The Citizen's Charter and Public Service Delivery

Hari Datt Pandey*

Background

The goods and services, delivered by the public sector, have vital role for maintaining, promoting and improving the quality of human life. All activities delivered by the government for the fulfillment of the needs that society requires are known as public services (Anwaruddin, 2005:537). The public administration of the state is obviously the prime mechanism which is mostly used by the government for fulfilling the social needs (World Development Report, 2004).

The public administration, in this respect, mainly provides three types of services, i.e., (i) administrative services which include various kinds of formal documents such as national identity cards, vital event registration certificates, driving license, etc.; (ii) goods/ services that facilitate different needs, such as- distribution of food, meeting daily needs, installation of telephone, drinking water supply, electricity networks, etc.; and (iii) facilitating services which include different kinds of public facilities, such as- education, health care, mail delivery/transportation, etc. (Anwaruddin, 2005:538).

Since all public services are directly or indirectly paid for by individual citizens, citizens are entitled to expect high quality services to be provided efficiently at reasonable costs and within the reasonable time. Modern states, being responsive to citizens' expectations, have to be engaged in providing services to the people fairly, promptly, effectively and courteously. In other words, public service providers enthusiastically must be accountable to the service users.

Accountability is the key for the effective functioning of the public service delivery mechanism. Though the system of accountability exists in the form of financial audits in public organizations, they are primarily based on the information available in the records maintained by these organizations. It is often found that audits in public service delivery organizations have absolutely no element of audit by the users/citizens who are the real beneficiaries of all the schemes and programmes run by these organizations. At this juncture, the relevance and need for social accountability seems to be very high, as they are the users who can assess whether the benefits that were planned have reached them or not and how satisfied they are with the services being provided to them by these organisations, etc.

The Concept of the Citizen's Charter

The "Citizen's Charter Initiative - CCI" is a response to the quest for solving the problems which a citizen encounters, while dealing with the organisations that provide public

* Joint Secretary, Public Service Commission.

services. The concept of Citizen Charter (CC) enshrines the trust between the service provider and the users of the service (provided/to be provided). The basic objective of the CC is to empower the citizen in relation to public service delivery.

The CC has been developed as a tool to improve the quality of services, address the needs of citizens' rights and set clear standards of performance because traditional public administration is regarded as rigid, rule-bounded, slow moving, costly, inefficient and unresponsive to their users. The public services, which were delivered by the traditional bureaucracies were, indeed, used to be provider-dominated, especially in the case of professionalized provision (e.g., education and health care) where powerful, autonomous professions defended vested interests and could not be held to account (Pollitt, 1994). CCs are one of the critical social accountability tools that are being used extensively by the public service delivery agencies to inform to the citizens on the services that are being provided by them and the time within which the services would be provided to them. If successfully implemented, the charter can enable improved service delivery; greater responsiveness of officials towards the public; and the greater public satisfaction with services.

Genesis of the Citizen's Charter

Looking at the history of the CCs, we find that they have been practised for many centuries. The Magna Charta of 1215 and the People's Charter of 1838 were among the most popular charters (James et al, 2005). However, the introduction of the modern CC was associated with the conservative government of John Major, the then Prime Minister of the UK, who launching the charter, on the 22nd july 1991, expressed in the press conference that the 'charter programme will find better ways of converting money into better services' (Pollitt, 1994). The basic concept of the charters was that they would form a kind of contract between service users and service providers. The charters would inform citizens of their entitlements to public services, and make clear to providers the level and standard of service they in turn were committed to meet. By clarifying these commitments, service providers were encouraged to improve both standards and responsiveness to service users. The emphasis of the CC was on citizens as 'customers' of public services and the levels of service provision they could expect to receive. In this way, the CCI aimed at raising the standards of public services within government organizations by making them more responsive to users (Sadler, 1999).

