedicated grievance redress mechanism; and an effective public relations strategy to increase users' awareness about the CC.<sup>1</sup> If designed and implemented correctly, CCs have the potential not only to foster greater public satisfaction with a government's performance, but also to ameliorate corruption-related risks and provide benchmarks that stakeholders can use to monitor government's performance in the realm of service delivery (see Box 1). For governments, CCs are a useful way to fine-tune service delivery processes, monitor effectiveness, and improve overall performance. For task teams, CCs are important because they simultaneously strengthen both the supply of and demand for good governance, thereby reducing opportunities for corruption and enhancing the quality of service delivery.

1. Many infrastructure projects have display boards that provide information about the subproject (e.g., subproject amount, start date, expected date of completion). While these boards are not considered to be CCs, they are a useful tool for promoting transparency during project implementation.

**BOX 1**  
The Benefits of  
Citizen Charters

Citizen Charters:

- Enhance accountability by providing citizens with a clear understanding of service delivery standards, including timetables, user fees for services, and options for grievance redress.
- Increase organizational effectiveness and performance by making a public commitment to adhere to measurable service delivery standards.
- Create a way for both internal and external actors to objectively monitor service delivery performance.
- Create a more professional and client-responsive environment for service delivery.
- Foster improvements in staff morale.
- Decrease opportunities for corruption and graft by increasing transparency and educating citizens about their rights.
- Increase government revenues by ensuring that the money citizens pay for services goes into the government's coffers (and not into employees' pockets).

Given that CCs strengthen both the supply of (e.g., more customer-focused service delivery, clearly outlined performance standards) and demand for (e.g., increase citizens' awareness about their rights, provide citizens with the information they need to hold service providers accountable) good governance, the tool has the potential to improve performance across the Bank's portfolio of projects. Indeed, CCs are well suited for a wide range of sectors in which the World Bank supports investment and development policy operations:<sup>2</sup> health, education, water and sanitation, energy, and public sector management.

This note aims to give task teams a better understanding of citizen charters—including a process and best practice examples—so that they can effectively work with borrowers to integrate CCs into project design and implementation.

Designing and  
Implementing a  
Citizen Charter

At the outset, it is important to note that the success of CC interventions is contingent on promoting substantial process-oriented, organizational, and cultural changes within service delivery organizations. Accordingly, while drafting a CC is a step in the right direction, the effectiveness of CC interventions ultimately depends on engaging stakeholders and establishing a clear commitment to making the CC part of an organization's "DNA" (see Box 2). CC implementers also need to be aware of the

2. The Bank-funded First Poverty Reduction Support Credit provided assistance to the government of Zambia in creating and institutionalizing CCs in 10 government agencies. The CCs outline the level of service delivery expected from governmental institutions and set clear efficiency benchmarks. As a result of the implementation of the CCs, citizens and other stakeholders have a greater capacity to hold service providers accountable for delivering results. At the same time, the initiative has provided government agencies with the opportunity to improve internal processes and the way that they interface with customers in order to enhance service delivery.



potential barriers to successful CC implementation so that they can identify mitigating measures before initiating the CC process (see Annex A).

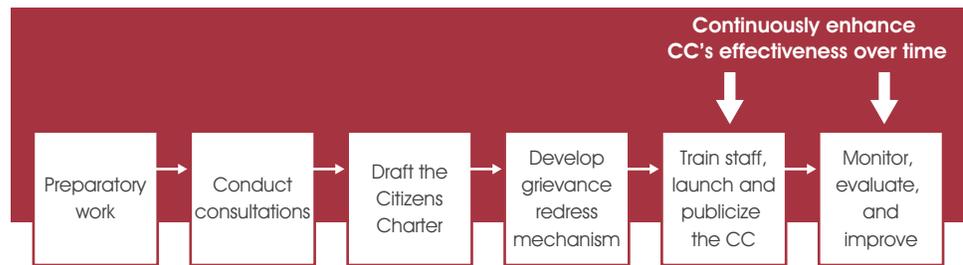
**BOX 2**

Conditions Under Which  
Citizens Charters are Likely  
to be Successful

- There is strong management support for the CC initiative, especially during the start-up phase.
- The CC is developed with input from both internal and external stakeholders through participatory processes.
- Staff have an incentive to adhere to the conditions outlined in the CC, because their performance appraisal reviews and/or additional compensation are tied to the organization’s success in achieving the service delivery targets outlined in the charter.
- Employees and citizens are aware of the CC initiative, and civil society is involved in holding service providers accountable.
- Progress is tracked through a project-level monitoring and evaluation system and linked to other social accountability interventions to verify that service delivery improvements have been achieved.

