INSIGHTS INTO THE IMPLEMENTATION PROCESS AND USER MANUAL FOR IMPLEMENTATION OF QUALITY MANANGEMENT SYSTEM IN FOOD SUPPLIES & CONSUMER WELFARE DEPARTMENT, GOVERNMENT OF ORISSA

Submitted to DARPG Department

By

WIPRO CONSULTING SERVICES

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Document History

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REVIEWER		
Date	**Reviewer**	**Remarks**

ACKNOWLEDGEMENT

ABBREVIATION		
SI No	Acronym	Description
1.	ACSO	Additional Civil Supply Officer
2.	CSO	Civil Supply Officer
3.	DARPG	Department of Administrative Reforms and Public Grievances
4.	FS&CW	Food Supplies And Consumer Welfare
5.	PDS	Public Distribution System
6.	QMS	Quality Management System
7.	MI	Marketing Inspector
8.	MS	Micro Soft
9.	NIC	National Informatics Centre
10.	SLA	Service Level Agreement
11.	US	Under Secretary
12.	WCS	Wipro Consulting Service

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PREFACE

Wipro Consultancy Services (WCS) has undertaken a project on the pilot implementation of Quality Management System (QMS) at the Balipatna Block of Khurda District in the state of Orissa, for the Food Supplies & Consumer Welfare Department, sponsored and steered by Department of Administrative Reforms and Public Grievances (DARPG), Ministry of Personnel, Public Grievances and Pensions, Government of India.

This detailed report on the implementation process and user manual is an outcome of the endeavor put by WCS in studying the FS&CW Department and implementing the Sevottam model at the pilot location of Balipatna in State of Orissa. The Madhusudan Institute of Co-operative Management (MICM), Bhubaneshwar was also involved as a key stakeholder in the project and had been entrusted with the role of a capacity builder for other Departments of the state.

The scope of the project included pilot testing of the quality framework in Balipatna Block in Orissa in Khurda district. The project aims at improvement of citizen facing processes through implementation of SLA, process improvements, policy reforms and citizen awareness through study of the present systems and processes in the Public Distribution System (PDS). The Balipatna Block has 14 gram panchayat, 71 dealers and 20974 ration cards. The study also aims at redistribution of the ration cards so that the earnings of the FPS dealers is in accordance to the minimum wedge of the state.

Purpose of this document

The Detailed implementation insight report and User's Manual for the Quality Management System - Sevottam primarily describes the key tasks to be undertaken for the implementation of QMS in a Government department. This User's Manual is intended to be primarily used by the officials of Department of Food Supplies & Consumer Welfare Department, who is in charge of the department, district or project in order to initiate the implementation of Service Quality Improvement in the area under his/ her jurisdiction or on a pilot basis. A detailed insight of the implementation process has been provided throughout the document for better understanding and quick reference.

Alternatively, the approach given in the document can also be used by officials of other departments to assist them to start an initiative to implement the Service Quality Improvement. This document is intended to be a practical toolkit which the nodal officer in charge of implementation of the Service Quality Improvement initiative can use to fill details of the activities, steps and tasks on their completion. Flowcharts have been made to provide additional clarity on the steps involved in the implementation. Formats have been provided for preparation of reports wherever necessary.

SECTION 1

OVERVIEW OF SERVICE QUALITY MANAGEMENT SYSTEM

1. OVERVIEW OF SERVICE QUALITY MANAGEMENT SYSTEM

The Quality Management System is a focus on the quality of the product/service, as well as the means to achieve the same. It can be considered to have four main components: quality planning, quality control, quality assurance and quality improvement. Quality management therefore uses quality assurance and control of processes as well as products to achieve more consistent quality organizational structure, procedures, processes and resources needed to determine and achieve the objectives of an organization concerning quality. Service quality broadly depends on certain key aspects:

- **Reliability** – the ability to perform the service in a dependable and accurate manner
- **Assurance** – the knowledge, competence, credibility and courtesy of employees, and their ability to inspire trust
- **Resources** – Infrastructure, facilities, equipment and appearance of staff and officials
- **Responsiveness** – Willingness to understand and help customers, and provide prompt service

A service quality management system is essentially the framework that enables an organization to achieve, maintain and monitor its stated level of quality in the services it provides.

Role of Administrative Wing at Secretariat

The Administrative wing will have the major responsibility for setting the framework for the Service Quality Improvement initiative in the Department. Section 2 of this manual details its role along the major aspects of the initiative such as:

- Preparation of the Citizen's Charter
- Introduction of a complaint handling mechanism
- Service delivery activities
- Documentation and resource management requirements,
- Monitoring and evaluation.

Role of Implementing Officers

At the field level, the responsibility for the Service Quality Improvement initiative lies with the appointed Nodal Officer, who is typically a Civil Supply Officer (CSO). The activities to be undertaken at the field level have been detailed in section 3 of this User Manual.

SECTION 2

2. User's Manual for Administrative Wing of Department

The User's Manual has been developed such that it distinguishes the QMS initiative at administrative and operational or field level. A detailed insight of the complete implementation process has been given for reference. These have been represented in two sections. This section details the activities to be undertaken at the administrative level while the subsequent section addresses the requirements at the operational or field level.

It must be understood that the officials at the administrative level will have the overall responsibility for the Service Quality Improvement initiative that would have the maximum impact on the Department laying the foundation, by providing the framework for the activities at the other lower levels of the department. The approach methodologies of the Administrative wing with the key stakeholders at the commencement of the project have been detailed in this section including the scope of the project, introductory visits, Service Quality awareness creation etc.

2.1 Activity Set 1: Inception Activities for Service Quality Improvement

2.1.1 Flow Chart for Inception Activities
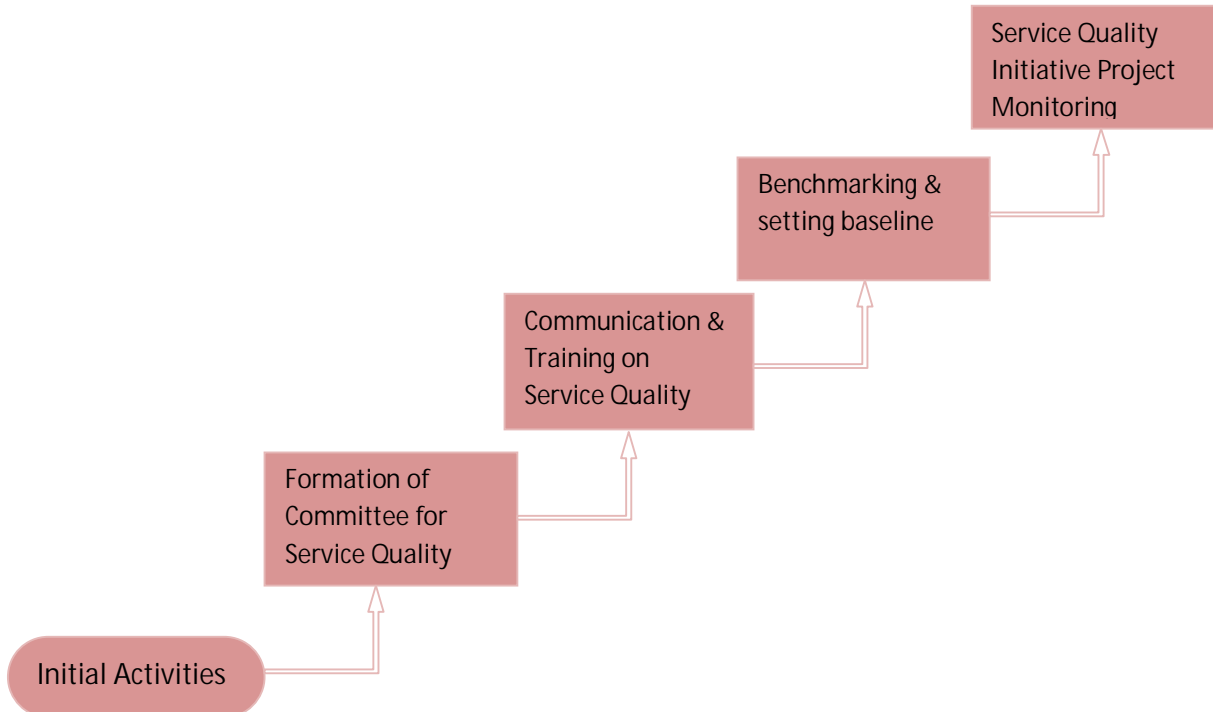
STEERING GROUP MEMBERS		
SL No	NAME	DESIGNATION
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2.1.2 Defining the Initial Activities

The initial activates would involve an inception workshop to let the people of the department know about the Sevottam project, its aims and objectives. The seniors of the department should address both the administrative and the field level staffs. The inception work shop will also help in laying the foundation stone for the successive activities and the participation and the extra work required in making the project successful. The initial activities would also require getting the required permission and the budget ready for the project and intimation to the staff about the organization structure and the roles.

2.1.3 Step 1: Defining the project organization Structure

The implementation of the Service Quality initiative is overseen by Committees who would be responsible for various activities that are to be undertaken for the implementation.
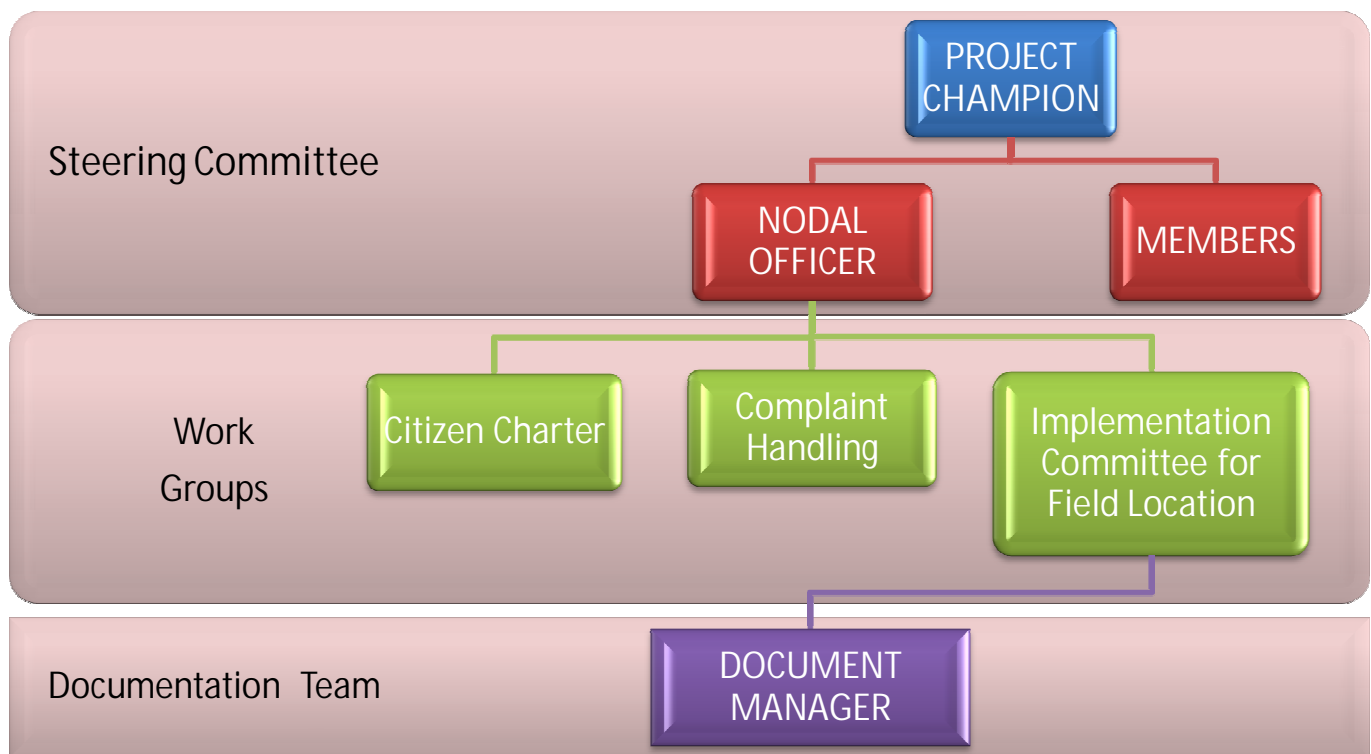
Task 1: Form the Steering Committee for Service Quality

The Steering Committee has members responsible for overall project management. The key responsibilities of the steering group are as follows:

- Establishing a Mission, Vision, Policies and Strategic Objectives to be accomplished consistent with the purpose of the initiative in consultation with key stakeholders
- Communicating to the department the importance of meeting stakeholders as well as statutory and regulatory requirements
- Promoting policies and objectives to increase awareness, motivation and involve people within and across the department
- Creating an environment that encourages the involvement and development of people
- Provision of structure and human, infrastructure, finance and work environment related resources necessary to implement the strategic plans to render the services effectively.
- Ensuring that service quality objectives are established and complaints handling objectives are established.

The steering committee may consist of the head of the department, and section heads. It may also have members from associated departments, representation from all levels of vertical hierarchy within the organization and beneficiary representation.

IDENTIFIED MEMBERS OF STEERING COMMITTEE		
Sl. No.	NAME	DESIGNATION

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EXAMPLE FROM FS&CW DEPARTMENT

The core team consisted of the Commissioner-cum-Secretary, Additional Secretary, Under secretary and the Section Officer. These people were identified at the commencement of the project. In case of transfer/ change the joinee or next person in hierarchy were accountable to carry out the responsibilities.

Task 2: Identification of Nodal officer for Service Quality Initiative

The purpose of appointing a Nodal Officer for Service Quality is to have a senior person from the department to take overall charge of the day-to-day implementation activities of the Service Quality Improvement initiative in the department.

The key responsibilities of the Nodal officer would be:
- Acting as public grievance officer and reporting to top management of any complaints which have a significant impact on the department
- Devising mechanism for obtaining feedback and internal quality audit
- Ensuring the promotion of awareness of stakeholders requirements
- Ensuring that processes needed for the service, service delivery, citizens' charter and complaints handling are established, implemented and maintained
- Regularly reporting to the top management on the performance of the service quality, citizens' charter and complaints handling with recommendations for improvements

EXAMPLE FROM FS&CW DEPARTMENT

The Additional Secretary, FS&CW was nominated the Nodal Officer for Service Quality for FS&CW Department

Task 3: Identification of a Project Champion

The activity of promoting and supporting the benefits of pursuing the quality initiative is to be taken up by a senior person of the Department. The Project Champion would have the authority to use resources within or outside the department for completion of a given project.

It is important to clarify and distinguish the role of project champion from that of the Nodal Officer. Though the Nodal Officer is also a project supporter, his/her focus is to plan, organize, and manage the execution of the project. The Project Champion, on the other hand, may not be a member of the project team but believes in and promotes the success of the project through key interventions when necessary. For example, the Joint Director of a Department could be the Nodal Officer who is responsible for the actual implementation of the activities under the Service Quality Improvement initiative.

The Project Champion could be the Secretary or Director of the Department who provides support for the initiative. As a senior official in the Department, he/she would be able to ensure that adequate time, resources and management support are allocated for the proposed activities.

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EXAMPLE FROM FS&CW DEPARTMENT

The Commissioner-cum-Secretary, FS&CW was the designated Project Champion

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Task 4: Determine scope of project

The scope of the project is to be defined in order to provide clarity on the objectives and nature of the project. The scope of the project will cover aspects such as identifying pilot locations, if any, activities to be done during the initiative, definition of outcomes/ output of the initiative and selection of services of the department for project implementation along with broad timelines.

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EXAMPLE FROM FS&CW DEPARTMENT

The scope of the QMS implementation in FS&CW Department was restrained to the Pilot location of Balipatna Block of Khurda District, which had only 2 Storage Agents, 63 Dealers (FPS) and around 20,000 card holders approximately.

An important clarification was made that the scope did not include the FCI and the Zonal Depots.

The services that were to be covered under the QMS were clearly identified in the initial meetings and Procurement process were left. Also the scope made it clear which of the recommendations would be taken up for the pilot implementations and which of the recommendations involving huge capital and political involvement would be taken up in future.

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Task 5: Form the Working Group for Citizen's Charter

The Working Group for Citizen's Charter will be responsible for the creation/revision of the Citizen's Charter. The Citizen's Charter is a written, voluntary declaration by public service providers that highlights the standards of service, the entitlements of the citizens and the process of subscribing for the service delivery, availability of choice for consumers, process of reporting grievance and their redressal and other related information.