The initial effort for charters in UK was found remarkable. The most prominent aspect of the CCI was the creation of the individual service charters. By March 1994 there were officially 38 different individual government charter documents in UK (Deakin, 1994, p. 50). By 1997 there were 40 main charters and over 10,000 local charters that were not centrally controlled (Hansard, 1997). The first report of the CC confirmed that the government was committed to a 'long-term programme of improvement and change to boost up the standard of public services and make them more responsive to their users' (Cabinet Office, 1992). Therefore the CCs seem to have been part of a much longer-term trend in which public services were becoming more 'user friendly' (Hood, 1991). Various studies have shown that in the UK, the CC programme has increased the level of awareness in public service users about their rights regarding services provided by public organizations. Moreover, the studies have found some positive impact on culture change among service providers. In particular, some remarkable improvements relating to the establishment of the Charter have been noticed in the health sector, the court system, services provided by housing, social security, utilities and inland revenue (Sadler, 1999).

Likewise, in the USA, following an executive order by President Bill Clinton in 1993, the "Putting Customers First program" was established. This programme included most of the basic principles on which the UK Charter Programme was based. The aim of this programme was to improve the quality of public services to be provided to service seekers. To ensure this, the government sought to become more people-oriented or customer-friendly. Thus, the service standards of government were expected to match or even to exceed those of private organisations. Besides, "Putting Customers First" emphasised on the consultation with customers and on measuring the success of service providers in achieving their stated standards. The service providing organisations were compelled to identify and to survey their customers and to report back to the President by early 1994. These surveys provided information about levels of customer satisfaction, which served to establish benchmarks against which public organisations would be able to measure their success and performance against their customer service plans. As a result, organisations were able to develop and to improve their service standards that customers expected from government departments (Al Gore, 1993). Various studies, conducted on the charter program in the USA, have indicated that improvements have been made in several areas, such as- customer satisfaction with courtesy of staff; access to services, time reduction in receiving services; and availability of clear and easily understandable information (Service charters, 2001, p, 4).

Similarly, in Australia, the concept of developing CCs was politically supported in 1994 when the shadow Minister for Consumer Affairs expressed the importance of developing a customer service ethic and using the Charter concept in public organisations. In 1997, the Australian government developed and published its principles for developing "a Service Charter" in all the government departments and agencies including regulatory bodies (Australia Department of Industry, Science and Tourism, 1997). In Australia, it is also notable that the practice of the citizen's charter was expanded to include services contracted on behalf of the government and delivered by the private sector. Since the introduction of CCs in Australia, organisations have acknowledged that customers' feedback have resulted in improvements to the way things are done (Service charters, 2001, p, 4).

The Principles of the Citizen's Charter

The six principles of the CCI as originally framed in the UK were: quality of service: choice for service; standards of service; value for money (to be) spent to receive service; accountability of the service provider toward the service user; and transparency in service delivery process. These standards were later elaborated by the Labour Government as the nine principles of Service Delivery (1998), which are as follows:-

- Set standards of service;
- Be open and provide full information;
- Consult and involve;
- Encourage access and the promotion of choice;
- Treat all fairly;
- Put things right when they go wrong;
- Use resources effectively;
- Innovate and improve; and
- Work with other providers.

Set standards of service

Clearly defined standards should be published and compulsorily displayed at the point of delivery. These standards should be genuine and demanding but realistic. In addition, they should reflect the priorities of the customer, be set in consultation with customers and be tested through customer surveys. Furthermore, they should invariably include courtesy and helpfulness from staff, accuracy in accordance with statutory, entitlements, and a commitment to prompt action, which might be expressed in terms of a target response or waiting time. If targets are to be stretched, it may not be possible to guarantee them in every case; minimum, as well as average, standards may be necessary. There should be a clear presumption that standards will be progressively improved as services become more efficient.

Be open and provide full information

All the matters related to how public services are run, how much they cost, who is in charge, and whether or not they are meeting their standards must be transparent. Public servants should not be anonymous. Therefore, they must wear name badges and give their name on the telephone. In addition, full and accurate information, about what services are being provided, should be readily available in simple and precise language(s). Similarly, the targets along with audited information about the results achieved should be published.

Consult and involve the service users

The public sector should provide choice wherever practicable. Besides, there must be a systematic mechanism for regular consultation with the service users as the decisions for prioritizing the nature of the services and the modality of service delivery may be relevant to their choice

Encourage access and the promotion of choice

Organizations/agencies involved in public service delivery should always encourage the service- seekers (customers) to have their access in all sorts of information related to all the services being provided by them. Likewise, they should be operated so that they should match the convenience of customers, not that of the service providers. Therefore, there must be appropriate arrangement for flexible opening hours, and telephone inquiry points that promptly guide the callers to contact the particular employee/department/section/ unit who can help them. Furthermore, they should also be enthusiastic to promote customer's choice.