This section discusses a six-step process for designing and implementing CCs, illustrated in Figure 1.

**FIGURE 1**  
Six Steps for  
a Citizen Charter



**Step 1: Preparatory Work**

Designing and implementing CCs is challenging, as it requires an organization not only to change the way that it interfaces with the public, but also to transform its internal procedures and organizational culture in ways that are consistent with its publicly stated service delivery standards.

Given the magnitude of these tasks, the impetus for change must often come from above. Therefore, obtaining the support of the client’s senior management is critical to the success of a CC: it is not advisable to initiate a CC program without management

support. Assuming that this support exists, a team should be formed to lead the design and implementation process.<sup>3</sup> The team should:

- Identify services and/or sectors that the CC could potentially cover, assess workflow patterns, and identify existing organizational strengths and weaknesses in relation to CC implementation.
- Clearly outline roles/responsibilities and relevant timelines for the implementation process, including establishing an internal evaluation mechanism to track progress and adapting internal procedures and work flows to enable staff to deliver on the CC commitments.
- Ensure that the CC is responsive to users' needs by identifying the different customer groups that the organization serves (with a particular focus on vulnerable groups) and the barriers these groups face in accessing services.
- Develop an evidence-based communications strategy to "sell" the utility of a CC to both internal and external constituencies.
- Assess the resources (both human and financial) that are needed to draft and implement the charter. Management should allocate dedicated funds and staff time in advance for training, publicizing the CC, and implementing the internal organizational changes necessary to prepare for the new service delivery standards.

Since internal organizational changes are often difficult, staff should be consulted during all phases of CC development and implementation. Getting input from staff is important because:

- Doing so not only gives staff a sense of ownership over the CC and increases the likelihood that it will be successful, but also signals management's commitment to the initiative.
- Staff can provide critical inputs about existing challenges and ways to improve internal processes and performance.
- Front-line staff in particular are often most aware about what is important to citizens, what citizens would like to have more of, and what changes citizens want.

## **Step 2: Conduct Consultations with Stakeholders**

Effective CCs incorporate citizens' priorities, expectations, and needs. Consequently, it is important to obtain input from stakeholders such as users and civil society organizations (CSOs) before drafting the CC. While management and the project team can devise a rough draft of a proposal in advance of the consultations, the final draft of the CC should be based on input obtained using participatory processes (see Box 3).

3. The size of the project team depends on such factors as the size of the organization, number of sectors involved, scope of services being covered by the CC, and the magnitude of changes required.



**BOX 3**  
 Argentina:  
 The Importance  
 of Consultations in  
 Designing CCs

The World Bank-funded State Modernization Project aims to help Argentina improve the country's public sector performance. Accordingly, one of the project's key components is creating a results-based management system, including a CC program. Though the CC program initially led to positive results, it eventually became clear that its effectiveness was hampered by a lack of stakeholder participation. Some of the reasons were that the CCs, which had not been shared with users and civil society organizations for feedback early on, were often too technical; users' and CSOs' views were not incorporated into the CC in a systematic way; and CSOs had limited capacity to collect data, analyze information, and organize collective action to monitor progress on CC implementation.

To overcome these challenges, the project began to promote a more inclusive and participatory process for formulating CC goals and monitoring indicators. First, the project sponsored capacity-building activities for officials from signatory agencies and civil society representatives, focused on (a) using participatory methods to incorporate users' views into the planning, implementation, and evaluation of services, and (b) designing an effective public communications campaign about the CCs. Second, the project sponsored public hearings, consultations, and the creation of NGO-based technical coordination groups to spur public awareness and participation. Finally, the project created a website to provide beneficiaries with information about the project and an avenue through which stakeholders could submit grievances. By adopting these stakeholder engagement strategies, the project has helped ensure that users' opinions are taken into account in setting standards and measuring performance indicators.

*Source:* Torres (2004).