The working group will consist of 7 - 8 members with representatives from all levels in the department including senior management, middle management and staff. It also necessarily

includes input and feedback from beneficiaries and community organizations during its formulation and revision. Such representatives may also be included in the working group. The group will necessarily have one member designated as member secretary, who would coordinate all the work.

EXAMPLE FROM FS&CW DEPARTMENT

A working Group for the Citizen Charter was formulated and the following were its members.

Commissioner-cum-Secretary, FS&CW
Additional Secretary (1)
Under Secretary (2) (Member Secretary)
Section Officer (1)
CSO (1)
Marketing Inspector (1)

MEMBERS RESPONSIBLE FOR CITIZEN CHARTER			
Sl. No.	NAME	DESIGNATION	Roll
1.			
2.			
3.			
4.			
5.			

Task 6: Form the Working Group for Complaint Handling

The Working Group for Complaint Handling will be responsible for the creation/revision of the Complaint Handling procedure.

It will consist of 6 - 8 members with representatives from all levels in the department including senior officials, middle – level officials and staff, and must include front-line customer facing staff.

MEMBERS RESPONSIBLE FOR COMPLAINT HANDLING		
Sl. No.	NAME	DESIGNATION
1.		
2.		
3.		
4.		
5.		

Task 7: Form the Implementation Committees for Field locations

The Implementation Committees for the Field locations will be responsible for undertaking all the activities relating to the Quality Initiative at the unit/field level. It will include representatives from the officials and staff at the field level, and will report to the Steering Committee.

Task 8: Appoint Documentation Manager

The Service Quality initiative involves some documentation requirements. For a large assignment, there could be documentation managers for different sections. A Documentation Manager should be appointed who will be responsible for ensuring that these are achieved.

DOCUMENTATION MANAGER		
Sl. No.	NAME	DESIGNATION
1.		

EXAMPLE FROM FS&CW DEPARTMENT
The Section Officer (1) in Administrative Wing and MI (1) Balipatna Block was appointed as the Documentation Manager

2.1.4 Step 2: Communication and training concerning Service Quality initiative

Task 1: Workshop for Steering Committee and Implementation groups

The Service Quality initiative needs support from the top management and the key drivers of the process. It is important that the members who are leading the initiative in various committees playing different roles, understand the objectives and scope of the exercise, their roles and responsibilities, and the intended outcomes and outputs of the initiative. One or more workshops must be held up front to communicate this to the key stakeholders, receive their feedback and inputs on the intended initiative, and modulate it if necessary. The key aim should be to seek their buy-in and support for the initiative, and ensure that everyone is on board to implement the initiative.

Task 2: Communicate within department regarding Service Quality initiative

The Service Quality initiative could result in several changes in existing service delivery and supporting process. Therefore, prior to the launch of the process, there should clear communications from the senior management to all staff and functionaries across the department explaining the purpose and activities to be undertaken under the Service Quality initiative. In addition, there should be continued periodic communications and updates on progress throughout the implementation period.

2.1.5 Step 3: Benchmarking and setting the Baseline

An important requirement while undertaking any new initiative is to be able to track and measure whether any progress is taking place. This will determine the success or failure of the initiative. This step lists outs the activities to be undertaken to set baseline measures to be compared against. It includes identifying performance indicators to be tracked and conducting a baseline assessment of the organization on the service quality parameters to help in identification of areas of focus for the Service Quality initiative.

Task 1: Identify and record key performance indicators to be tracked

Key performance indicators can be tracked over time to identify the level of progress being achieved. The indicators to be monitored should initially be determined and the baseline values recorded. An appropriate frequency should be chosen and the values be recorded. A sample format to record and track the indicators is given below:

KEY PERFORMANCE INDICATOR TO BE TRACKED				
Indicator	**Frequency**	**Level**	**Report**	**Value/ Date**

Steering Committee Meeting Frequency:

Implementation Committee Meeting Frequency:

Baseline Quality Self Assessment:

Key Highlights from the assessment:

1. _____
2. _____
3. _____
4. _____

Date Conducted:

Conducted By:

Location:

Date presented to Steering Committee:

Task 2: Create a progress tracking mechanism to record progress on a periodic basis

In order to ensure that the indicators are periodically monitored, a tracking mechanism should be initiated. This could be in the form of periodic review meetings to specifically assess progress on the identified indicators. The implementation committees need to meet at least once in a month and the Steering group needs to meet at least once every quarter to review the progress of the initiative, assess whether the initiative is broadly matching the plan, and decide on modifications if necessary.

Task 3: Conduct baseline service quality assessment of Department

The baseline self-assessment on readiness to implement the Service Quality initiative must be undertaken in order to understand the current status of the department along the key aspects of Service quality, Citizen Charter readiness and Complaint Handling mechanisms.

The tool for self assessment is given in Appendix. This tool will help in identification of the large gaps which would provide inputs to priorities the activities in the service quality improvement initiative. The results of this self assessment must be presented to the key committees and working groups that have been formed for this initiative.

Task 4: Identify focus areas for the Service Quality initiative

Based on the baseline assessment, the department can identify focus areas for the implementation of the Service Quality initiative. For example, if the department already has a good Citizen's Charter and an effective complaint handling mechanism, there could be more focus placed on improving service delivery. Specifically, the Department should identify areas which need strengthening in terms of structure, capacity and process maturity.

EXAMPLE FROM FS&CW DEPARTMENT, Orissa

The citizen charter was non-existent and public grievance redressal process was oral and adhoc in FSC&CW. Both these key processes became focus areas for the implementation phase for which, it was clear that much focus would be required

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MONTHLY ACTIVITY RECORD FORMAT:

Project Details:

List of activities accomplished during the month: (Task and details)

1._____

2._____

3._____

List of activities planned for the coming month: (Task and details)

1._____

2._____

3._____

Miscellaneous

1._____

2._____

3._____

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2.1.6 Step 4: Service Quality initiative project monitoring procedure

Typically, there are many stakeholders in a long-term implementation project such as a Service Quality Management System implementation. This would also mean that many key officials and functionaries may get transferred during the implementation period. Therefore, it is important to keep an accurate record of all key activities that have happened in the initiative for the purposes of updating the progress of the project to various stakeholders and to bring officials fresh to the project up-to-speed.

Task 1: Prepare format for recording project progress

In order to maintain regular records a pre-decided reporting format would be useful so as to maintain a consistent form of record. A sample format to record monthly activities is suggested below

Task 2: Maintain monthly records of work undertaken under Service Quality initiative

The records of progress achieved during could be maintained on a monthly basis using the prepared formats. This will serve as a record of the work undertaken, and also a reference for new officials and staff in the department

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EXAMPLE FROM FS&CW DEPARTMENT, Orissa

Since this was a yearlong assignment, the process of Monthly Progress Reports (MPR) capturing the progress of the project as against the targeted objective was designed and instituted. It gives the details in the following sections
• Project particulars
• Key project activities done during the month
• Key project activities to be carried out in following month

The MPR helps in keeping the numerous stakeholders informed on project progress and also was invaluable in capturing all key activities. During course of the project, the Commissioner- cum-secretary and the under secretary was transferred, and the new joinees were given the full set of MPRs and was therefore able to quickly understand the project and its progress up to that point of time

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2.2 Activity Set 2: Citizen Charter Preparation & Periodic Review

2.2.1 Flow Chart for Citizen Charter preparation & periodic review

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┌──────────┐      ┌──────────────┐      ┌──────────────┐      ┌──────────────────┐
│ Initial  │ ───> │ Detail       │ ───> │ Conduct      │ ───> │ Internal         │
│ Activities│     │ information  │      │ Citizen      │      │ stakeholder's    │
│          │      │ to be        │      │ Sectoral     │      │ interaction on   │
│          │      │ included in  │      │ Standard     │      │ Sectoral standard│
│          │      │ Charter      │      │ Survey       │      │                  │
└──────────┘      └──────────────┘      └──────────────┘      └──────────────────┘
                                                                        │
                                                                        v
┌──────────────┐  ┌──────────────┐  ┌──────────────┐      ┌──────────────────┐
│ Periodic     │<─│ Prepare &    │<─│ Prepare &    │ <──  │ External         │
│ Review of    │  │ Launch       │  │ Launch       │      │ stakeholder's    │
│ Citizen      │  │ Citizen      │  │ Citizen      │      │ interaction on   │
│ Charter      │  │ Charter      │  │ Charter      │      │ Sectoral standard│
└──────────────┘  └──────────────┘  └──────────────┘      └──────────────────┘
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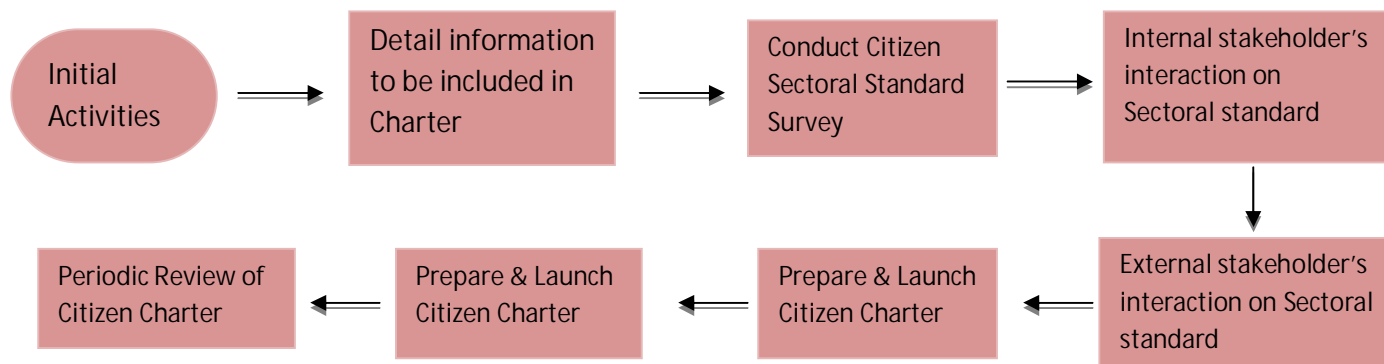
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2.2.2 Step 1: Detail information to be included in Citizen's Charter

The citizen charter will provide the list of the services on offer by the government, the procedure for enrolling for the services, the grievance redressal procedure and the contacts of important officers of the department. The creation of the citizen charter will require participation from various stake holders, and need 360° appraisal. These steps explain how the information for the charter is to be identified, collected, developed and appraised

Task 1: Prepare list of services offered

The first task is to prepare a complete and exhaustive list of the key services and schemes offered by the department. This will help the beneficiaries to know the services they can receive. The list of services and schemes must be arranged according to beneficiary category. For example, in FS&CW Department, some of the beneficiary categories were Above Poverty Line (APL), Below

Poverty Line (BLP), Antordaya Annya Yojna (AAY) etc. Exclusive schemes/ services were being offered by the department to these beneficiary categories. The following template can be used to record the list of key services provided for each category of beneficiaries

LIST OF SERVICES OFFERED BY BENEFICIARY CATAGORY			
Category Of Beneficiary	Services On Offer	Implementing Department/ Government	Implemented Since (Date)

Task 2: Collect information on contact details of officials

The Citizen's Charter should include the contact details of the key officials of the Department so that they are available to the public. These include the names, jurisdiction, telephone numbers, official address and email address. At each level, and for each service, there needs to be a person who can be the first level of contact for the public. E.g. in the case of FS&CW, GoO, the list of officials whose contact number is provided in the Citizens Charter are the CSO and Under Secretary

Task 3: Collect information on contact details of offices and service outlets

The Citizen's Charter should also include the address and contact details of all the offices and service delivery units such as institutions, district and block level offices of the Department. If possible, working hours and other basic information about the facility must also be recorded.

2.2.3 Step 2: Conduct Citizen Sectoral Standards Survey
A key requirement of the Citizen's Charter is that it lists the service standards for the services and schemes being provided by the department. It is important that these service standards are determined in consultation with the beneficiaries who avail of the services. One of these consultations is through a citizen survey on sectoral standards, which seeks to identify the beneficiaries' views and requirements on service standards.

Task 1: Prepare/Modify tool to conduct Citizen Sectoral Standards Survey

An appropriate survey tool must be developed to conduct the citizen's survey to capture their inputs regarding service delivery standards. This tool captures the specifications of how, where and when the services are preferred to be received by the beneficiaries, and by whom.

CITIZEN SECTORAL STANDARD SURVEY			
Location	**Planned Dates**	**Inputs for Survey**	**Responsible Person**

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Task 2: Prepare survey plan to conduct for Citizen Sectoral Standards Survey

The survey plan will detail how the survey is to be conducted including details such as the duration of the survey, number of beneficiaries to be surveyed, location (number of places) etc. Care must be taken that the sample includes beneficiaries of all services rendered by the department. A sample table to record the survey plan is given below:

CITIZEN SECTORAL STANDARD SURVEY			
Location	**Planned Dates**	**Workshop Purpose**	**Responsible Person**

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Task 3: Conduct Citizen Sectoral Standards Survey at chosen locations

After the preparation of the survey tool, the citizen survey should be conducted which will elicit citizen inputs on standards of the services provided by the organization/ department/ scheme. The task of actually conducting the survey rests with the field level implementation teams at the chosen locations.

Task 4: Analyze data received from Citizen Sectoral Standards Survey

The results of the Citizen Survey from the field have to be collected through a uniform format. It must be assessed and key variations between citizen requirements and existing service standards should be identified.

Task 5: Prepare note on results/ key inferences from Citizen Sectoral Standards Survey

The results and analysis of the citizen survey on sectoral standards must be detailed in the form of a report and shared with the key officials/ functionaries in the organization department so that they are aware of the beneficiary expectations on the standards of services provided.

2.2.4   Step 3: Stakeholder interactions to identify sector standards (internal)

In addition to the beneficiaries, other stakeholders such as the officials and staff involved in the service delivery should be consulted while determining the service delivery standards. This step explains how consultations with these internal stakeholders are to be conducted.

Task 1: Design tool to capture sectoral standards from internal stakeholders

A tool should be developed to undertake the stakeholder consultations on sector standards, which will capture the respondents' views appropriately. A sample tool that was used in FS&CW Department, GoO to capture the functionaries' inputs on sectoral standards of Public Distribution System has been given in Appendix.

Task 2: Conduct workshops/ meetings with stakeholder groups and representatives

The aim of this exercise is to formulate sectoral standards and targets taking in the view of all the stakeholders. The interaction can primarily be through focus group discussions of distinct stakeholder groups to capture their inputs, using the prepared tool. Separate workshops should be conducted for each level of the different stakeholder groups including officials, field level functionaries and beneficiaries. This will enable a better understanding of the key issues from different perspectives and also prevent dominance of higher level groups to overshadow concerns of lower level functionaries.

Task 3: Prepare note/ brief on results/ key inferences from key stakeholder interactions

The responses from stakeholders during the workshops should be collated and analysed. These should be detailed in the form of a brief report that lists the opinions/ inputs of the various functionary groups on sector standards.

2.2.5 Step 4: Stakeholder interactions to identify sector standards (external)

This step explains the process to be adopted for conducting a workshop for external stakeholders. The external stakeholders will primarily be experts / academicians / practitioners in the respective sectors in which the department provides services. Officials from related departments could also be involved. The stakeholders will be expected to give their opinions on the sector standards to be adopted.

Task 1: Design/ Modify tool to identify sector standards

A tool should be developed to undertake the stakeholder consultations on sector standards, which will capture the respondents' views appropriately.

Task 2: Identify and invite participants among key external stakeholder groups

The sector experts and other stakeholders who will participate in the workshop should be identified and invitations should be sent out to them.

Task 3: Send key inferences from all stakeholder interactions to invitees

The inputs from the Citizen's Survey on Sectoral Standards and the note/ brief on results/ key inferences from key stakeholder interactions must be summarized and a draft consolidated note on results/ key inferences from all stakeholder interactions must be prepared. This draft consolidated note must be circulated prior to the workshop/ conference so that the invitees are informed of the work undertaken and are prepared for the workshop/ conference.