Treat all fairly

Public services should be available to the interested customers (service users) regardless of race or sex. Brochures/Leaflets/information should be printed even in minority languages where there is a need.

Put things right when they go wrong

The citizen is entitled to get satisfactory explanation or an apology from the service provider if things go wrong. He or she should be told the reason of occurring of any mistake in the service delivered. There should be a well-publicised and readily available complaints procedure. If there is a serious problem, it should be put right.

Work with other providers

Public services must respond to the needs and aspirations of people who use them on a daily basis, which provides public servants an opportunity to show their dedication, enthusiasm and initiative, and which work together to improve the communities they serve.

Use resources effectively

There must be efficient and economical delivery of public goods/services within the resources as well as there must be independent validation of performance against standards.

Innovate and improve

The public service provider should innovate/develop efficient, effective and economical techniques and modalities of service delivery. They should also make continual efforts for improving the quality of services.

Components of the Citizen's Charter

Based on the principles stated above, a CC, at least, must include the following components:

- Agreed and published standards for service delivery;
- Openness and information about service delivery;
- Choice for the citizen and consultation with users about service levels and quality;
- Courtesy and helpfulness in service delivery;
- Appropriate provision of redress when service is not delivered to the published standards; and
- Value for the money.

Dos and Don'ts for Implementing the Charters

S. No.	Dos	Don'ts
1	Make haste, slowly.	Don't merely make haste.
2	List areas of interface.	Don't be unrealistic.
3	Phase out areas for introduction of small steps.	Don't take on more than you can commit.
4	Involve customer and staff in formulating and implementing it	Don't involve only senior officers in the formulation and implementation.
5	Prepare a Master Plan for formulation and implementation over five years and budget for it.	Don't rush into an overall package for the whole Ministry/ Department/ Organisation,
6	Win consumer confidence with small, highly visible measures.	Don't promise more than you can deliver.
7	Remember Citizens' Charter is a process, constantly evolving.	Don't look upon it as a one-time exercise, with a final outcome.
8	Inform the customer of the proposed commitments.	Don't inform the customer unless you are sure of delivering the service.
9	Use simple language.	Don't use difficult language or jargon.
10	Train you staff.	Don't leave yourself out.
11	Delegate powers.	Don't centralise.
12	Set up systems for feedback and independent scrutiny.	Don't continue blindly without regular periodic reassessment of performance.

Adapted from: *Taradatt and Mishra, S. (2001), 'Preparing A Citizen's Charter: Principles and Guidelines' in Miahra, S. and Dhaka, R. S. (eds)Humanising Development Trends in Public Administration, New Delhi: Sustainable development Foundation.*

Main Features of Developing a Citizen's Charter

(i) Planning

- Develop a concept
- Sketch the Plan
- Examine service areas
- Circulate the sketch of the plan to the major stakeholders
- Collect comments/suggestions/feedback from the stakeholders
- Incorporate the feedback in the draft charter
- Circulate the draft charter among the stakeholders (as many as possible)
- Incorporate the feedback
- Finalize the CC
- Publicise and distribute the CC
- Ensure CC is displayed in all the concerned divisions/sections/units

(ii) Ensuring support

- Commitment from the political and managerial leadership
- Support from employees' trade unions
- Support from the users' associations/civil societies
- Support from all the employees
- Support from other major stakeholders
- Support from the partners (if any)

(iii) **Ensuring resources**

- Competent, dedicated and motivated human resources in adequate number
- Adequacy of budget
- Well defined authority, job description and time limit for the delivery of services
- Appropriate technology
- Necessary Utilities, equipments and materials
- Adequacy of information/ well established data-bank, etc.
- Well established mechanism of institutional capacity strengthening
- Healthy work environment

(iv) Determination of roles and responsibilities of all employees

(based on vision, mission, goal, objective, business plan, and perspective plans (sector related) and government policies related to the organizational objectives*).*