- Consultations should target a wide range of users, including members of vulnerable groups, and focus on identifying the services and issues that are most important to the public.
- It is useful to involve CSOs in the drafting process, as they can point out potential flaws with the proposed CC, solicit input from citizens, increase public awareness about the CC, and help monitor the commitments made by service delivery providers as the CC implementation process moves forward.

### Step 3: Draft the Citizen Charter

Drafts of the CCs are likely to undergo multiple iterations before they are actually finalized. Stakeholders should be consulted throughout the drafting process, and their feedback should be reflected in the final draft.

In terms of style, effective CCs typically share the following characteristics:<sup>4</sup>

- They use simple and clear terminology that stakeholders can easily understand.
- They identify service delivery standards that are concrete enough that users will be able to monitor them and verify that they are being met (see Box 4 for an example). For example, it is better to write that “we will respond to your request within five days” than “requests are responded to in an average of five days.”
- To avoid miscommunication and misunderstandings with users, they avoid using the following terms:
  - *not, never* (use positive wording)
  - *always* (do not make blanket commitments)
  - *average*, in most cases (vague terminology that undermines the definition of clear standards)

**BOX 4**  
India: Outlining Clear  
Service Standards

The Road Transport Authority in Andhra Pradesh, India, has adopted a CC to improve service delivery. According to the CC, the Authority provides the following services: (a) issuance of driving licenses to drive different categories of non-transport personalized vehicles; (b) registration of non-transport personalized vehicles; (c) acceptance of tax remittances for both personal and transport vehicles; and (d) issuance of fitness certificates for all types of transport vehicles. The authority has set targets, standards, and response times for the services listed below:

Service	Fees and service charges	Targeted response time
Driving license		
Learner's license	60 Rupees	Same day
New driving license	390 Rupees	Same day
Temporary registration of vehicles		
Two-wheeler	65 Rupees	2 hours
Four-wheeler	65 Rupees	2 hours

By implementing a CC, the Road Transport Authority has not only taken steps to improve its performance but also provided citizens with the information they need to hold government accountable for delivering results.

*Source:* Centre for Good Governance (2003).

4. Adapted from “Seven Steps to a Citizen Charter with Service Standards.”

- *with the exception of, on the condition that, unless* (reflects a lack of commitment to service standards)
- *we attempt, we strive* (commitments made in the CC are more than attempts, they are pledges)
- They are short, to the point, and include only information that is relevant to the service being provided.

In terms of content, CCs typically include the following:<sup>5</sup>

- A vision statement outlining the organization's long-term goals.
- A mission statement outlining the specific objectives that the organization will pursue to obtain its vision.
- The services that the organization provides.
- The services that are covered under the CC.
- For each service, the location of the office(s), hours of operation, and relevant contact person.
- For each service, what forms are required to make a service request, where the forms can be obtained, and where they should be dropped off (if applicable).
- For each service, tangible and measurable standards about what stakeholders can expect in the realm of service delivery. The following information should be included:
  - How much services cost.
  - How long it will take to complete various services (e.g., time required to process an application or restore a water connection).
  - What happens if the organization does not meet up to its stated service delivery standards (e.g., paying the user financial compensation or sending a letter of apology).
- Customer service standards (e.g., customers will be treated with respect).
- Where and how stakeholders can access the grievance redress mechanism if they are dissatisfied with the quality of service provided, and details about the grievance redress process (e.g., timetable for providing a response to the complainant, actors responsible for various stages of the grievance redress process).
- Customers' obligations and tips about how users can help the organization most effectively implement and adhere to the CC.

#### Step 4: Develop a Grievance Redress Mechanism

Given that CCs aim to enhance accountability and improve service delivery, setting up a dedicated grievance redress mechanism (GRM) is necessary so that users can provide service providers with feedback and input about performance. From a

5. Adapted from "Seven Steps to a Citizen Charter with Service Standards." Annex B provides a sample template for CCs, and Annex C provides an example of how CC information can be presented at the point of service.

management standpoint, this feedback can be important for identifying trouble spots and altering internal processes accordingly. The following are some of the steps that need to be taken in the process of designing a grievance redress mechanism:<sup>6</sup>