Task 4: Conduct state level workshop with key external stakeholder groups

The key objective of the workshop is to obtain inputs from sector experts in setting service delivery standards. Written inputs must be sought from the experts using the tools prepared in task 1 above so that they can be recorded.

EXAMPLE FROM FS&CW DEPARTMENT, Orissa

A full day work shop was held with participants from Madhusudhan Institute of Co-operative Management (MICM), NIC and Department Personnel including Weights and Measures

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2.2.6   Step 5: Consolidation of service standards for service delivery

This step explains the process of finalization of the sector standards

Task 1: Combine inputs from Citizen Sectoral Standards Survey and stakeholder workshops

The consultations with the beneficiaries, officials, sector experts and other stakeholders will have resulted in several inputs in order to determine the sector standards for service delivery. These must be combined to determine the final list of standards.

Task 2: Finalize sector standards

The sectoral standards have to be finalized based on the various inputs from the citizen survey, workshops with department functionaries and conference with experts. The finalized list of sector standards will be included in the Citizen's Charter and will form the benchmark for the services delivered by the department.

2.2.7   Step 6: Prepare and launch Citizen's Charter

Following from the stakeholder consultations, this step explains tasks involved in the actual preparation and launch of the Citizen's Charter

Task 1: Prepare draft Citizen's Charter

A draft Citizen's Charter should be prepared including the following:
- Vision and Mission of Department (Important)
- About the departemnt
- List of services provided by the department listed according to target beneficiaries
- Service standards, place of service and person in charge/ contact person
- Brief on programs and schemes implemented by FS&CW Department
- Grievance Redressal Procedures and help lines
- Contact information of key officials

REVIEW OF CITIZEN CHARTER			
Name	**Designation**	**Date Sent For Review**	**Date Of Response Received**

NOTES ON CITIZEN CHARTER	
Details of finalization of Draft Citizens Charter:	
Date draft Citizen Charter approved by working group:	
Date draft Citizen Charter sent for approval by higher authority:	
Date Citizen Charter approved by higher authority:	
Date Citizen Charter released	

Task 2: Circulate draft Citizen's Charter for review

The draft citizen charter needs to be circulated among Working Group members for review. Once the changes are made, the draft needs to then be sent for external review to an appropriate number of selected experts, NGOs and academicians for comments and suggestions. Their feedback must be incorporated into the draft

EXAMPLE FROM FS&CW DEPARTMENT, Orissa
The draft Citizen Charter was circulated to the following members: Secretary Additional Secretary Under Secretary Civil Supply Officers Block Development Officers Madhusudan Institute Of Cooperative Management (MICM) NIC

Task 3: Modify and finalize Charter

The comments received for the charter needs to be incorporated before finalizing the Charter. It will also need to be translated into the local language if necessary. The revised draft Charter then has to be approved by the appropriate authorities for release.

Task 4: Prepare Brief Version of Citizen Charter

A brief version of citizen charter can be prepared covering the essential points and can be made available at the FPS. The Original Version would be available at the important offices like Block Office, Civil Supply Offices at district level and at the website.

Task 5: Officially release Citizen's Charter

Once the Citizen's Charter has been approved, it can be officially released by the department. The Citizen's Charter should be given wide publicity through print media, Local announcements, posters, leaflets, websites etc so that citizen's are made aware of its contents

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EXAMPLE FROM FS&CW DEPARTMENT, Orissa

The Citizen Charter was published in the following manners:

A charter was published in both English & Orriya

The Soft copy was uploaded in the Departmental website

A brief version of the charter in Oriya was made and made available to all the FPS in the Pilot Location

The full version was made available in CSO & BDO office

The full version of the charter was made available in MICM

Copy of the charter was sent to NIC

2.2.8 Step 7: Periodic Review of Citizen's Charter

The Citizen's Charter should not be a static document. Since it contains service standards and contact information, it should be regularly updated at fixed intervals to reflect changes. This review period must be decided by the working group for Citizens Charter.

Task 1: Conduct periodic Citizen's Sectoral Standards Survey and update Citizen Charter

The service standards and the schemes listed in the Charter are reflective of the expectations of the beneficiaries and citizens. Since these preferences are likely to change with time, the Citizen Sectoral Standards Survey must also be conducted periodically to capture these changes and modify the service delivery accordingly. These modified standards should then be updated in the Citizen Charter. Additionally, the revisions of the Charter should reflect citizen satisfaction levels. The process of measuring these is described in the next activity set.

Task 2: Periodically update details in Citizen's Charter

Similar to the previous task, the addresses and contact information of the officials and service delivery units need to be revised periodically in the Citizen Charter in order to ensure that they are up-to-date. Also, the program and schemes offered by the department may change as old makes way for the new. This must also be regularly updated.

2.3 Activity Set 3: Identification of Key Issues And Best Practices For Service Delivery

There are primarily two aspects of the service delivery of the Service Quality initiative, namely

- Periodic interactions with stakeholders to track satisfaction levels and performance in relation to service standards: This will enable the department to identify key issues preventing service delivery from meeting the standards listed in the Citizen's Charter
- Identification of best practices in service delivery: This will enable the department to implement successful initiatives in service delivery that have worked in pilot locations across the department

2.3.1 Flow Chart for Bench Marking & Best Practices for Service Delivery

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┌──────────┐      ┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│ Service  │ ───► │ Review of    │ ───► │ Mapping of   │ ───► │ Conduct      │
│ Delivery │      │ Service      │      │ Service      │      │ Citizen      │
│          │      │ Delivery     │      │ Related      │      │ Survey       │
└──────────┘      └──────────────┘      │ Processes    │      └──────────────┘
                                        └──────────────┘              │
                                                                      ▼
┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│Implementation│ ◄─── │ Benchmarking │ ◄─── │ Stakeholder's│
│of new Service│      │ & identifica-│      │ Workshop     │
│              │      │ tion of Best │      │              │
│              │      │ Practices    │      │              │
└──────────────┘      └──────────────┘      └──────────────┘
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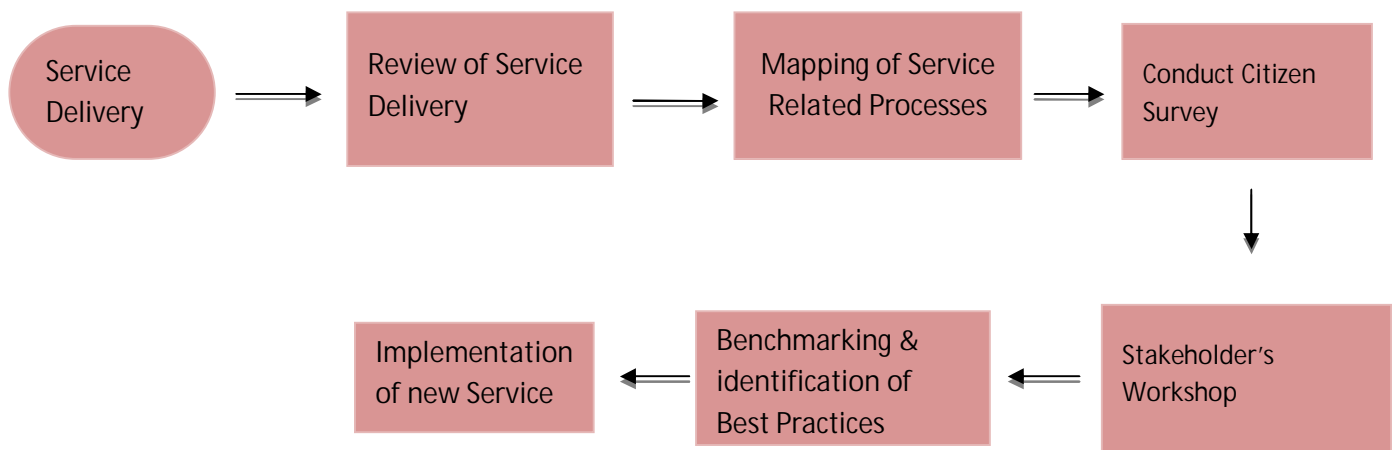
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2.3.2 Step 1: Review of Service Delivery

This step explains about conducting review of service delivery in the entire state to track the service delivery performance.

Task 1: Review service delivery performance against standards listed in Citizen's Charter

The envisaged transparency can be ensured by tracking and periodically publish statistics and information relating to its service delivery performance through the annual report or a website that tracks the performance indicators or periodically commissioned studies/ surveys etc. The service delivery performance of the department should be benchmarked against the service standards listed in the Citizen's Charter. This will enable the department to assess its performance levels and to identify areas where it is not matching the required levels.

Task 2: Examine complaints filed and feedback to identify complaint prone areas

During the periodic review meetings of the complaint handling process conducted by the department, the service delivery areas where there have been a large number of complaints, or where standards have not been maintained, should be identified.

2.3.3 Step 2: Mapping Processes Related To Service Delivery
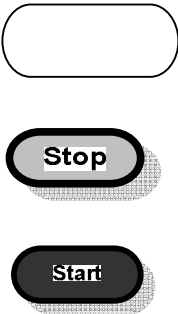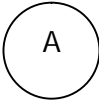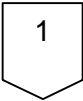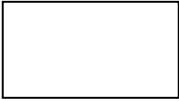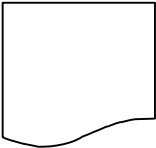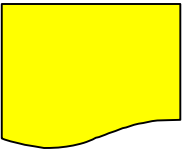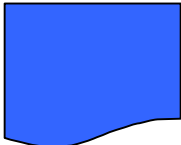
Process mapping would help in understanding the present flow of processes. It is extremely helpful to map the processes and mark the flow of physical goods or service, information and the money. The method of mapping the processes is as follows:
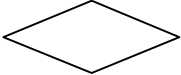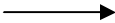
Task 1: Interview the process Owner

The most important aspect of process mapping is to interview the process owners and find out the relevant methods. The prime things that are to be found out is the activities prior to the process, the activities involved in the process and the post activities. Example of the activities prior to the process may be the origination of the information, etc. The people associated, the outcome of each activities and process forming the part of our system or to be excluded from the system are to be cleared during this time.

Task 2: Map the process

The processes flow that is understood in the previous step must be mapped using software like MS visio. Every activity is to be defined in the process maps using the symbols and arrows showing their flow. The time taken to complete every activity is to be defined. The list of common symbols with their usage and meaning is schematically depicted as follows:

S No.	Symbol	Description
1	Stop / Start	Terminator
2	A	Connector
3	1	Off Page Connector
4		Process
5		Document Symbol used in As – Is maps
6		Input / supporting document symbol used in To – Be maps
7		Output / Generated document symbol used in To – Be maps

S No.	Symbol	Description
8		Decision
9		Manual Input
10		Predefined Process / component
11		Black Arrow for Manual flow
12		Blue Arrow for Digital / Automated Information flow

It is important to know which of the activities are forming the part of the process and which are not and the same has to be excluded or shown with different colors with foot notes.

Task 3: Verify the mapped process with the process owner

After the mapping of the process is done the same has to be verified by the process owner. The timings and the people involved with the process are to be checked. After this step three things involved in the process will become clear: The activities involved in the beginning, actual flow and the ending of the process, the owners involved with every activities involved in the process and the timings required for each activities. This would help us in retaining the important and discard the inefficient processes.

2.3.4 Step 3: Periodically measuring Citizen Satisfaction through Survey

A citizen satisfaction survey is an opinion poll that typically asks the respondents for their views on the quality of services offered to them, their level of satisfaction towards these services etc. It is vital that the department carries out the Citizen Satisfaction Survey on a periodic basis as it will help them to get first hand feedback from the beneficiaries on their service delivery performance, and also sensitizes the field level functionaries and brings in their notice the areas of good and bad performance.

Task 1: Prepare tool to conduct Citizen Satisfaction Survey

A citizen satisfaction survey tool needs to be developed to conduct the survey. It should be designed to help understand the citizen rate his/ her satisfaction with the services delivered by the department, and provide suggestions to help department identify problem areas and prioritize resolutions.

Task 2: Prepare survey plan to conduct for Citizen Satisfaction Survey

The best way of having efficient survey is to have a survey plan explaining how the survey is to be conducted including details such as the duration of the survey, number of beneficiaries to be surveyed, location (number of places) etc. This survey can be done along with the Citizen Survey for sectoral Standards if necessary. Care must be taken that the sample includes beneficiaries of all services rendered by the department. A sample table to record the survey plan is given below

SUMMERY OF SURVEY PLAN FOR CITIZEN SATISFACTION			
Location	**Sample Details**	**Planed Dates**	**Responsible Person**

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Task 3: Conduct Citizen Satisfaction Survey at chosen locations

The task of actually conducting the survey is with the field level implementation teams at the chosen locations. The survey tool is to be dispatched to the field personnel who have been trained for this purpose, and can seek information to the respondents in their mother tongue.

Task 4: Receive and analyze data collected from Citizen Satisfaction Survey

The results of the Citizen Satisfaction Survey from the field have to be collected through a uniform format. The data must be assessed and the levels of citizen satisfaction with the various services, and the suggested areas for improvement must be found out. This will also help in understanding the service levels.

Task 5: Prepare key inferences from Citizen Satisfaction Survey

The results of the Citizen Satisfaction Survey have to be assessed and key trends/ issues and implications must be identified. The key trends and issues highlighted during the survey analysis must be detailed in a report and shared with the key officials/ functionaries in the organization department so that they are aware of the beneficiary satisfaction levels with the services provided and can take appropriate measures to improve their services in various areas. It may also be included in the annual reports and department website.

2.3.5 Step 4: Stakeholder workshop to zero on the key issues in service delivery

The aim of this exercise is to identify the major issues and constraints faced in the process of service delivery, considering the view of key internal stakeholders. The can primarily be achieved through focus group discussions of distinct stakeholder groups to capture their inputs. Pre-prepared tools that gather necessary information could be used to bring focus into the exercise.

Task 1: Design/ Modify tool to capture key issues in service delivery

In order to facilitate the stakeholder interactions, a tool should be prepared which will obtain responses covering all the major areas for which the stakeholder inputs are required. This tool should provide a broad list of key issues and seek inputs of the functionaries in terms of rating the issues listed, to enable prioritization of the issues.

A sample tool that was used in FS&CW, GoO to capture the key issues in service delivery is provided in Appendix.

Task 2: Conduct workshops/ meetings with internal stakeholder groups and representatives

Separate workshops should be conducted for each of the different stakeholder groups including officials and field level functionaries. It must be taken care not to allow officials and functionaries of

different levels in the same group, as the inputs of the superior could become dominant. This will facilitate a better understanding of the key issues from different perspectives at all levels.

EXAMPLE FROM FS&CW DEPARTMENT, Orissa

The following workshops were carried out by the consultants in the FS&CW Department. The venue is provided in the brackets

Block Level Work Shops (Balipatna)

District Level Workshops (MICM)

State level workshops (MICM)

Individual interactions with Gram Panchayats, FPS Dealers, Storage Agents, BDO, Citizens

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Task 3: Prepare note key inferences from stakeholder interactions on key issues

The responses from stakeholders during the workshops should be collated and analyzed. These should be detailed in the form of a brief report that lists the opinion of the various groups on the ranking of key issues in service delivery.

FORMAT FOR LIST OF PARTICIPANTS IDENTIFIED FOR WORKSHOP TO SHARE BEST PRACTICES		
SI No	**Name**	**Designation**

FORMAT FOR LIST OF TOPICS IDENTIFIED FOR DISCUSSION DURING WORKSHOP TO SHARE BEST PRACTICES	
Topic	**Group Members**

<table>
<tr><td colspan="2">FORMAT FOR LIST OF TOPICS IDENTIFIED FOR DISCUSSION DURING WORKSHOP TO SHARE BEST PRACTICES</td></tr>
<tr><td>Date:</td><td>Time:</td></tr>
<tr><td>Location:</td><td>No Of Participants:</td></tr>
<tr><td>Presentation Schedule:</td><td>Group Discussion Schedule:</td></tr>
<tr><td></td><td></td></tr>
</table>

FORMAT TO RECORD PRIORITISATION OF ACTIONABLE ITEMS DURING WORKSHOP FOR SHARING BEST PRACTICES			
A. Immediately implementable with min effort	B. Implementable within next quarter (some effort required)	C. Implementable next year (needs funds/ more approvals etc.)	D. Implementation not possible (reasons required)

2.3.6 Step 5: Identification of best practices in service delivery

The objective of this exercise is to obtain the assistance of officials at the middle management level who are directly exposed to the field activities to identify the best practices in service delivery in their respective jurisdictions. In particular, best practices addressing the key areas of concern identified during the interactions with stakeholders should be identified. Some of these measures can then be replicated across the department through cross-learning. The interaction will be in the form of a state-level workshop of selected officials.