(v) Implementation of CC

(vi) Mechanism of redress and compensation

(vii) Regular monitoring and evaluation

(viii) Frequent consultation with the stakeholders about the effectiveness of CC

(ix) Review the service stadards periodically

(x) Refine/Redesign the CC (when necessary)

Measures to Make the Citizen's Charter a Success

In order to make the CC a success the serious attention must be paid on the following:

(i) A Sense of urgency;

- There must be a sense of ownership of the CC on the whole staff of the organization including the political and administrative chief of the organization.
- At the central level, a committee headed by the Vice-chairperson of the National Planning Commission should be constituted to oversee the implementation and progress of the CCs;
- Constant interaction with the stakeholders;
- Motivating the employees and reviewing their performance on the criteria outlined in the Cc.
- Taking corrective measures;
- Simplification of procedures and systems; and
- Reducing hierarchy, decentralization.

(ii) The Citizen's Charter should be seen as:

- A partnership between people and the government;
- CC is not just a concept, but a programme of action;
- CC is a part of democratic reforms;
- CC gives people orientation and customer focus; and
- CC is a pro-active approach to good governance.

(iii) The key activities

- Create guarantees and redress policies;
- Build service standards into the performance management system of the organisation;
- Publicize and compare performance against the standards; and
- Create awards for meeting tough customer service standards.

(iv) Quality Assurance

- Involve service-users in the creation of guarantees, standards, redress policies, complaint systems, and users' service agreements.
- Educate service-users about the services that an organisation provides, so they will have realistic notions of what is possible and will understand their own responsibilities.
- Keep pressure on from outside the organization (Users council or board with real powers).
- Create meaningful guarantees, standards, redress policies and complaint systems.
- Create an outside review process to approve guarantees, standards, redress policies, complaint systems, and the performance measurement processes associated with them.
- Publicize standards, guarantees, redress policies, complaint systems, and results.
- Involve frontline employees in creating standards and other tools – and in figuring out how to meet them – to help them buy in.
- Empower frontline staff to make decisions.
- Use standards, guarantees, complaints, and customer councils to redesign, reengineer, and restructure.
- Study other organizations including Non-Government Organisations and private organizations in order to rethink, redesign, and reengineer.
- Back up quality assurance approach with training, mentoring, learning networks and other support for employees.
- Integrate service quality assurance into strategic and performance management systems.

(v) Committed leadership
- A sense of strong commitment from the organisation's leaders including the top-level managers is a must.

The Citizen's Charter in Nepal

Of course, the function of providing quality services to the citizens, in this age of throat-cut competition, is challenging. The public sector in Nepal has long been accused of being overstaffed, inefficient, too rigid, process-oriented, lethargic, less productive, corrupted, etc. Therefore, the government of Nepal has been making various efforts to make its public service innovative, proactive, competent, result-oriented and people-oriented since the promulgation of democracy. However, the public service in Nepal is still loosing the trust of people, especially regarding the quality of services being provided by it. Amidst such complexities, the introduction of the CC in NCS is an enthusiastic step. The basic purpose of the introduction of CC in the Nepalese public sector is: to make the people aware of their rights to get services; to make their voice heard by the public service providers; to make service delivery prompt, transparent and efficient; to make the service providers responsive and accountable to service-seekers, to make the reliable mechanism for readdress of complaints regarding the quality of services.

In the beginning, the provision of CCs in the public sector was directed through directives (Directives for Making the Government Services Effective, 2000). Afterwards, several statutory instruments were developed for localization and institutionalization of the charters to the country's context. As a result, the provision of CC has legally become the reform initiative in the Nepalese public sector for improvement in service delivery.

The Information Incorporated in Citizen Charters

The CCs displayed by the different public organisations mostly incorporate the following features:

- A list of services, including their nature and type, being offered by concerned organization/agency;
- The details of procedures to be followed by service seekers while applying for services;
- Time required for the delivery of service;
- A list of responsible focal personnel and his/her office address to contact by service seekers;
- The details of cost and other essential conditions required for the service; and
- Information related to the provisions for readdress in the case of failing to get services according to CC.