- Establish channels through which users can log grievances. Potential channels include a website, text messaging, customer surveys at the point of service delivery, complaints boxes, mail, phone.
- Assign grievance redress responsibilities within the organization and outline the internal steps in the grievance redress process. Since service providers are likely to receive a wide range of grievances—ranging from allegations of corruption to simple suggestions and queries—it is important to establish internal processes for addressing each grievance subcategory.
- Devise standardized internal processes for logging grievances. Grievances can be logged either manually or, if resources allow, using a computer-based system that permits the service provider to identify “real-time” trends in the data.
- Develop a clearly defined timetable for grievance redress, including time to initial acknowledgement of the complaint (if complainant is not anonymous), expected time to resolution for each stage of the investigation (e.g., time before the grievance is reassigned to a higher level of the GRM), and the time frame for updating beneficiaries on progress.
- Decide what steps will be taken if there is a violation of service standards—for example, compensation or letter of apology (see Box 5).
- Establish a monitoring and evaluation system to monitor trends in grievances data.

#### BOX 5

##### The Benefits of Compensating Users if Service Delivery Standards are Not Met

Assuming adequate financial resources are available, providing users with compensation if service delivery standards are not met can be an effective way to enhance accountability. Providing compensation both conveys to users that the service provider takes the commitments made in the CC seriously and demonstrates to staff that management is committed to implementing the CC. In addition, monitoring the amount of compensation awarded to users provides an easy way to track organizational performance in implementing the CC.

*Source:* Centre for Good Governance (b).

6. The steps outlined in this section are not comprehensive; for more detail, see “Feedback Matters: Designing Effective Grievance Redress Mechanisms,” Post and Agarwal, 2011a and 2011b.



### Step 5: Train Staff, Launch the Charter, and Publicize the Charter

The process of implementing the CC should not be a top-down initiative: staff should be consulted regularly and be involved in all phases of the implementation process. Management should educate staff about the CC and provide them with the training necessary to implement the CC (e.g., training on providing better customer service, using the new systems, grievance redress). The CC should be officially launched only when staff are ready to perform up to the service delivery standards that the CC establishes (see Box 6).

#### BOX 6 Tips for Launching the Citizen Charter

From a strategic point of view, it is best practice to roll out the CC incrementally, starting with services in which the organization has the capacity to deliver results. If service providers promise more than they can deliver, they risk undermining the credibility of the CC. Alternatively, service providers that demonstrate adherence to the CC from the outset can improve consumer confidence and lay the basis for long-term success. Moreover, rolling out the CC incrementally makes it easier for staff to adjust to changes, thereby increasing their commitment to the CC. After service providers have demonstrated that they can successfully adhere to standards in the initial basket of activities, the CC can be extended to cover additional functions.

Because a CC cannot be effective unless users are aware of its existence, it is important to dedicate time and resources to publicizing the CC after it is launched; this step enhances accountability and bridges the gap between users and service providers. Communications activities should include the following:

- Hold a public ceremony to launch the CC and invite a wide range of stakeholders including users, CSOs, the media, and employees.
- Hang the CC in prominent positions at service delivery points and in offices, and post it online.
- Use the radio, newspaper, other media, CSOs, members of the local government, and community members to increase awareness about the CC. The information provided should include the following points:
  - A description of the CC, its objectives, and its service delivery standards.
  - Information about how to access the grievance redress mechanism.
  - Where and how users can get a copy of the CC.

Publicity materials relating to the CC should be simple and clear enough that users (and particularly vulnerable groups) can easily understand the purpose of the CC. The CC should also be translated into multiple languages, as necessary. Special outreach may be required to inform marginalized groups about the CC.

### Step 6: Monitor, Evaluate and Improve

Designing and implementing the CC is only the first step in improving service delivery. The CC needs to be consistently assessed and refined to reflect the organization's performance and the feedback it receives. The following tips can be useful for this purpose:

- Set up an internal monitoring and evaluation system to monitor whether the organization is attaining the performance benchmarks outlined in the CC.
- Engage third parties to conduct independent audits of service delivery performance.
- Explicitly link the CC to other social accountability initiatives such as community scorecards, customer comment cards at the point of service delivery, and/or participatory monitoring and evaluation led by NGOs or other community-based organizations<sup>7</sup> (see Box 7).