Task 1: Identify and invite participants for state level workshop

The officials who will participate in the discussions should be identified and informed. Typically, these could be the district level or block level officials. The participants should also be sent the note/ brief on results/ key inferences from key stakeholder interactions on key issues identified during the stakeholder discussions, so that they are aware of the key issues facing the beneficiaries and

functionaries. They should be asked to prepare brief note/presentation on some of the practices they are doing / aware of in their jurisdictions, which they would like to share with others.

In addition, some of the key issues may warrant to be discussed through group discussions. These topics can be decided and a time set aside during the workshop for smaller groups to discuss these key issues and propose some solutions

Task 2: Conduct workshop with officials

During the workshop, the officials will be expected to share their views on the best practices in service delivery to be adopted across the department to improve service delivery. The presentation and group discussion schedules need to be made beforehand.

Task 3: Priorities best practices identify actionable items for implementation

The best practices that have been presented during the workshop and suggestions coming out of the discussions must be prioritized according to their ease of implementation. The objective should e to immediately commence implementation of those approaches wherever feasible, and to identify actions and efforts to be taken to implement others.

Task 4: Identify and record best practices

The output of the workshop should be a list of best practices to be adopted and implemented by the department, addressing the key areas of concern in particular. The presentations and discussions of the workshop, and the action plan must be printed and later disseminated to all the districts and blocks through the "Best Practices in Service Delivery" document.

2.3.7   Step 6: Implementation of new initiatives

This step follows from the identification of prioritized key issues and best practices in service delivery in the department. It explains how new initiatives to address these issues are identified and implemented across the department, with reference to the best practices.

Task 1: Formulate initiatives to address key issues and complaint prone areas

One the improvement opportunities in service delivery are identified and successful best practices are recognized, the next step would be to detail action plans to introduce these changes in the department/pilot location as necessary. However, due to several factors such as resource constraints, it may be possible to introduce only a few new initiatives at a time. A Government Order or directive may be required to kick-start another initiative, whereas some other initiative may require allocation of funds or coordination with other departments. The purpose of this step is to identify specific areas in which improvement actions will be taken.

Task 2: Pilot test new initiatives

A pilot test is essential to obtain feedback and identify challenges in implementation of the new initiative.

EXAMPLE FROM FS&CW DEPARTMENT, Orissa

The following recommendations were identified to be Pilot Tested in Balipatna Block by the FS&CW Department on an immediate basis.

Operating the FPS under the accountability of the Gram Panchayat

Tagging of the Cards under the Gram Panchayat shop for sustainability and ensuring minimum labour law of the state to the operational FPS

Developing new Lifting and Retailing Dates for the FPS and forming SLA on the dates

Implementing best practices like FIFO methodologies, usage of proper storage methods and apparatus like wooden, dunnages, bags to ensure minimum loss of food grains

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Task 3: Customize & Implement new initiatives across the department as per requirement

The feedback and experience obtained during the pilot implementation phase should be used to modify the new initiatives, which can then be introduced across the department

2.4 Activity Set 4: Complaint handling mechanism

The department will need to establish and implement a documented procedure for complaint handling process. A good complaint handling system operates in a manner that leaves the citizen more satisfied with how the organization responds to complaints irrespective of the final outcome. This section explains the plans and steps to formulate/ revise the Complaint Handling mechanisms. The Working Group for Complaint Handling is in charge of implementing this activity.

2.4.1 Flowchart for Complaint Handling

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┌───────────┐     ┌──────────────┐     ┌──────────────┐     ┌──────────────────┐
│ Complaint │ ──▶ │ Design       │ ──▶ │ Roll out     │ ──▶ │ Monitor & review │
│ Handling  │     │ Complaint    │     │ Complaint    │     │ of Complaint     │
│           │     │ Handling     │     │ Handling     │     │ Handling         │
│           │     │ Mechanism    │     │ Mechanism    │     │ Mechanism        │
└───────────┘     └──────────────┘     └──────────────┘     └──────────────────┘
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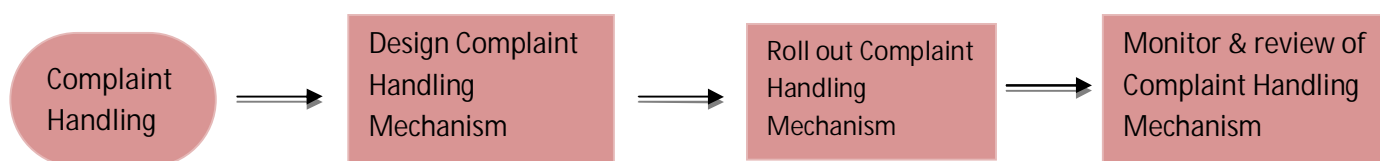
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2.4.2 Step 1: Preparation/ Design of Complaint Handling Mechanism

A key requirement of quality in public service delivery is that the organization has an effective complaint handling mechanism. This needs to be introduced if not available, or revised if necessary. This step explains the preparation of Complaint Handling guidelines/rules.

Task 1: Drafting a design of Complaint Handling Mechanism

This section will explain the entire process for handling complaints related to the department. The draft may contain the following –

• Key goals and guidelines for Complaint Handling process
• Draft workflow of Complaint Handling System including description of process for complaint capture, recording, investigation and mitigation along with complaint type, location analysis

- One of the critical design components is to categorize complaints as critical, major or minor depending upon its seriousness and severity
- Role of each level of vertical chain in complaints handling
- Indicative steps and work plan to establish the Complaint Handling System

2.4.3 Task 2: Approve draft design of Complaint Handling Mechanism

The working group for complaint handling must then review and approve the draft design and assign the pilot areas for which it will be implemented. The implementation team may be identified and trained on the process. The complaint and suggestion form must be designed and pilot tested to ensure that it is easy to understand and respond to by the citizens. The process for complaint handling must be simple, and the roles and responsibilities for taking action at various levels must be clearly specified. Also, financial resources for making available the complaints box, complaint forms etc. at the field level must be set aside.

Task 3: Pilot test Complaint Handling Mechanism

Once the complaint handling mechanism has been designed/ revised, it must be pilot tested in a chosen location/unit to observe its effectiveness and to identify issues in implementation and improvement areas. One of the key activities is to publicize the complaint handling process to the citizens, by providing information concerning complaints handling in clear and simple language and accessible formats. It must also be made sure that the name, address, telephone number and other contact details of the complaint handling officer for that service delivery unit shall be displayed prominently.

Task 4: Revise Complaint Handling Procedure based on pilot feedback

During the pilot phase, the complaint handling mechanism should be monitored and feedback obtained from the beneficiaries. Based on these, the complaint handling mechanism should be revised and finalized.

2.4.4 Step 2: Roll out of Complaint Handling Mechanism

This step explains the rolling out of grievance redressal mechanism across the department.

Task 1: Workshops explaining the process of Complaint Handling Mechanism

Prior to the launch of the complaint handling mechanism, the officials and the citizen facing staff involved in the implementation should undergo training on their roles and responsibilities in the complaint handling process.

Task 2: Publicize Complaint Handling Mechanism

A well planned publicity campaign must be planned and implemented so that the citizens become aware of the complaint handling mechanism. There should be wide publicity given for the launch of the complaints handling process. This is important so that beneficiaries / citizens are aware that there is a formal channel available for reporting complaints relating to the Department.

Task 3: Launch Complaint Handling Mechanism

Once the officials and functionaries have been trained in the complaint handling procedure, and the publicity campaign is ready, the revised mechanism can be officially launched across the Department.

EXAMPLE FROM FS&CW DEPARTMENT, Orissa

The following is the Process flow of the complaint handling mechanism that was implemented in the Pilot block of Balipatna
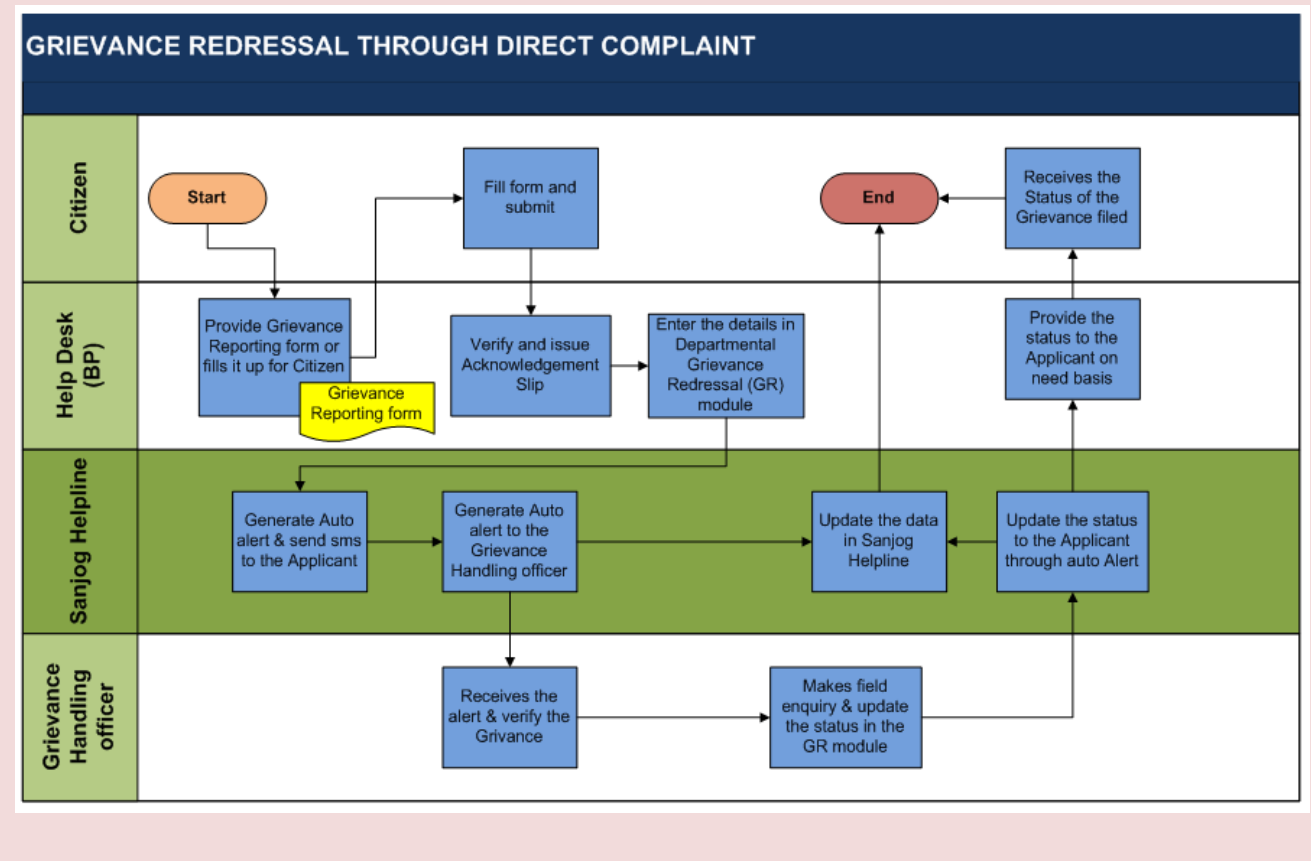
2.5 Activity Set 5: Resource Management

In order to ensure appropriate service delivery to the beneficiaries, it is important to have sufficient resources available, particularly in terms of infrastructure and manpower

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┌──────────────┐      ┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│  Resource    │ ───▶ │Infrastructure│ ───▶ │  Employee    │ ───▶ │  Employee    │
│ Management   │      │   Review     │      │  Available   │      │  Training    │
└──────────────┘      └──────────────┘      └──────────────┘      └──────────────┘
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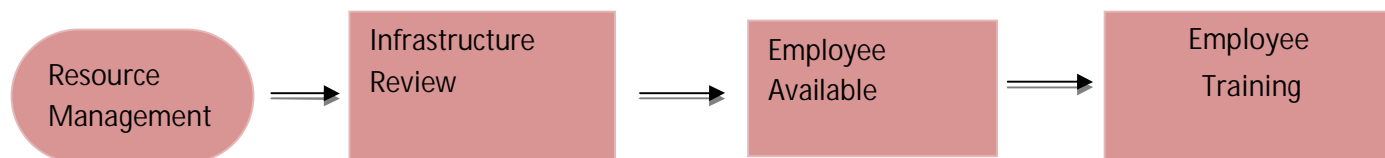
SUMMARY OF SURVEY PLAN FOR INFRASTRUCTURE ASSESSMENT SURVEY			
Locations	**Sample details**	**Planned Dates**	**Responsible person/s**

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2.5.1 Step 1: Infrastructure review

The existing infrastructure and facilities should be assessed in relation to their adequacy in meeting the sectoral standards as defined in the citizen charter of the organization/scheme. This would help identify the infrastructure and facilities gaps, which would then become the priority areas for which resolutions could be sought.

Task 1: Prepare tool to conduct Infrastructure Assessment Survey

Proper tool is to be developed in order to conduct Infrastructure Assessment Survey a tool should be prepared which will obtain appropriate responses from the functionaries. It would verify the quantity and quality of infrastructure facilities at the service delivery locations.

Task 2: Prepare survey plan to conduct for Infrastructure Assessment Survey

The survey plan will detail how the survey must be conducted including details such as duration of the survey, number of service delivery locations to be surveyed, etc. The field level staffs who are supervising the facilities may be given the training and responsibility to conduct the survey.

Task 3: Conduct Infrastructure Assessment Survey

The Infrastructure Assessment Survey tool should be dispatched to all the chosen locations and administered according to the survey plan.

Task 4: Analyse data collected from Infrastructure Assessment Survey

The data from the survey must be collected and analyzed to identify the areas where there is shortage of adequate infrastructure. If possible, data entry formats must be supplied so that data can be collected in digital form to ease and simplify analysis. Reports must also be generated at various jurisdictional levels (District, Block etc) so that the appropriate officials can be sent reports of the infrastructure availability within their jurisdiction for further action.

Task 5: Allocate adequate resources for provision of minimum infrastructure

The results of the Infrastructure Assessment Survey will aid the department to determine the total infrastructure shortage and to allocate resources appropriately. Appropriate plans and budgets must be made to address these gaps.

2.5.2 Step 2: Employee availability

Another aspect of resource management is employee availability. A major challenge affecting the proper functioning of department work is a shortage of staff and officials, especially in the supervisory and monitoring levels. This step explains how vacancies should be tracked and addressed on a periodic basis.

Task 1: Assessment of employee availability and vacancies

On a quarterly basis, a review must be done to identify the number of vacancies at all levels.

Task 2: Prepare action plan to address employee and vacancy

Based on the number of vacancies to be filled, an action plan must be prepared to address the shortage in man-power. This could include employing larger numbers for the following year, deputations, etc.

2.5.3 Step 3: Employee training

In addition to monitoring the availability of employees, it is also important to ensure that the staff and officials have received appropriate training to carry out their duties. This step explains how this is to be tracked.

Task 1: Obtain list and schedule of training from Head Office

The complete list of training programs planned for the year should be prepared at the administration level and communicated throughout the Department. It should include the schedule of training for all levels of functionaries and officials at the field level.

Task 2: Monitor training of all staff and functionaries

The participation of the staff and officials in training programs should be tracked and monitored. Any additional training needs should also be identified and communicated to the administrative office.

2.6 Activity Set 6: Monitoring and Review

Monitoring and evaluation of service delivery is an important aspect of ensuring service quality is maintained. Efficient monitoring systems will enable faster identification of key issues with can then be addressed. It also enables the department to track progress achieved through the Service Quality Improvement initiative. It is hence important to strengthen mechanisms that enable continuous monitoring to take place.