Legislative Measures

The major legislative measures for the effective enforcement of CCs in Nepal are as following:

- Various Acts/Regulations made for the implementation of various sorts of public services of the government, such as Civil Service Act, Civil Service Regulation, etc.
- Directives for Making the Government Services Effective, 1998
- The periodical plans
- Governance (Management and Operation) Act, 2005

- Governance (Management and Operation) Regulation, 2005
- Right to Information Act, 2005
- Right to Information Regulation, 2006
- Working Procedure for Public Hearing Programme, 2006
- Directives for Operating Service Movement, 2009

Major Problems

- Most of the CCs formulated by the various organisations are in a nascent stage of implementation. Introduction and implementation of the concept of Citizen's Charter in the public sector of Nepal is much more difficult due to the old bureaucratic set up/ procedures and the rigid attitudes of the work force. The major obstacles encountered in this initiative are assumed as following:-
- 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 above. The consultation process was minimal or largely absent. It, thus, became one of the routine activities of the organisation and had no focus.
- For any CC to succeed the employees responsible for its implementation should have proper training and orientation, as commitments of the CC cannot be expected to be delivered by a workforce that is unaware of the CC's spirit and contents. Nevertheless,, in many cases, the concerned personnel are not adequately trained and sensitized.
- There is a strong trend of frequent transfer of officials in the Nepalese bureaucracy. Of course, the frequent transfers and reshuffles of officials hinder the strategic processes which are put in place and hampered the progress of the initiative.
- Awareness campaigns to educate service-users about the CCs have not been conducted systematically.
- In many cases, the standards/time norms of services mentioned in CCs are either too lax or too tight and are, therefore, unrealistic.
- The concept behind the CC is still not properly understood by many of the stakeholders. Information brochures, publicity materials, and pamphlets produced earlier by the organisations are, somewhere and sometimes , have been were mistaken for CCs.
- The legal provision of the monitoring and evaluation regarding the implementation of CCs has not been carried out seriously.
- The political disturbance has also appeared as the source of various problems.

Recommendations

Charter awareness campaign

- Charter awareness campaign should be launched by the Office of the prime minister and Council of Ministers or Ministry of General Administration through newspapers, talk-back radio programmes, street dramas, and country-wide seminars in order to reach as wide audience as possible.
- Organizations implementing the CC Charter Programme should ensure that their respective customers are informed about the available services, how to obtain those services, how to make complaints and how to obtain redress. Both the media and posters in the lobbies of implementing organizations can be utilized for publicity.
- An effective awareness campaign amongst all the stakeholders at the initial stage is still essential to overcome the inhibiting factors. These awareness campaigns should be designed and delivered innovatively and effectively.

- All organizations implementing the CC Programme should develop effective redress systems and should train specific personnel to manage them.

Feedback mechanism

- All organizations implementing the CC Programme should develop easy to understand customer service survey instruments for collecting feedback, on a regular basis, from customers about services being provided.

Employee Motivation

- Organizations implementing the CC Programme should be more sensitive towards the plight of their employees, especially in relation to employee benefits.
- Regular, untiring and persistent efforts are required to bring about attitudinal changes in public employees.
- The standards in the CC should not be different from those of individual officials as per their job description or as set out in their departmental indicators.
- Ensure that activities related to formulation/implementation of CC form a part of the Annual Action Plan of the Organisation.
- Ensure that all the activities relating to CC during the year are included in the Annual Reports of the Ministry/Department/Organisation concerned.

Availability of adequate resource

- Organizations implementing the CC Programme should be provided with resources, specifically for implementing the Charter.

Extension of the Citizen's Charter Programme

- Given the success of the CC Programme in making public services more responsive to consumers, the Programme should be extended to all public sector organizations, which provide services to members of the public.

Regular Monitoring and evaluation

- Vital to the success of the CC Programme is a regular monitoring of performance to establish the extent to which citizens are aware of programme benefits and to assess the impact of the programme on its stakeholders, including organizations implementing it, their respective employees, and service-users who utilize services provided by implementing organizations.
- Set up an Integrated Performance Monitoring System and monitor organisation's performance vis-à-vis commitments made in the CC on a regular basis and keep the Head of the Department/organisation informed.
- Publish data relating to performance of the organisation in the Annual Report and share with citizens/clients using appropriate media.
- Arrange for regular evaluation of implementation of the CC from within the organisation(s) as well as from without through assessment of the level of satisfaction among citizens/clients. The findings should be reported to the Head of the Organisation on a regular basis. Based on the feedback/assessment/evaluation, necessary steps should be taken for review/revision of the CC.
- An impact evaluation of the CCs of various government organisations should be carried out.