#### BOX 7

Peru: Linking Citizen Charters with other Social Accountability Initiatives

Whereas outlining performance delivery standards in CCs for most sectors is relatively straightforward, this task can be challenging in the areas of health and education because it is often difficult to measure education- and health-related service delivery outcomes such as improved student performance or the impact of nutrition programs. In response to these challenges, the Bank-supported RECURSO project in Peru took a number of innovative measures aimed at enhancing stakeholders' ability to track the performance of service delivery providers. In the education sector, the project released a video that explained the difference between high- and low-quality education, defined a standard—that children finishing the second grade should be able to read 60 words per minute—that parents could use to monitor progress, and highlighted that parents had the right to demand a good education for their children. Used along with radio programs, posters, and other publicity techniques, this strategy significantly enhanced peoples' understanding about educational performance standards. Similarly, a nutrition video released by the project highlighted that children should grow 24 centimeters their first year and 12 centimeters their second year so that parents could monitor progress in the context of a nutrition program.

While these activities did not take place in the context of a CC initiative, RECURSO's approach could be applied to enhance the effectiveness of CCs in the health and education sectors.

*Source:* Cotlear (2008).

7. For example, the systematic use of community scorecards at points of service can track the commitments adopted by service providers in the CC. The information gathered through such a social accountability mechanism arguably provides a more reliable gauge of service delivery performance than internal data. It also provides a better basis for establishing a competitive internal system that links performance among service delivery points and units to organizational incentives (such as bonuses or performance evaluations ratings).



- Assess data from the grievance mechanism to identify potential trouble spots and make corrections accordingly.
- Enhance accountability by widely publicizing data about the organization's success in achieving its service delivery targets.
- Continue to allocate funds for training and discuss the activities associated with the CC at management and staff meetings.
- Survey staff to get their input on ways to improve operating procedures.
- Assess whether the incentives in place to encourage staff to adhere to the standards outlined in the CC are achieving this objective, and make any necessary changes.

## Conclusion

Improvements in service delivery do not happen overnight. However, if designed and implemented correctly, Citizen Charters have the potential to generate a number of benefits for stakeholders and service providers alike, including improving the quality of service delivery, enhancing accountability, minimizing corruption, and tracking service delivery performance. The extent to which CCs are effective is based on a number of interrelated factors: they must reflect citizens' priorities, have the support of senior management and staff, and include a well-functioning grievance redress mechanism. By following the steps outlined in this note (summarized in Figure 2) and maintaining a commitment to continuous improvement, task teams can help service providers design and implement CCs that promote better development outcomes.

**FIGURE 2**  
Citizen Charters  
Dos and Don'ts

DO	STAGE	DON'T
<ul style="list-style-type: none"> <li>• Verify that there is support for a CC from senior management</li> <li>• From a project team that can guide drafting and implementation</li> <li>• Develop a clear communications strategy</li> </ul>	<p><b>Preparatory work</b></p> <p>↓</p>	<ul style="list-style-type: none"> <li>• Attempt to go forward with the CC process without the support of management</li> <li>• Forget that the communications strategy should be evidenced-based and targeted to both external and internal stakeholders.</li> </ul>
<ul style="list-style-type: none"> <li>• Involve a wide range of stakeholders, including staff, citizens, and civil society, in drafting and implementing the CC</li> <li>• Ensure that the CC reflects citizens' needs, expectations, and priorities for service delivery</li> </ul>	<p><b>Conduct consultations</b></p> <p>↓</p>	<ul style="list-style-type: none"> <li>• Only involve only senior management in drafting and implementing the CC</li> <li>• Develop the CC solely on the basis of the service delivery organization's priorities and expectations</li> </ul>
<ul style="list-style-type: none"> <li>• List realistic service standards and expectations</li> <li>• Use simple language</li> </ul>	<p><b>Draft the Citizen's Charter</b></p> <p>↓</p>	<ul style="list-style-type: none"> <li>• Promise to achieve service delivery standards that are not realistic</li> <li>• Use technical terms or jargon in the CC</li> <li>• Include too many services in the initial CC</li> </ul>
<ul style="list-style-type: none"> <li>• Create accessible uptake locations and channels</li> <li>• Inform users about the steps in the complaints-handling process</li> <li>• Publicize complaints handling data</li> </ul>	<p><b>Develop complaints handling mechanism</b></p> <p>↓</p>	<ul style="list-style-type: none"> <li>• Create barriers to complaining by making uptake processes time-consuming or complicated</li> <li>• Forget to update users on the status of their complaint</li> </ul>
<ul style="list-style-type: none"> <li>• Dedicate sufficient resources to training staff</li> <li>• Widely publicize the standards outlined in the CC so that users will be aware of its existence</li> <li>• Roll out the CC incrementally, starting with services that have a high likelihood of success</li> </ul>	<p><b>Train staff, launch the charter, and publicize the charter</b></p> <p>↓</p>	<ul style="list-style-type: none"> <li>• Introduce the CC before the organization is able to achieve the standards it establishes</li> <li>• Assume that the CC can be effective without a well-designed public relations strategy</li> <li>• Expand the coverage of the CC too quickly</li> </ul>
<ul style="list-style-type: none"> <li>• View the CC as one step in a longer-term process of improving service delivery</li> <li>• Set up a monitoring and evaluation system to track performance</li> <li>• Revise the CC over time as necessary</li> </ul>	<p><b>Monitoring, evaluation, and improvement</b></p>	<ul style="list-style-type: none"> <li>• Assume that the CC will have an effect on service delivery overnight</li> <li>• Forget to solicit feedback from citizens and staff about ways to improve the CC</li> </ul>