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┌──────────────┐     ┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│   Resource   │ ──▶ │Infrastructure│ ──▶ │  Employee    │ ──▶ │  Employee    │
│  Management  │     │   Review     │     │  Available   │     │  Training    │
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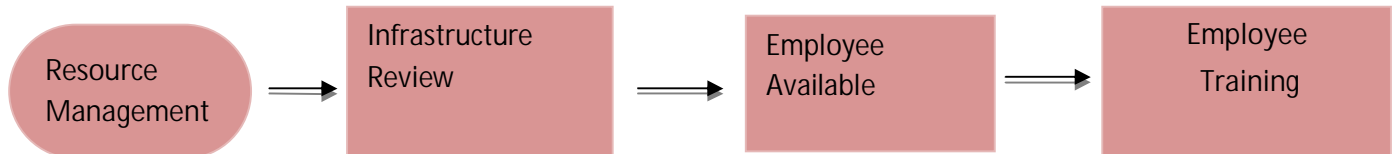
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2.6.1 Step 1: Review monitoring process

The existing mechanisms for monitoring and evaluation in the department should be analysed to identify shortcoming and areas of improvements.

Task 1: Assess existing monitoring process

The current monitoring processes for the department should be clearly understood and detailed.

Task 2: Identify improvement areas

Through interactions with the staff and officials responsible for conducting the monitoring processes, key issues and areas of improvement should be identified.

2.6.2 Step 2: Strengthen monitoring mechanism

Following from the assessment of the monitoring process in the department, new procedures should be introduced to improve the mechanisms.

Task I: Introduce processes to improve monitoring of service delivery

Based on the review of the monitoring mechanism in the department, new initiatives and processes should be pilot tested and introduced in the department. As far as possible, involvement of beneficiaries and GP representatives must be done to monitor the field level activities.

2.7 Complete Work-plan Tracking Sheet for Administrative Office

2.7.1 Activity Set 1: Inception Activities for Service Quality Improvement

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Formation of Committees for Service Quality Initiative				
Task 1: Form the Steering Committee for Service Quality				
Task 2: Identification of Nodal officer for Service Quality Initiative				
Task 3: Identification of a Project Champion				
Task 4: Determine scope of project				
Task 5: Form the Working Group for Citizen's Charter				
Task 6: Form the Working Group for Complaint Handling				
Task 7: Form the Implementation Committees for Field locations				
Task 8: Appoint Documentation Manager				
Step 2: Communication and training concerning Service				

Quality initiative				
Task 1: Workshop for Steering Committee and Implementation groups regarding Service Quality initiative				
Task 2: Communicate within department regarding Service Quality initiative				
Step 3: Benchmarking and setting the Baseline				
Task 1: Identify and record key performance indicators to be tracked				
Task 2: Create a progress tracking mechanism which will record progress on a periodic basis				
Task 3: Conduct baseline service quality assessment of Department				
Task 4: Identify focus areas for the Service Quality initiative				
Step 4: Service Quality initiative project monitoring procedure				
Task 1: Prepare format for recording project progress				
Task 2: Maintain monthly records of work undertaken under Service Quality initiative				

2.7.2 Activity Set 2: Citizen Charter Preparation & Periodic Review

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Detail information to be included in Charter				
Task 1: Prepare list of services offered				
Task 2: Collect information on contact details of officials				
Task 3: Collect information on contact details of offices and service outlets				
Step 2: Conduct Citizen Sectoral Standards Survey				
Task 1: Prepare/Modify tool to conduct Citizen Sectoral Standards Survey				
Task 2: Prepare survey plan to conduct for Citizen Sectoral Standards Survey				
Task 3: Dispatch survey tool and get Citizen Sectoral Standards Survey conducted at chosen locations				
Task 4: Receive and analyse data collected from Citizen Sectoral Standards Survey from chosen locations				
Task 5: Prepare note on results/ key inferences from Citizen Sectoral Standards Survey				
Step 3: Stakeholder interactions to identify sector standards (internal)				
Task 1: Design tool to capture sectoral standards from internal stakeholders				

Task 2: Conduct workshops/ meetings with stakeholder groups and representatives				
Task 3: Prepare note/ brief on results/ key inferences from key stakeholder interactions				
Step 4: Stakeholder interactions to identify sector standards (external)				
Task 1: Design/ Modify tool to identify sector standards				
Task 2: Identify and invite participants among key external stakeholder groups				
Task 3: Send draft consolidated note on results/ key inferences from all stakeholder interactions to invitees				
Task 4: Conduct state level workshop with key external stakeholder groups				
Step 5: Consolidation of service standards for service delivery				
Task 1: Combine inputs from Citizen Sectoral Standards Survey and stakeholder workshops on sector standards				
Task 2: Finalise sector standards				
Step 6: Prepare and launch Citizen's Charter				
Task 1: Prepare draft Citizen's Charter				
Task 2: Circulate draft Citizen's Charter for review				
Task 3: Modify and finalise Charter				

Task 4: Officially release Citizen's Charter				
Task 5: Training and Orientation on Citizen's Charter				
Task 6: Publicize Citizen's Charter				
Step 7: Periodic Review of Citizen's Charter				
Task 1: Conduct periodic Citizen's Sectoral Standards Survey and update Citizen's Charter				
Task 2: Periodically update details in Citizen's Charter				

2.7.3 Activity Set 3: Identification of Key Issues & Best Practices For Service Delivery

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Periodic Review of Service Delivery				
Task 1: Assess service delivery performance against standards listed in Citizen's Charter				
Task 2: Identify complaint prone areas from complaints filed and feedback from review meetings				
Step 2: Periodically measuring Customer Satisfaction - Citizen Satisfaction Survey				
Task 1: Prepare/Modify tool to conduct Citizen Satisfaction Survey				
Task 2: Prepare survey plan to conduct for Citizen Satisfaction Survey				
Task 3: Dispatch survey tool and get Citizen Satisfaction Survey conducted at chosen locations				
Task 4: Receive and analyse data collected from Citizen Satisfaction Survey from chosen locations				
Task 5: Prepare note on complaint prone areas/ key inferences from Citizen Satisfaction Survey				
Step 3: Stakeholder interactions to identify and rank key issues in service delivery				

Task 1: Design/ Modify tool to capture key issues in service delivery				
Task 2: Conduct workshops/ meetings with internal stakeholder groups and representatives				
Task 3: Prepare note/ brief on results/ key inferences from stakeholder interactions on key issues				
Step 4: Identification of best practices in service delivery				
Task 1: Identify and invite participants for state level workshop				
Task 2: Conduct workshop with officials				
Task 3: Prioritise best practices identify actionable items for implementation				
Task 4: Identify and record best practices				
Step 5: Implementation of new initiatives				
Task 1: Identify initiatives to be undertaken taken to address key issues and complaint prone areas				
Task 2: Pilot test new initiatives				
Task 3: Modify and implement new initiatives across the department based on pilot experience				

2.7.4 Activity Set 4: Complaint Handling Mechanism

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Preparation/ Design of Complaint Handling Mechanism				
Task 1: Prepare draft design of Complaint Handling Mechanism				
Task 2: Approve draft design of Complaint Handling Mechanism				
Task 3: Pilot test Complaint Handling Mechanism				
Task 4: Revise Complaint Handling Procedure based on pilot feedback				
Step 2: Roll out of Complaint Handling Mechanism				
Task 1: Training/Workshops explaining design and process of Complaint Handling Mechanism				
Task 2: Publicize Complaint Handling Mechanism				
Task 3: Launch Complaint Handling Mechanism				
Step 3: Review and Monitoring of Complaint Handling Mechanism				
Task 1: Publish statistics on complaint handling				
Task 2: Identify complaint prone areas				
Task 3: Take follow up action to address complaint prone areas				

2.7.5 Activity set 6: Resource Management

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Infrastructure review				
Task 1: Prepare/Modify tool to conduct Infrastructure Assessment Survey				
Task 2: Prepare survey plan to conduct for Infrastructure Assessment Survey				
Task 3: Dispatch survey tool and conduct Infrastructure Assessment Survey				
Task 4: Receive and analyse data collected from Infrastructure Assessment Survey from chosen locations				
Task 5: Allocate adequate resources where required for provision of minimum infrastructure				
Step 2: Employee availability				
Task 1: Assessment of employee availability and vacancies				
Task 2: Prepare action plan to address employee and vacancy				
Step 3: Employee training				
Task 1: Obtain list and schedule of training from Head				

Task				
Office				
Task 2: Monitor training of all staff and functionaries				

2.7.6 Activity Set 6: Monitoring and Review

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Review monitoring process				
Task 1: Assess existing monitoring process				
Task 2: Identify improvement areas				
Step 2: Strengthen monitoring mechanism				
Task I: Introduce processes to improve monitoring of service delivery				

SECTION 3

User Manual for Implementation at Operational/Field Level

3. User Manual for Implementation at Operational/Field Level

Apart from the Administrative level the Service Quality initiative has to be implemented in the administrative level to yield the maximum benefit from the project. This section describes the activities to be undertaken by the Nodal Officer at the Operational Level under the Service Quality Improvement initiative.

The activities are grouped under five phases covering aspects relating to formation of the core implementation team, training for functionaries, discussions with beneficiaries and staff, identifying key issues in service delivery and areas of improvement, introducing new activities for service delivery, complaint handling and Citizen's Charter and reviewing the progress of the initiatives.

The specific roles and responsibilities of the Nodal Officer for the Service Quality Improvement initiative at the Field Level are outlined in Appendix.

3.1 Phase 1: Initiating the Process

3.1.1 Flow Chart for initiating the process

In this phase, the field level implementation team for the Service Quality initiative is identified and provided training. An initial assessment of the department is also done before starting the Service Quality activities.

```
┌──────────────┐     ┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│   Getting    │ ──▶ │   Project    │ ──▶ │   Conduct    │ ──▶ │Identification│
│   Started    │     │  Initiation  │     │   Baseline   │     │ of Resource  │
│              │     │   Activity   │     │   Service    │     │     Gaps     │
└──────────────┘     └──────────────┘     │  Assessment  │     └──────────────┘
                                          └──────────────┘            │
                                                                      ▼
                                                             ┌──────────────┐
                                                             │ Training for │
                                                             │     Key      │
                                                             │Functionaries │
                                                             └──────────────┘
```
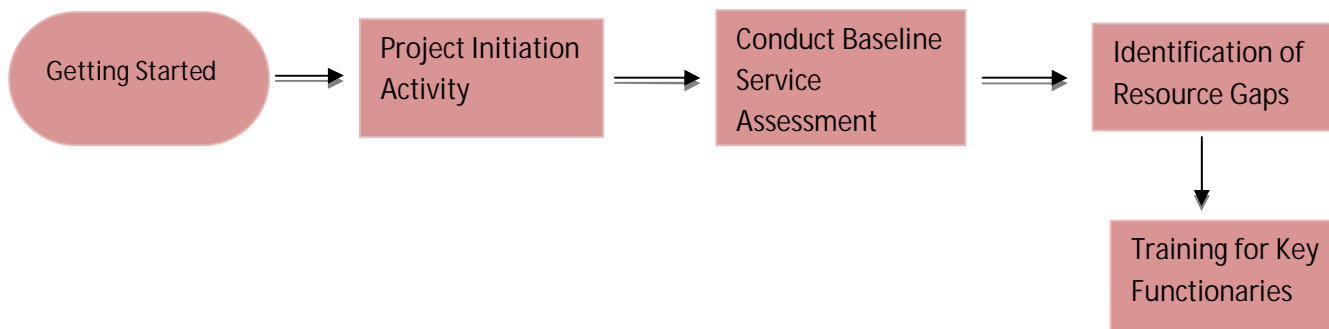
IMPLEMENTATION TEAM MEMBER WITH DESIGNATION		
SI No	**Name**	**Designation**

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3.1.2 Step 1: Project Initiation Activities

Task 1: Identify the core implementation team

The Core Team has members responsible for overall project management. This core team will be responsible for the execution of the activities relating to the Service Quality Improvement initiative. It is important to have representatives from all levels in the core team to ensure that inputs from all levels are captured and considered.

> **EXAMPLE FROM FS&CW DEPARTMENT**
>
> The field level implementation team consisted of CSO Khurda, Assistant Civil Supply Officer (ACSO), Marketing Inspector (MI) Balipatna Block

Task 2: Having workshop to communicate scope and objectives to core team

The key people involved in the service delivery are to be made aware of the purpose and objectives of the activities that will take place. For example, they should understand the reasons for setting service standards and the ways of using them. One or more workshops must be held up front to communicate this, receive their feedback and inputs on the intended initiative, and modulate it if necessary. The key aim should be to seek their buy-in and support for the initiative, and ensure that everyone is on board to implement the initiative.

> **EXAMPLE FROM FS&CW DEPARTMENT**
>
> Project initiation meeting and presentations was made to the district and block officers of the Department with briefing on project details and objectives.

Task 3: Define the project scope, reporting and monitoring mechanisms

The functionaries and officials should also be made aware of the respective roles and responsibilities. The scope of the project will cover aspects such as identifying pilot locations, if any, activities to be done during the initiative, definition of outcomes/ output of the initiative and selection of services of the department for project implementation along with broad timelines. The way in which the project reporting is to take place should also be determined and communicated to the functionaries.

Key performance indicators to be tracked over time to identify the level of progress being achieved have been identified by the administrative office. These indicators should initially be determined and the baseline values recorded by the implementation team as per the appropriate frequency.
The format to record and track the indicators as decided by the head office is to be ascertained

KPI TO BE TRACKED					
Indicator	Frequency	Level	Report	Value/Date	Value/Date

EXAMPLE FROM FS&CW DEPARTMENT
One important clarification that was made was to include the sustainability of the project through re-distribution of cards. Similarly the distribution of new ration cards were left out of the system

Task 4: Design the progress tracking mechanism which will record progress on a periodic basis

In order to ensure that the indicators are periodically monitored, a tracking mechanism should be initiated. This could be in the form of periodic review meetings to specifically assess progress on the identified indicators. The implementation committees need to meet at least once in a month to review the progress of the initiative, assess whether the initiative is broadly matching the plan, and decide on modifications if necessary.

Task 5: Nominate a Service Quality coordinator/ Nodal Implementation officer for the location

The purpose of appointing a Service Quality coordinator is to have a person from the department / organization to take overall charge of the day-to-day implementation activities. The key responsibilities of this person (at block or district level) will be to

- Ensure that processes needed for service, service delivery, citizens' charter and complaints handling are implemented and maintained;
- Act as complaint handling officer at the district level and project level respectively; and
- Report regularly to nodal officer at the apex level, on the performance of the service quality improvement initiative, citizens' charter and complaints handling implementations with recommendations for improvement.

3.1.3 Step 2: Baseline Service Quality Assessment

Task 1: Conduct a baseline Service Quality Assessment

The baseline self-assessment on readiness to implement the Service Quality initiative must be undertaken in order to understand the current status of the department at the field level on the key aspects areas of Service quality, Citizen Charter readiness and Complaint Handling mechanisms. The assessment will highlight the Service Quality requirements and areas which need to be improved. The tool for self assessment is given in ==Appendix==. This tool will help in identification of the large gaps which would provide inputs to priorities the activities in the service quality improvement initiative.

EXAMPLE FROM FS&CW DEPARTMENT

Baseline Quality Self Assessment:

Key Highlights from the assessment:

1. _____
2. _____
3. _____
4. _____

Date Conducted:

Conducted By:

Location:

Date presented to Steering Committee:

Task 2: Identification of focus areas for Service Quality implementation

Based on the baseline assessment, the department can identify focus areas for implementation of the Service Quality initiative. For example, if the department already has a good Citizen's Charter and an effective complaint handling mechanism is in place in the field location, there could be more focus placed on improving service delivery. The results of this self assessment must be presented to the implementation committees that have been formed for this initiative.

3.1.4 Step 3: Identification of resource gaps

During this step, the resource shortages are identified in terms of vacancies among officials and functionaries, as well as infrastructure and equipment needs

Task 1: Identify vacancies in positions

At the field level, all vacancies for positions should be identified and communicated to the Administrative Office level. Any additional requirements should also be estimated and communicated.

Task 2: Implement Infrastructure Assessment Survey

The Infrastructure Assessment Survey should be done in the field. This will help to identify the shortages and requirements in terms of infrastructure and facilities at the field location.

3.1.5 Step 4: Training for key functionaries

Under this step the key officials and the functionaries involved in the implementation of the program will be trained for the Service Quality initiative.

Task 1: Identification/ nomination of functionaries to be trained

The functionaries to be trained at each field location will be communicated by the Administrative Office or decided by Nodal Implementation Officer. Accordingly, nominees will be chosen and informed.