- The Cc programme should have a built-in mechanism for monitoring, evaluating and reviewing the working of the Charters, preferably through an outside agency.

Effective Complaints Management

In simple words, a complaint is a statement about expectations that have not been met. Customer complaints are one of the most available and yet underutilized sources of consumer and market information. They can become the foundation for an organization/ department's quality and service recovery programmes. They can be utilized as an opportunity for an organization to satisfy a dissatisfied customer by fixing a service or product breakdown. In this sense, a complaint might be a gift given to an organization by a service-user. Therefore, an organization will benefit from opening this package carefully and seeing what is inside.

- Acknowledge complaints;
- Designate a location to receive complaints;
- Develop a system for record keeping;
- Process and record complaints;
- Investigate and analyze the complaints;
- Keep the customer informed of the progress;
- Periodically analyze the complaints and improve the process.

The government should create an outside and independent review process to approve guarantees, standards, complaint and redress systems, and to monitor the implementation of the CC Programme on regular basis.

Conclusion

A CC is the expression of an understanding between citizens and the provider of a public service with respect to the quantity and quality of services the former receive in exchange for their taxes. It is essentially about the rights of the public and the obligations of the public servants. Therefore, the CC should be in accordance with the expectations of citizens so that it can be an effective instrument of defining for the customers the nature of service provision and explicit standards of service delivery and assisting change the mindset of the public official from someone with power over the public to someone with the right sense of duty in spending the public money collected through taxes and in providing citizens with necessary services

The UK's CCI aroused considerable interest around the world and several countries implemented similar programmes, e.g., Australia (Service Charter, 1997), Belgium (Public Service Users' Charter 1992), Canada (Service Standards Initiative, 1995), France (Service Charter, 1992), India (Citizen's Charter, 1997), Malaysia (Client Charter, 1993), Portugal (The Quality Charter in Public Services, 1993), and Spain(The Quality Observatory, 1992). Some of these initiatives are almost similar to the UK model, whereas others break new ground by leaning on the service quality paradigm of the 'Total Quality Management' (TQM) movement.

A perusal of the above stated CCIs shows that the service quality approach is embedded in all of them in different degrees. Once a decision is taken to make public services citizen-centric, the customer focus of the 'Total Quality Management' (TQM) variety cannot be far behind. In fact, the CC approach has several things in common with TQM. Both begin by focusing on meeting customer/citizen requirements. Other key common elements are conformance to standards, stakeholder involvement and continuous improvement.

In the Nepalese public sector, the sense of making public services citizen-centric, was strongly aroused through the enforcement of Directives for Making the Government Services Effective, 1998. Governance (Management and Operation) Act, 2005, Governance (Management and Operation) Regulation, 2005, and Right to Information Act, 2005 are the major legal instruments that have forced the formulation, implementation, monitoring and evaluation of the CC in each public organization. Nevertheless, most of the CCs formulated thereupon are in a primary stage of implementation. The general perception of the organizations, especially at the field level, can be observed that they have formulated and implemented CCs just to follow the legal provision or the direction from above. The consultation process while preparing, implementing, and monitoring the CC is largely absent in most of the organisations. The implementation of CCs, thus, has become one of the routine activities of the organization.

Considering prevailing deficiencies, especially in practicing CCs in Nepal, more efforts are needed to strongly enforce CC programmes so that they could be materialized as an effective tool to ensure transparency and accountability and help deliver good governance. In order words, the CC programme should be developed and carried out as a tool kit of initiatives and ideas to raise the level of standards and service delivery and increase public participation, in the most appropriate way. Moreover, it must be noticed that the employees responsible for the formulation and implementation of CCs must have proper training/orientation and adequate motivation, as commitments of the Charter cannot be expected to be delivered by a de-motivated workforce that is unaware of the spirit and content of the Charter.