Source: Centre for Good Governance (a).

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## Annex A. Potential Barriers to Citizen Charter Implementation, with Mitigating Measures

Barrier	Mitigating measures
<p><b>Bureaucratic resistance:</b> Employees may resist CC initiatives because they represent a new way of doing business or because they may threaten rents obtained through corrupt practices.</p>	<p><b>Communication:</b> Initiate campaign and dialogue that outlines the procedures and benefits associated with the CC approach while incorporating employees' feedback</p> <p><b>Provide incentives to change:</b> Link improvements in service delivery outlined in the CC to the performance appraisal system. Create "competition" between service units by recognizing and rewarding superior provision of services with bonuses or other incentives.</p> <p><b>Oversight:</b> Management should be closely involved in monitoring CC implementation to ensure that employees are adhering to the CC.</p>
<p><b>Disconnect between CC goals and actual operating procedures:</b> Going through the process of drafting the CC is not enough—the CC has to be an important part of organizations' business models.</p>	<p><b>Process design:</b> Implementers need to develop a realistic sense of the costs, magnitude of changes, and requirements associated with implementing a CC in order to link the CC to changes in the way that the organization does business.</p> <p><b>Training and communication:</b> Employees need to understand how the CC influences business processes and receive the training necessary to fulfill the vision outlined in the CC.</p> <p><b>Monitoring and evaluation:</b> A system that incorporates both internal and external metrics should be established to track progress in service delivery.</p>
<p><b>Lack of stakeholder awareness about CC:</b> If stakeholders are not aware of the CC and its purpose, they cannot hold service providers accountable.</p>	<p><b>Communication:</b> Initiate a public relations campaign to spur demand for the CC and increase stakeholders' awareness of their rights and responsibilities.</p> <p><b>Visibility:</b> Ensure that CCs are placed prominently in service delivery locations, and train employees to refer to the CC in interactions with customers.</p>
<p><b>Difficulty maintaining momentum during CC implementation:</b> Undertaking the CC process is futile if it does not lead to long-term improvement in service delivery.</p>	<p><b>Transparency:</b> Set goals for service delivery improvement publicly, and publicize results of CC efforts.</p> <p><b>Leadership:</b> Management should keep CC on the radar by continuing to communicate with employees about CC progress and raising the issue in management meetings.</p> <p><b>Verify results:</b> Link the CC with other social accountability initiatives and engage with third-party monitors to track progress.</p>



**Annex B.**  
**Citizens Charter**  
**Sample Text**

**1. Vision statement:**

The aim/purpose of this charter is to work for better quality in public service....

**2. Explanation of services delivered by the department:**

We deliver the following services...

**3. Our aim is to achieve the following service delivery/quality parameters:**

Nature of service \_\_\_\_\_

Service delivery standard \_\_\_\_\_

Remarks \_\_\_\_\_

[Time limit (days/hours/minutes)] \_\_\_\_\_

**4. Availability of information:**

Information on the following subjects can be obtained from our officers listed below

- A. Service B. Name of the officer C. Title D. Location/address
- E. Telephone/fax/e-mail

**5. Availability of forms:**

Title of the form \_\_\_\_\_ Fee to be paid \_\_\_\_\_

Payment contact \_\_\_\_\_

Forms can also be downloaded from the worldwide web at \_\_\_\_\_ (where applicable).