Task 2: Training for select functionaries in Service Quality Improvement

The chosen functionaries from all field locations will undergo a common training program. The training will explain in detail about the Service Quality initiative and the tasks they are expected to perform. Training on all the relevant tools will also be done.

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3.2 Phase 2: Obtaining Participation

3.2.1 Flow Chart for Citizen Survey

```
[Obtaining Participation] → [Base line citizen Survey] → [Baseline Citizen sectoral Survey] → [Stake holder Interaction to identify service standard]
```

SUMMARY OF SURVEY PLAN FOR CITIZEN SATISFACTION SURVEY				
Sl No	**Location**	**Sample Details**	**Planned Dates**	**Responsible Person**

Details OF Survey

Dates commenced:

Date completed:

Total no of Locations covered:

Total Sample size covered:

Date data entry completed

Date information dispatched to Head office

Rate of receipt of analyzed data/ note from Head office:

3.2.2 Step 1: Conduct Baseline Citizen Satisfaction Survey

A citizen satisfaction survey is an opinion poll that asks the respondents for their views on the quality of services offered to them and their satisfaction with these services etc. This step explains how the survey is to be conducted.

Task 1: Preparing tools for Citizen Satisfaction Survey from Administrative Office

The survey will be conducted using a pre-prepared tool. This tool should be obtained from the Administrative Office and an adequate number of copies should be made depending on the sample size.

Task 2: Conduct Citizen Satisfaction Survey

The tool must be administered by trained personnel who can ask the information to the respondents in their mother tongue. These personnel are preferably the existing staff of the department whose role involves supervision and monitoring.

<table>
<tr><td>EXAMPLE FROM FS&CW DEPARTMENT</td></tr>
<tr><td>In FS&CW Department the survey was conducted in the presence of the CSO, who is responsible for monitoring the operation of FPS, Storage Agents. 20 citizens were covered from different gram Panchayats under the Balipatna Block. The Citizen Satisfaction Survey tool was administered to the respondents in the mother tongue of the respondents (Orissa).</td></tr>
</table>

Task 3: Receive analysis of key inferences from Citizen Satisfaction Survey

The result of the survey is to be analysed at the Administrative Office. The key issues highlighted will be conveyed to the field locations for further action. The note on complaint prone areas/ key inferences from Citizen Satisfaction Survey that has been prepared at the head office as a result of analysis of surveys from all locations must be received by each location.

3.2.3   Step 2: Conduct Citizen Sectoral Standards Survey

This step explains how the Citizen Sectoral Standards Survey will be conducted. The survey seeks to identify the beneficiaries' views and requirements on service standards. This survey can be conducted alongside the Citizen Satisfaction Survey as both would target the same beneficiaries. This will save time and efforts at the field level.

SUMMARY OF SURVEY PLAN FOR CITIZEN SATISFACTION SURVEY				
SI No	Location	Sample Details	Planned Dates	Responsible Person

FORMAT TO RECORD INPUTS FROM FUNCTIONARY INTERACTIONS ON KEY ISSUES AND SECTOR STANDARDS				
District		Block		Date
SI No	Name Of Attendee	Designation	Sectoral Standard	Key Issues

Task 1: Obtain tool for Citizen Sectoral Standards Survey from Administrative Office

The survey will be conducted using a pre-prepared tool. This tool should be obtained from the Administrative Office and an adequate number of copies should be made depending on the sample size

.

Task 2: Conduct Citizen Sectoral Standards Survey

The tool must be administered by trained personnel who can ask the information to the respondents in their mother tongue. These personnel are preferably the existing staff of the department whose role involves supervision and monitoring

Task 3: Receive Citizen Charter

The results of the survey will be analyzed at the Head Office and further fed as inputs to the framing/ review of the Citizens charter. The finalized sector standards will be conveyed to the field locations through the new/ updated Citizens charter for further action

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3.2.4 Step 3: Interaction with department functionaries and beneficiary groups to identify service standards and key issues

This step explains how stakeholder consultations need to be conducted. It will involve discussions with beneficiaries and functionaries on two aspects – key issues faced and views on sector standards

Task 1: Conduct workshops with department functionaries to capture sectoral Standards

Meetings or workshops with the department functionaries and field officials should be organized to obtain their view on the key issues faced in service delivery and on the sector standards to be determined. Functionaries and officials from other departments who are involved in service delivery must also be involved in these workshops. The results/ key inferences from the Citizen Satisfaction

Survey and Citizen Sectoral Standards Survey could be shared with the participants to aid the discussions.

Task 2: Prepare note on results from functionary interactions

Based on the discussion mentioned above, the service standards and key issues should be identified and recorded. A note highlighting the key insights should be prepared and sent to the head office. It should also be used internally to drive change and improvement in service delivery. The format used for this report may be as follows

FORMAT FOR NOTE/ BRIEF FROM FUNCTIONARY AND BENEFICIARY INTERACTIONS				
District		**Block**	**Date**	**Prepared By**
SI No	**Issue Topic**	**Description Of Problem**		**Summary of Suggestion Received**

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3.3 Phase 3: Design and Preparation

This phase involves activities relating to the design and preparation of new processes and initiatives such as Citizen's Charter, complaint handling mechanism, and new service delivery processes.

3.3.1 Flow Chart for Designing & Preparation

```
Design &          →    Citizen Charter    →    Complaint          →    Preparation of
preperation            Related                 handling related        Action Plan for
                       Activities              activities              service delivery
                                                                       improvement
                                                                       activities
```
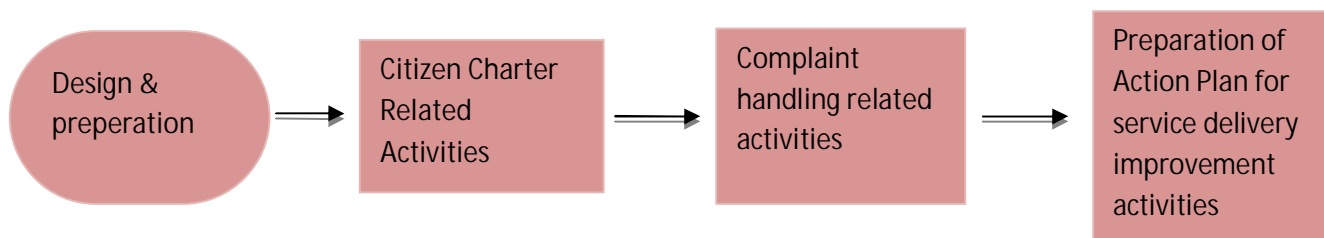
SUMMARY OF WORKSHOPS/ MEETINGS FOR DISSEMINATION OF CONTENTS OF CITIZENS CHARTER				
	Location	**Dates**	**Attendees Name**	**Designation / Role**

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3.3.2 Step 1: Citizen's Charter related activities

Task 1: Obtain latest Citizen Charter available

The Head Office, through the Working Group for Citizen's Charter is responsible for preparing/ revising the Citizen's Charter. At the field level, the Nodal Officer should ensure that sufficient copies of the latest version of the Charter are obtained.

Task 2: Ensure that contents of Citizen Charter are understood by functionaries at all levels

Since the Citizen's Charter lists all the key information and standards regarding service delivery by the department, it is important that all the staff and functionaries are aware of its contents. This will allow them to address any queries or concerns that the beneficiaries have regarding the Charter. Appropriate number of workshops must be held to ensure that field level staff must be aware of the contents.

3.3.3 Step 2: Complaint handling related activities

Task 1: Ensure that the latest Feedback form is available easily accessible to citizens

As part of the complaint handling mechanism, a complaint box must be placed at all the service delivery units and offices. Preferably, the access to the complaint box should be with the monitoring and supervisory functionaries, not with the citizen facing functionaries.

EXAMPLE FROM FS&CW DEPARTMENT

Separate helpdesk were suggested in the Block level for handling complaint. Complaint forms were designed for reporting complaint. Each of the complaint form would have a number through the complaint status of the complaint can be checked. The help desk was suggested to be equipped with toll free numbers and maned operator to take in calls and record the complaints.

However the GoO has started call center known as Sanjog Helpline where in a toll free number is provided to the citizen. The citizen can call up the toll free number and report their complaints. An acknowledgement number is provided to the citizen and the status of the complaint can be checked with the number.

Proper publicity of the Sanjog help line was made at the block and the Gram Panchayats and as a result complaints have been reported from the pilot district and mitigation of the same has taken place through the Sanjog help line

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WORKSHOPS/ MEETINGS FOR TRAINING ON COMPLAINT HANDLING PROCESS AT FIELD LEVEL				
SI N	Location	Dates	Attendees Name	Designation / Role

Task 2: Ensure that process of complaint handling is understood by functionaries at all levels

As the functionaries will be responsible implementing the complaint handling mechanism, they should be aware of all aspects of its functioning such as disbursal and receipt of forms and processing of complaints. They should have adequate information and training to be able to address any queries that the citizens approach them with.

3.3.4 Step 3: Service delivery gap Identification

Task 1: Receive service delivery gaps and areas of improvement from Head Office

Based on information from the citizen satisfaction surveys and the discussions with beneficiaries and other parties, the Head Office will identify the key issues and areas of improvement regarding the services delivered by the department. They will then inform the field level nodal officers of the same through the following three documents

a. Updated Citizens Charter
b. Best Practices in Service Delivery document
c. Actions plans for Service Delivery Improvement.

Task 2: Collate information from Administrative Office with locally identified service delivery gaps and areas of improvement

During the discussions and workshops with the beneficiaries and functionaries, several issues and constraints in the service delivery process were identified. These inputs have been captured in the Note/ brief from functionary and beneficiary interactions. This information should be combined with the information from the Administrative Office about the key issues and areas of improvement.

Task 3: Priorities the actions to be taken up for implementation

Using the information from tasks 1 & 2 above, specific activities/ steps should be identified which will help to address the key issues in service delivery.

3.3.5 Step 4: Preparation of Action Plans for implementation of service delivery

Under this step the individual action plan for implementing improvement opportunities in service delivery will be prepared/ adopted. These will specify details on the requirements for each activity.

Task 1: Identify the requirements to implement each the actions to be taken for implementation

The pervious step explained how specific service delivery related activities/steps were chosen for implementation. Each of these will require some financial resources, extra manpower or infrastructure etc. which have to be determined. If such a directive has already come from the head office, then that will be required to be implemented. Otherwise, the implementation group at the field level will need to prepare and implement the action plan. The final task will be to prepare detailed action plans for each of these implementation initiatives. The purpose of preparing detailed Action Plans is to create a list of time-bound activities with specific responsibilities assigned to specific persons, and ensure that resources required are determined and made available.

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3.4 Phase 5: Impact Assessment

Impact Assessment	→	Periodic Assessment of Service Delivery Indicator	→	Periodic Implementation of Citizen Satisfaction	→	Periodic Service Quality Assessment
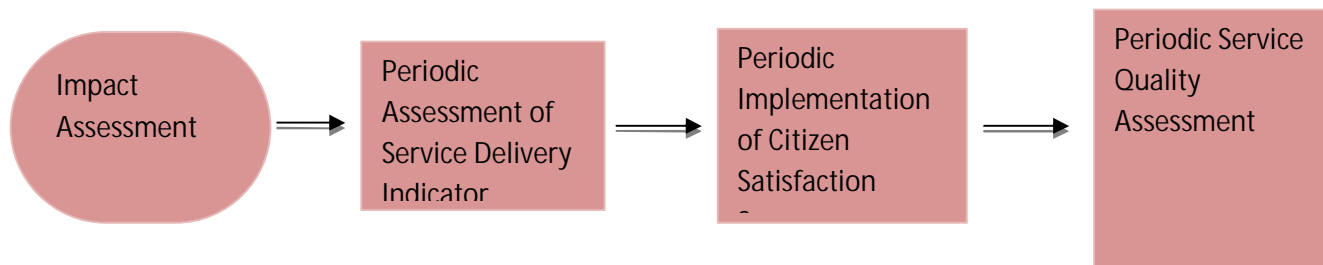
SERVICE DELIVERY INDICATOR SHEET					
SI N	Activity	Indicator	Date	Measure	Comments

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3.4.1 Step 1: Periodic assessment of Service Delivery Indicators

A periodic assessment of service delivery indicators should be carried out to assess the development after the Service Quality initiative.

Task 1: Monitor progress on implementation of new activities in service delivery

The services provided by the department, particularly the new service delivery initiatives, should be monitored on a periodic basis to determine whether there has been any progress achieved Feedback should be obtained from the beneficiaries on the new activities.

Task 2: Communicate to Head Office on trends in Service Quality indicators

In addition to tracking any improvements in the Service Quality indicators, results should also be shared with the senior officials in the department. At the Head Office level, these indicators will be aggregated to identify improvements and areas of concerns at an aggregate level.

3.4.2 Step 2: Periodic Citizen Satisfaction Survey

After the service quality improvement initiative implementation period, the Citizen Satisfaction Survey will be conducted on a periodic basis to assess and monitor improvements in the satisfaction of citizens. It will also be compared with the baseline survey from the second phase (Seeking Inputs). The tasks involved in undertaking the Citizen Satisfaction Survey will be the same as followed during the baseline survey.

3.4.3 Step 3: Periodic Service Quality Assessment

In order to assess progress on the service quality parameters, periodically the Service Quality assessment should be conducted. This will help to understand developments and to identify further improvement areas. The tasks involved in undertaking the Service Quality Assessment will be the same as for the baseline assessment undertaken in the initial phase (Getting Started).

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3.5 Complete Work Plan Tracking Sheet for Operational Level

3.5.1 Phase 1: Initiating The Process

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Project Initiation Activities				
Task 1: Identify the core implementation team				
Task 2: Hold workshop to communicate scope and objectives to core team and key functionaries				
Task 3: Define the project scope, reporting and monitoring mechanisms				
Task 4: Design the progress tracking mechanism which will record progress on a periodic basis				
Task 5: Nominate a Service Quality coordinator/ Nodal Implementation officer for the location				
Step 2: Baseline Service Quality Assessment				
Task 1: Conduct a baseline Service Quality Assessment				
Task 2: Identification of focus areas for Service Quality implementation				
Step 3: Identification of resource gaps				
Task 1: Identify vacancies in positions				
Task 2: Implement Infrastructure Assessment				

Survey				
Step 4: Training for key functionaries				
Task 1: Identification/ nomination of functionaries to be trained				
Task 2: Training for select functionaries in Service Quality Improvement				

3.5.2 Phase 2: Obtaining Participation

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Conduct Baseline Citizen Satisfaction Survey				
Task 1: Obtain tool for Citizen Satisfaction Survey from Head Office				
Task 2: Conduct Citizen Satisfaction Survey				
Task 3: Receive analysis of key inferences from Citizen Satisfaction Survey				
Step 2: Conduct Citizen Sectoral Standards Survey				
Task 1: Obtain tool for Citizen Sectoral Standards Survey from Head Office				
Task 2: Conduct Citizen Sectoral Standards Survey				
Step 3: Interaction with department functionaries and beneficiary groups to identify service standards and key issues				
Task 1: Conduct workshops/ meetings with core team and department functionaries to				

capture Sectoral Standards and Key Issues				
Task 2: Conduct workshops/ meetings with beneficiary groups and representatives to capture Sectoral Standards and Key Issues				
Task 3: Prepare note/ brief on results/ key inferences from functionary and beneficiary interactions and send to Head Office				

3.5.3 Phase 3: Design and Preparation

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Citizen's Charter related activities				
Task 1: Obtain latest Citizen Charter available				
Task 2: Ensure that contents of Citizen Charter are understood by functionaries at all levels				
Step 2: Complaint handling related activities				
Task 1: Ensure that the latest complaint box and Suggestion/ Feedback form is available and easily accessible to citizens				
Task 2: Ensure that process of complaints handling is understood by functionaries at all levels				
Step 3: Identification of service delivery gaps and areas of improvement				
Task 1: Receive service delivery gaps and areas of improvement from Head Office				
Task 2: Collate information from Head Office with locally identified service delivery gaps and areas of improvement				
Task 3: Prioritise the actions to be taken up for implementation				
Preparation of Action Plans for implementing improvement opportunities in service delivery				
Task 1: Identify the requirements to implement each the actions to be taken for implementation				