References

Anwaruddin, A., (2005), **"Improving Public Service Delivery through Bureaucracy Reform"**. A paper presented at NAPSIPAG. Available at: http://mazawang.wordpress.com/2009/12/11/improving-public-service-delivery-throughbureaucracy-reform/ [Accessed on 21 January 2010].

Australia Department of Industry, Science and Tourism, (1997), **Putting Service First: Principles for Developing a Service Charter**, Canberra, March 1997.

Cabinet Office, (1992), **Citizen's Charter: First Report,** HMSO, Cm. 2101. London: HMSO.

Available at: http://www.chartermark.gov.uk/ [Accessed on 15 October 2009]

Citizen's Charters, (2004), **Government of New Delhi.** Available at: http://www.ar.delhigovt.nic.in/citizen.html [Accessed on 15 Nov. 2009].

Deakin, N., (1994), "Accentuating the apostrophe: The citizen's charter**". Policy Studies,** 15(3), Autumn, 48-58.

Dhakal, T. N., and Ghimire, C.K., (2009), **"Are Citizens Satisfied with Municipal Services in Nepal? Decentralization and Implementation of Citizens'** Charter". Paper presented at

XXI IPSA World Congress in Santiago held on July 12-16, 2009

Fischer, R. J., (1994), **"An Overview of Performance Measurement"**, Public Management, 6 (9), pp. S4-S8.

Government of Nepal, (2007). **Interim Constitution of Nepal, 2007**.

Government of Nepal, Office of the Prime Minister and Council of Ministers, (2007), **Governance (Management and Operation) Act, 2007.**

Government of Nepal, Office of the Prime Minister and Council of Ministers, (2007), **Governance (Management and Operation) Regulation 2007.**

Government of Nepal, Office of the Prime Minister and Council of Ministers, (2008), **Guideline for Simplifying Governmental Decisions, 2008.**

Government of Nepal, Office of the Prime Minister and Council of Ministers, (2009), **Guideline for Operating Service Movement, 2009.**

Hansard, (1997), **House of Commons, Written Answers,** 25 November, cols. 471-472.

Hood, C., (1991), "A Public Administration for All Seasons', **Public Administration**, pp.3-19.

His Majesty's Government of Nepal, Office of the Prime Minister and Council of Ministers, (1998), **Guideline for Making Effective the Governmental Services, 1998.**

Hiebeler, R. and et.al. (1998**). Best Practices: Building Your Business with Customer-Focused Solutions,** New York: Simon & Schuster.

James, S., and et.al (2005), The Citizen's Charter: How such initiatives might be more effective", **Public Policy and Administration**, Vol. 20, No. 2, 1- 18.

Keehley, P. and et.al. (1997), **Benchmarking for Best Practices in the Public Sector: Achieving Performance Breakthroughs in Federal, State, and Local Agencies,** San Francisco, Jossey: Bass Inc. Publishers.

Osborne, David, and Gaebler, Ted (1992). **Reinventing Government: how the Entrepreneurial Spirit is transforming the Public Secto**r, New York, Penguin.

Pollitt, C., (1990), **Managerialism and the Public Services: the Anglo-American Experience**, London: Oxford, Blackwell.

Patterson, P.J. (1998) **Speaking Notes for the Prime Minister at the Services Orientation Seminar**, held at Montego Bay on March 5, 1998.

Suvedi, P. S., (1992), 'Managing Bureaucracy for Change', Byavasthapan: A Journal on Nepalese Management, February.

Taradatt and Mishra, S. (2001), 'Preparing A Citizen's Charter: Principles and Guidelines' in Miahra, S. and Dhaka, R. S. (eds)**Humanising Development Trends in Public Administration,** New Delhi: Sustainable development Foundation, p. 78-90.

World Development Report, (2004), **"Making Services Work for Poor People".**

The views expressed in the articles are those of the contributors and are in no sense official; neither the editorial board nor the publisher is responsible for them.

All those who wish to make thought-provoking comments on the articles published by the journal are invited to send their comments (not exceeding) neatly typed. The concerned author shall also be informed about the comments received and both the comments and reply, if possible, shall be published in the subsequent issue of the journal. However, the comment based on merely personal imputation will not be entertained.