**6. Grievance redress:**

All staff will extend courteous and helpful service. If you have any grievances with respect to the delivery of the above standards you are welcome to register your grievances with the following officers:

Name \_\_\_\_\_ Title \_\_\_\_\_

Address \_\_\_\_\_

Telephone/fax/e-mail \_\_\_\_\_

We have also created a website for registering grievances at \_\_\_\_\_, and you are welcome to use this facility. We will acknowledge all grievances within \_\_\_\_\_ days and will communicate a final reply on the action taken within \_\_\_\_\_ days.

**7. Consultation with our users/stakeholders:**

We welcome suggestions from our users.

We conduct \_\_\_\_\_ polls

We hold periodic \_\_\_\_\_ meetings with users/user representatives.

If you wish to be associated with this, please contact \_\_\_\_\_  
at \_\_\_\_\_.

Please also enter your details at our website , indicating your willingness to be available for consultation or survey on the points listed in the Charter.

**8. We seek your cooperation on the following:**

The Citizen Charter is a joint effort between us and you to improve the quality of service we provide, and we request you to help us in the following way (give details relevant to the departments concerned): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**9. Guidebook/Handbook/Consumer Helpline:**

We have published a Handbook for the guidance of our customers.

Please contact \_\_\_\_\_ Officer for more details.

Our helpline number is \_\_\_\_\_

Our customer information centre is located at \_\_\_\_\_

Phone no. \_\_\_\_\_

Other information: \_\_\_\_\_

We are committed to constantly revise and improve  
the services being offered under the Charter.

**LET US JOIN HANDS IN MAKING THIS CHARTER A SUCCESS!**

Adapted from: <http://goicharters.nic.in/cchandbook.htm>



## Annex C. Example of CC Information at the Point of Service



**REPUBLIC OF KENYA**  
**MINISTRY OF EDUCATION**  
**CITIZENS SERVICE DELIVERY CHARTER**  
**DISTRICT EDUCATION OFFICE 2008**

This office is committed to efficient and effective quality service delivery to our clients.

SERVICES RENDERED	REQUIREMENTS	USER CHARGES (KSHS)	TIME LINE
• Inquiries (DEO Office)	None	Free	15 Minutes
• Response to written correspondence	None	Free	7 Days
• Action on request for teacher transfer	None	Free	7 Days
• Processing registration of new schools / learning institutions	<ul style="list-style-type: none"> <li>• Title deed / Lease Agreement</li> <li>• Teachers Qualification</li> <li>• Business Name/Private Institution)</li> <li>• Filled Application Form</li> </ul>	Private – Kshs. 10,000 Public – Kshs. 1,000 Religious – Kshs. 4,000	30 Days
• Posting newly recruited teachers	Available vacancy	Free	7 Days
• Deployment of primary teachers <ul style="list-style-type: none"> <li>o Head teacher</li> <li>o Deputy head teacher</li> </ul>	PI qualification 5yrs experience Must have passed interview	Free Free	1 Day 1 Day
• Signing and release of bursary cheques to schools	Approved List from the awarding committee	Free	1 Day
• Nomination of BOG	Form Four level of education	Free	One month in advance
• Inauguration of BOG	Appointment by the Minister	Free	7 Days
• Initiate disciplinary action on teachers	Initial evidence	Free	Immediately
• Allocation and distribution of food to primary schools	Approved list of schools	Free	3 weeks
• Assessment of children with special needs	Presentation of child in assessment centre	Free	1 hour
• Ensure the following: <ul style="list-style-type: none"> <li>a) AGMs are held annually</li> <li>b) Audit of books of accounts and inspection of schools for quality of standards</li> <li>c) BOGs meet at least 3 times a year</li> <li>d) Enforcement of fees guidelines and other charges in schools</li> </ul>			
Prevent and eradicate drug and substance abuse and other antisocial and unnatural behaviour in schools and other learning institutions within their areas of jurisdiction			
District Education Officers should not negotiate and / or allow negotiations on offences of criminal nature			

**COMMITMENT TO COURTESY AND EXCELLENCE IN SERVICE DELIVERY**

In cases where service delivery is perceived to be inefficient or ineffective, complaints should be reported to:

**The Chairman, District Education Board Telephone No. ....**

**or the Provincial Director of Education**

**Telephone No. ....**



THE WORLD BANK