3.5.4 Phase 5: Impact Assessment

Task	Date Commenced	Date Completed	Person Responsible	Remarks
Step 1: Periodic assessment of Service Delivery Indicators				
Task 1: Monitor progress on implementation of new activities in service delivery				
Task 2: Communicate to Head Office on trends in Service Quality indicators				
Step 2: Periodic Citizen Satisfaction Survey				
Step 3: Periodic Service Quality Assessment				

NOTES

SECTION 4

Annexure

4. ANNEXURE

4.1 Service Quality Assessment Tools

4.1.1 Tool For Citizen Charter

Sl no	Observation	Referred Section/ Area	Assessment Rating					Remark
			1	2	3	4	5	
1.	Procedure for formulation of Charter	Content Development of Citizen Charter	☐	☐	☐	☐	☐	
2.	How is service procedure ensured	Service details of Citizen Charter	☐	☐	☐	☐	☐	
3.	How is linking of time frame to service delivery done	Content Development and Implementation of Citizen Charter	☐	☐	☐	☐	☐	
4.	How is the Functioning time periods of the different service delivery channels and departments done	Content and Implementation of Citizen Charter	☐	☐	☐	☐	☐	
5.	Is the citizen charter available at website and is it in down loadable format	Implementation of Citizen Charter	☐	☐	☐	☐	☐	
6.	Is the charter available in multi language	Implementation of Citizen Charter	☐	☐	☐	☐	☐	
7.	Does the charter has time limits which is be substituted by SLAs or KPIs	Content and Implementation of Citizen Charter	☐	☐	☐	☐	☐	

Sl no	Observation	Referred Section/ Area	Assessment Rating					Remark
			1	2	3	4	5	
8.	Is there a auditing or revision process for the charter	Monitoring and Review of Citizen Charter	☐	☐	☐	☐	☐	
9.	How is Feed Back on Charter incorporated	Monitoring and Review of Citizen Charter	☐	☐	☐	☐	☐	

Analysis Of Citizen Charter

4.1.2 Tool for Grievance Redressal

Sl no	Observation	Referred Section/ Area	Assessment Rating					Remark
			1	2	3	4	5	
1.	How is complaint acknowledged	Receipt of Grievance	☐	☐	☐	☐	☐	
2.	How is the details of information mentioned	Receipt of Grievance	☐	☐	☐	☐	☐	
3.	How is receipt of grievance at dept. cell	Receipt of Grievance	☐	☐	☐	☐	☐	
4.	What is the format for filling grievance at dept. cell	Receipt of Grievance	☐	☐	☐	☐	☐	
5.	How is information to complainer about the action taken provided	Redress of Grievance	☐	☐	☐	☐	☐	
6.	How is the reopening of cases done	Redress of Grievance	☐	☐	☐	☐	☐	
7.	How is the tracking of grievance	Redress of Grievance	☐	☐	☐	☐	☐	
8.	How do you use grievance analysis while preparing annual action plans and strategy of the organization	Grievance Prevention	☐	☐	☐	☐	☐	

SI no	Observation	Referred Section/ Area	Assessment Rating					Remark
			1	2	3	4	5	
9.	How do you link grievance analysis to charter review and to other guidelines so that complaint prone areas are improved upon	Grievance Prevention	☐	☐	☐	☐	☐	
10.	How do you measure and track progress on improvements required to reduce complaint prone areas	Grievance Prevention	☐	☐	☐	☐	☐	
11.	How do you ensure that frontline staff and the citizens are aware of improvements made in grievance redress mechanism	Grievance Prevention	☐	☐	☐	☐	☐	

Analysis Of Grievance Redressal process
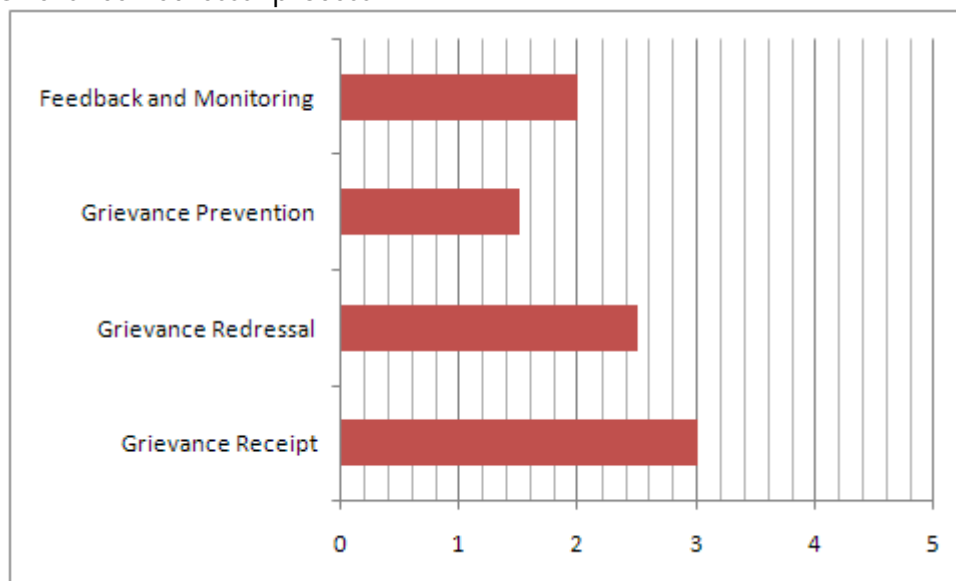
4.1.3 Tool for Service Delivery

Sl no	Observation	Referred Section/ Area	Assessment Rating	Remark
1.	FHow is the communication process with beneficiaries from fps	Service Communication	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐	
2.	How is the file maintenance system	Service Management	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐	
3.	What is the level of POS infrastructure at FPS	Service Efficiency	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐	
4.	How is the stock monitored at dealer and storage agent level	Service Planning and Management	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐	
5.	How is the selection of FPS Dealer	Service Planning and Management	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐	
6.	What is the carry forwarding of BPL and AAY rice done	Service Efficiency	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐	
7.	What is the Quality of Gunny Bags used for transportation	Service Infrastructure	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐	
8.	Is the transportation cost feasible	Service Efficiency	1 2 3 4 5 ☐ ☐ ☐ ☐ ☐	

Sl no	Observation	Referred Section/ Area	Assessment Rating					Remark
			1	2	3	4	5	
9.	What is the margins at dealer level	Service Efficiency	☐	☐	☐	☐	☐	
10.	What is the process of Issue of new ration cards	Service Planning and Management	☐	☐	☐	☐	☐	
11.	Is there a citizen database to reduce bogus ration cards	Service Planning and Management	☐	☐	☐	☐	☐	
12.	Is there a streamlining procurement and Allotment process	Service Planning and efficiency	☐	☐	☐	☐	☐	
13.	How is the monitoring of the functioning of FPS Dealers and agents done	Service Accountability	☐	☐	☐	☐	☐	
14.	What is the Accountability on part of dealers and agents	Service Accountability	☐	☐	☐	☐	☐	

Analysis Of Service Delivery process
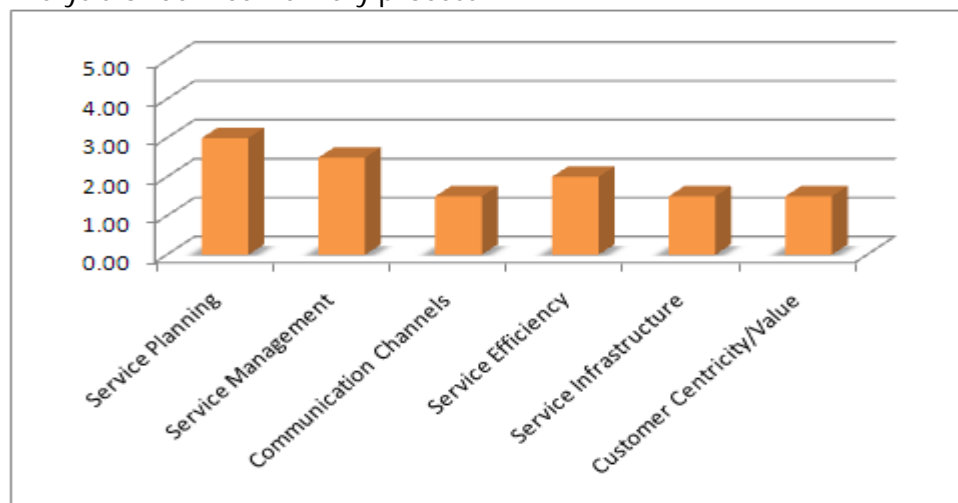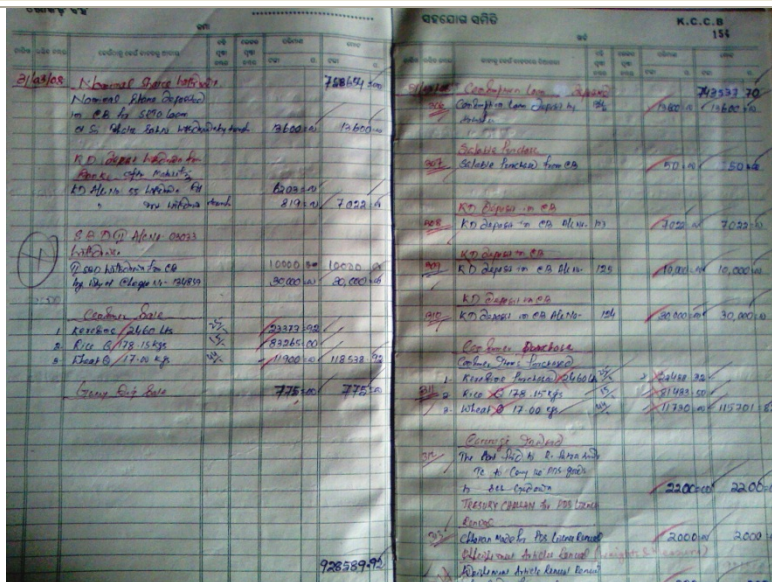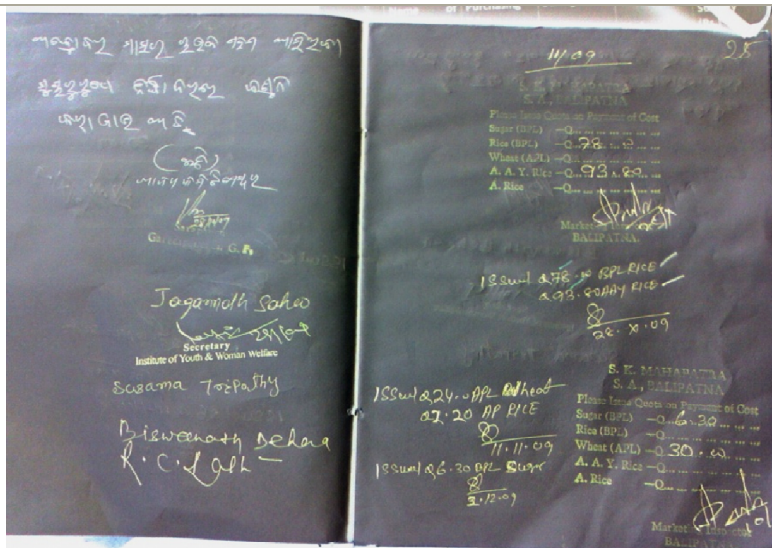
4.2 Observations At FPS shops

	OBSERVATIONS AT FPS			
SI No	**Particulars**	**FPS**		**Remarks**
		NIRAKAR JENA (GAREDI PANCHAN GP)	**KAILASH SAHU (MAJHIHARA GP)**	
1.	Display Of Stock Price Display Board with updated price			
2.	Whether Registers maintained were updated — Stock Register			
	Issue/Sale Register			
	Tally Register			
3.	Maintenance of Cash Book			
4.	Display of Ration Card List			
5.	Adequate Storage Space for entire Quota			
6.	Number of Window for Delivery			
7.	Usage Of Electronic Weighing Machines at POS			
8.	Grievance & Complaint handling Facility			

SI No	PICTURE OF FPS	Name Of FPS	Remarks
1.		**FPS** **(GAREDI PANCHAN GP)**	The Garedi Panchan FPS
2.		**FPS** **(GAREDI PANCHAN GP)**	The POS at the Garedipanchan FPS

Table title: OBSERVATIONS AT FPS

OBSERVATIONS AT FPS

Sl No	PICTURE OF FPS	Name Of FPS	Remarks
3.		**FPS** **(GAREDI PANCHAN GP)**	The cash book at the FPS to record the stock purchase and sale every day.
4.		**FPS** **(GAREDI PANCHAN GP)**	The Specimen Copy of the Tally register used to get allocation from MI and after listing the same is signed by the SA

SI No	PICTURE OF FPS	Name Of FPS	Remarks
		OBSERVATIONS AT FPS	
5.		**KAILASH SAHU** **(MAJHIHARA GP**	The Consultant Team At the FPS with the MICM Member and FPS Dealer
6.		**KAILASH SAHU** **(MAJHIHARA GP**	The List Of Commodities on Display out side the FPS with type and price of commodities
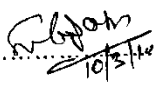
Implementation of QMS under Sevottam Model
Work-Shop with Citizens, Retailers, Panchayats, Storage Agents

Name: Subodh ch. Mohapatra

Designation/ Role: BDO, Balipama (Citizen/ Retailer/ Gram Panchayat/ Storage Agent)

Village: ....

Gram Panchayat: ....

Signature: ....

Confidential   Page 1   3/10/2010

5) If an FPS is to be owned & operated by the Gram Panchayat & allowed to sell all the essential commodities for people with in 2 Km radius of the Gram Panchayat. What benefits or challenges do you think it would posses? (Gram Panchayat & Citizens?)

It is not convenient to Gram Panchayat to operate FPS at Panchayat office. If they will engage in FPS, the developmental work will suffer. Rather it is suggested, they should entrusted to supervise the FPS under their jurisdiction. It is suggested, the retailers should get some remuneration.

How do you think the GP FP Shops can be monitored by the department?

THANK YOU

Implementation of QMS under Sevottam Model
Work-Shop with Citizens, Retailers, Panchayats, Storage Agents

Name: Prasant Aditya.

Designation/ Role: Chairman (Citizen/ Retailer/ Gram
Balipatna. Panchayat/ Storage Agent)

Village: Bhanaragarh

Gram Panchayat: Deulishalapur

Signature: Aditya.

5) If an FPS is to be owned & operated by the Gram Panchayat & allowed to sell all the essential commodities for people with in 2 Km radius of the Gram Panchayat. What benefits or challenges do you think it would posses? (Gram Panchayat & Citizens?)

_____

_____

_____

_____

_____

How do you think the GP FP Shops can be monitored by the department?

_____

_____

_____

_____

THANK YOU

The BLAC should be consist of two Sarapaches & two Samiti Sabhy, And chairman of the Block should be a chairman of the BLAC.

Implementation of QMS under Sevottam Model
Work-Shop with Citizens, Retailers, Panchayats, Storage Agents

Name: Mir Nasir Ali.

Designation/ Role: Sarpanch. (Citizen/ Retailer/ Gram Panchayat/ Storage Agent)

Village: Maghihara Basti.

Gram Panchayat: Maghihara G.P.

Signature: Mir Nasir Ali.

Confidential   Page 1   3/10/2010

5) If an FPS is to be owned & operated by the Gram Panchayat & allowed to sell all the essential commodities for people with in 2 Km radius of the Gram Panchayat. What benefits or challenges do you think it would posses? (Gram Panchayat & Citizens?)

_____

_____

_____

_____

_____

'How do you think the GP FP Shops can be monitored by the department?

1- Due to over load work of G.P. official servant govt, scheme & sortage of staff GP, mobile + take the P.D.S charge.

(2)- For Smooth distribution of P.D.S. commodity GP. Level Advisory committee formation is essential Necessry.

(3). For states of P.D.S commodity extra commodity or price paid to Retailer,

(4); packing system P.D.S. commodity should prevail shortly.

(5). The Remuneration of Retailer increase bolus duty.

(6). APL-Rice should provide to consumer in conßumm price by govt. like BPLRice,

(7). Extra card for consumer should be issued-

(8); The Retailer centre. The govt price of every P.D.S commodity should be on Notice Borad by which consumer will known.

THANK YOU

4.4   Request form Citizen At block Level Work Shop

4.5 Questions for citizen charter (To be administered to the Citizen)

Name of interviewee: _____

Location of interview: _____

I. Respondent's Profile

1.	Name		2.	Sex	
3.	Address for correspondence		4.	Age	
5.	Community		6.	Marital Status	
7.	Literacy Level		8.	APL/BPL	
9.	Occupation		10.	Awareness of the services	

II. Visits to Government Offices / Service Providers

Office	Purpose	To fulfill purpose	
		# Trips	# Days
Gram Panchayat			
Civil Supplies			
FPS			

VI. Perception of benefits from this G2C Services

Table 11: User Perceptions Benefit Ratings (Rating between 1-5; Poor=1, Excellent=5, NA=Not Availed)(The respondent shall give his/her rating on the various G2C services/activities offered by this G2C project.)

Service (Please add if any other service in offering for the respective G2C project)	Time	Cost	Reliability	Accessibility	Convenience

4.6 Question For Citizen Charter (At Operational Level)

General Purpose Information

1.　　Vision of the Department

_____
_____
_____

2.　Mission of the Department

_____
_____
_____

3.　Organizational Hierarchy

_____
_____
_____

Information Related To the Dealers

4.　Eligibility Criteria for FPS Dealership by

- o　Private parties_____
_____
_____

- o　Co-operative_____
_____
_____

- o　Self Help Group_____
_____
_____

5.　Code of Conduct for FPS
- Operating time of the shop (Days and Time):_____
- Time of renewal of licenses_____
- Records to be maintained_____
- Dates for reporting of inventory to the Department_____

6.　Monitoring Criteria and methods for FPS inspection

_____
_____
_____

7. Infrastructure requirements in the FPS

_____
_____
_____

8. Rules for allotment to FPS shop with time of lifting and process of lifting

_____
_____
_____

9. Rules for legal actions against an FPS and corresponding Acts applicable

_____
_____
_____

Information related to the citizen:

10. Eligibility criteria of the APL BPL AAY AY cards

_____
_____
_____

11. Procedure for application of
• New ration card

_____
_____
_____

• Change of address with in jurisdiction and out side jurisdiction of the FPS

_____
_____
_____

• Addition & deletion of names

_____
_____
_____

• Surrender of ration Card

_____
_____
_____

12. Entitlement of the commodities as per the cards

_____
_____
_____

13. Rules for availing ration (Incase a citizen cannot avail the ration on a particular month then alternatives avail to him)

_____
_____
_____
_____
_____
_____

14. Block wise name and contact numbers of the grievance handling officers

_____
_____
_____
_____
_____
_____

4.7 Questions for grievance redressal

Kindly mention:

Your Name: ....

Designation: ....

Organization: ....

Questionnaire

1. Please pick the most common means adopted by people to send in their grievances from amongst the choices offered below.

- Through formal In person contact on fixed days or fixed locations

- Through informal personal contact

- Through e-mails addressed to the website of the Ministry/Department

- Through e-mails addressed to the e-mail ID of the Contact Officer or Public Grievances Cell

- Through post, addressed to the Contact Officer or the Public Grievances Cell

- Public Criticism through newspapers

- Suggestion boxes/ Grievance Boxes

- Any Other...

2. What is the grievance redressal machinery in your ministry/department? Kindly provide details (both structural/functional-give the process as well as the level and who it reports to)

....
....3.

Whether grievances received by mail or in person are diarized centrally?

1. Yes   2. No

If yes, whether they are diarized:

- Manually, through register, or

- Through computer

4. Is the present arrangement for receiving and processing grievances satisfactory, or are innovations being worked out?

- The Present arrangement is satisfactory to redress citizen grievances

- Help lines are being introduced

- Call centers are being set up

- If Any other...

5. Kindly provide the details regarding the innovations that are being are being worked out currently to receive and process grievances from citizens.

....

....

6. Is there a definite trend discernible in the nature of grievances you are receiving now as compared to earlier?

1. Yes   2. No

7. Is it?

- Increasing number of grievances
- Deceasing number of Grievances

8. What do you think accounts for the increasing trend (if discerned so)? (Specific to your organization)

- Increased pressure of demand on services
- Increasing citizen awareness about their rights
- Less personnel to handle vital tasks
- Complex rules that inhibit outcomes
- New policies/ decisions

Kindly give reasons in support of your answer (also use space provided below if decreasing or different nature of grievances picked)

....

....

9. Is there an attempt to classify communications received in your organization into grievances, requests, suggestions, allegations and matters requiring legal redress etc?

1. Yes   2. No

....

10. Is there a time limit for sending acknowledgement to the grievance maker?

1. Yes   2. No

11. If there is such a time limit for sending acknowledgment, what is it?

- 2 working days
- 3 working days
- 4 working days
- 5 working days

- More than 5 working days

12. Does the acknowledgement indicate the number of days in which the grievance would be addressed and contact points for follow up?

1. Yes   2. No

13. Has time limit been fixed for giving a reply to the grievance maker that his grievance has been accepted or rejected?

1. Yes   2. No

14. Is the reply time stated strictly followed?

1. Yes   2. No

15. At what stage is the grievance finally disposed of?

....

16. Does your organization prepare any annual report on grievances?

1. Yes   2. No

17. Is the Report published?

1. Yes   2. No

18. Are there collective reviews to gain insight into the nature of complaints being received and how to prevent them in the future?

1. Yes   2. No

19. Is there any Committee or some other institutional mechanism for such an exercise?

1. Yes   2. No

20. Based on the understanding have any preventive measures been undertaken for future rectification? Please provide details

....

21. Is there an officer designated in your organization to pick up grievances from newspaper columns?

1. Yes   2. No

22. Is there a separate cell with staff devoted and set up for the purpose?

23. Kindly enlist the publicity measures taken by your organization to popularize the public grievance redress and other citizen-friendly initiatives taken by your organizations

....

24. Kindly point out the reasons of delay (could pick more than one response) in taking actions required for timely/desired redress of grievances:

- Redress involves other organizations, which cannot be regulated for the purpose
- Redress involves legal matters which cannot be tackled by the organization
- Procedures are inflexible
- Rules and regulations are archaic
- Service rules do not provide requisite flexibility for required networking and innovation
- Inattention to the task

25. Has a separate time schedule been framed for employees to attend to grievance redressal at specific levels?

1. Yes   2. No

26. Is the time schedule adhered to?

1. Yes   2. No

27. Have the employees responsible for review and analyses exercises been identified for the purpose?

1. Yes   2. No

28. If grievance management could be improved, kindly mention how?

....

29. How does your organization process the suggestions received from the people and stakeholders who are your clients? Specify mechanism. Any three recent examples maybe cited.

....

30. Are stakeholder comments and suggestions invited proactively by your organization for performance improvement?

1. Yes   2. No

4.8 Questions for Service Delivery (Dept. FPS Dealer, Storage Agent, Citizen)
4.8.1 Questions for Storage Agents/Sub Whole Seller:

Name of the Storage Agent/ Sub Whole Seller:

Block: No of dealers attached to the shop:

PDS Commodities Supplied:

Name OF Commodities	Purchase Price (Rs)	Selling Price (Rs)	Margin (Rs)
Rice			
Wheat			
Kerosene Oil (For Sub- Whole Seller)			
Sugar			

What is the transportation cost paid for transportation from RRC/FCI godown to their godown?

In how many Installments do you lift up the commodities from the FCI/RRC godown?

What is record books required to be maintained for the activities?

What the equipment required to be stored at the godown of agent as asked by the department?

When the most demand is made for the PDS commodities?

What are the problems being currently faced by the agents?

4.8.2 Questions for PDS Shop:

Name of owner the PDS Shop:

Gram Panchayat :   Block:

Name OF Storage Agent: No of Ration Cards attached to the shop:

PDS Commodities Supplied:

Name OF Commodities	Purchase Price (Rs)	Selling Price (Rs)	Margin (Rs)
Rice			
Wheat			
Kerosene Oil			
Sugar			

Who has to meet the transport cost from storage point to PDS shop?

In how many Installments do you lift up the commodities from the SA?

What is record books required to be maintained for the PDS activities?

What the equipment required to be stored at the FPS as asked by the department?

When the most demand is made for the PDS commodities?

How does the FPS shop cope up with the demands?

What are the problems being currently faced by the PDS Dealers?

4.8.3 Questions for Ration card holder:

Name of Card holder: Gram Panchayat:

Type of Card: Name of FPS Dealer:

No. of members in family:

Name OF Commodities	Purchase Price (Rs)	Date of purchase	Frequency of purchase in last 6 months
Rice			
Wheat			
Kerosene Oil			
Sugar			

How it is informed availability and quantity of commodity at PDS shop?

In how many Installments do you lift up the commodities from the PDS shop?

What is quality of service provided by FPS dealer?

What do you know the citizen charter?

Do you know what kind of information and facility should be available with dealer?

How much time do you wait at dealer shop?

Do you know whom to complain and how to complain if commodity not available?

Do you know the quantity you should get?

What are the problems being currently faced by the holder?

4.8.4 Questions for Department Employees:

Name:_____

Designation: _____

Section: _____

1. How do you determine citizen satisfaction levels and implement steps required for improving the same?

_____
_____
_____

2. How do you measure and track performance of service delivery outlets?

_____
_____
_____

3. How do you prepare and implement guidelines at your outlets ?

_____
_____
_____

4. How do you find out and distinguish among outlets on the basis of service delivery, and implement steps required to improve the same?

_____
_____
_____

5. How do you encourage courteous, punctual, and prompt service delivery by your front line staff?

_____
_____
_____

6. How do you prepare and implement guidelines that encourage outlets to seek innovative use of their resources?

_____
_____
_____

4.9 Designing Of Forms

4.9.1 APPLICATION FOR GRANT OF NEW/ DUPLICATE RATION CARD

1. Type Of Application: : ☐ New Ration Card   ☐ Duplicate Ration Card

   (Please tick appropriate box)

2. Name of the Applicant   : _____

   S/O, D/O, W/O   : _____

   Please affix a passport size photograph here

3. Address   : _____

   _____

   _____

4. Ward No.   : _____

5. Village   : _____

6. G.P   : _____

7. Block/NAC   : _____

8. District   : _____

9. Type of ration card   :   B.P.L ☐   A.A. ☐   A.P. ☐ A.P.L ☐

   (Please tick appropriate box)

10. 1997 /   / DRDA BPL No   : _____

11. Category   : SC / ST / OBC / PH / SF / MF (Please tick appropriate option)

12. L.P.G. Consumer No.   : _____

13. E.P.I.C. No.   : _____

14. UID No.   : _____

15. Monthly Income & Occupation : _____

16. Original Ration Card No   : _____

   (For duplicate card only)

17. Family Members   :   No. of Adults ☐   No. of Minors ☐

Name, Age, Sex & Relation

	Name	Age	Sex	Relation
i.	_____	_____	_____	_____
ii.	_____	_____	_____	_____
iii.	_____	_____	_____	_____
iv.	_____	_____	_____	_____
v.	_____	_____	_____	_____
vi.	_____	_____	_____	_____
vii.	_____	_____	_____	_____
viii.	_____	_____	_____	_____

18. Enclosures

    i. Additional Photograph: _____

    ii. Copy of Identity proof: _____

    iii. Affidavit in support of loss of original ration card: _____

DECLARATION

I, Smt/Sri _____ declare that the above information given by me are true to the best of my knowledge, and I may kindly be issued a new/ duplicate ration card for receipt of essential commodities from the fair price shop as per provisions of the Govt. of Orissa. If any of the above information is found incorrect/ false then I'll be responsible for the cancellation of my ration card.

Signature of the applicant,

Date:

4.9.2 APPLICATION FOR ADDITION/ DELETION OF NAME FROM RATION CARD & CHANGE OF NAME OF THE HEAD OF THE FAMILY

1. Type Of Application: : ☐ Addition of Name/s   ☐ Deletion Of Name/s

(Please tick appropriate box)

2. Name of the Applicant   : _____

S/O, D/O, W/O   : _____

3. Type of ration card   :   ☐ B.P.L   ☐ A.A.Y   ☐ .P.   ☐ P.L

(Please tick appropriate box)

4. Original Ration Card No   : _____

5. Name & relation of the   Name   Age   Relation

person to

be Added/ Deleted   : 1. _____   _____   _____

2. _____   _____   _____

3. _____   _____   _____

6. Reason for inclusion/deletion: _____

_____

_____

7. In case of death of Head Of Family, name of the person in whose name ration card would be Issued :

: _____

8. Total family members after

addition/ deletion   : No. of Adults ☐   No. of Minors ☐

Name, Age, Sex & Relations

	Name	Age Sex	Relation

i.   _____   _____ _____   _____

ii.   _____   _____ _____   _____

iii. _____   _____ _____   _____

iv.   _____   _____ _____   _____

v.   _____   _____ _____   _____

vi.   _____   _____ _____   _____

vii. _____   _____ _____   _____

viii. _____   _____ _____   _____

9. Enclosures

    i. Birth Certificate/ Marriage certificate in case of addition of names name due to birth or marriage: _____

    ii. Death certificate in case of deletion of name due to death: _____

DECLARATION

In case of Simple addition / deletion

I, Smt/Sri _____ declare that the above information given by me are true to the best of my knowledge, and the above names may be added/ deleted from the ration card. If any of the above information is found incorrect/ false then I'll be liable for the cancellation of my Ration card.

Signature of the applicant,

Date:

In case of change of name of head of Family

I, Smt/Sri _____ declare that the above information given by me are true to the best of my knowledge and the delete the name of Sri/Smt _____ and issue the ration card in the name of Sri/Smt _____ as the present head of the family. If any of the above information is found incorrect/ false then I'll be liable for the cancellation of my Ration card.

Signature of the applicant,

Date:

4.9.3 APPLICATION FOR CHANGE OF ADDRESS WITH-IN JURISDICTION OF FPS

1. Name of the Applicant   : ....

2. Old Address   :... ....

    ....

    ....

3. Old Village   : ....

4. Old G.P   : ....

5. Old Block/NAC   : ....

6. District   : ....

7. New Address   : ....

    ....

    ....

8. New Village   : ....

9. New G.P   : ....

10. New Block/NAC   : ....

11. Type of ration card   :   ☐ B.P.L   ☐ A.A.Y   ☐ A.P. ☐ A.P.L

(Please tick appropriate box)

12. 1997 /   / DRDA BPL No   : ....

13. Category   : SC / ST / OBC / PH / SF / MF   (Please tick appropriate option)

14. UID No.   : ....

15. Ration Card No   : ....

16. Enclosures

    i.   Proof of New Address   : ....

DECLARATION

I, Smt/Sri .... declare that the above information given by me are true to the best of my knowledge, and my address may kindly be changed to the new address which is under the jurisdiction of the present FPS. If any of the above information is found incorrect/ false then I'll be responsible for the cancellation of my Ration card.

Signature of the applicant,

Date:

4.9.4 APPLICATION FOR GRANT OF RATION CARD ON MIGRATION (From another State) / RELOCATION (With in the state) WITH SURRENDER CERTIFICATE

1. Grant Of Ration Card for   : ☐Migration (From another state) ☐ Relocation (With-in the State)

   (Please tick appropriate box)

2. Name of the Applicant   : _____

   S/O, D/O, W/O   : _____

3. Present Address   : _____

   _____

   _____

Please affix a passport size photograph here

4. Ward No.   : _____

5. Village   : _____

6. G.P   : _____

7. Block/NAC   : _____

8. District   : _____

9. State Of Origination   : _____

10. (For Migration Only)

11. Type of ration card   :   ☐ B.P.L   ☐ A.A.Y   ☐.P.   A☐.L

    (Please tick appropriate box)

12. 1997 /   / DRDA BPL No   : _____

    (For Relocation only)

13. Category   :   SC / ST / OBC / PH / SF / MF

14. L.P.G. Consumer No.   : _____

15. E.P.I.C. No.   :   _____

16. UID No.   : _____

17. Monthly Income & Occupation:_____

18. Original Ration Card No   : _____

    (For Relocation only)

19. Family Members   :   No. of Adults   No. of Minors

Name, Age, Sex & Relation

Name   Age Sex   Relation

i.   _____   _____ _____   _____
ii. _____   _____ _____   _____
iii. _____   _____ _____   _____
iv. _____   _____ _____   _____
v.   _____   _____ _____   _____
vi. _____   _____ _____   _____
vii. _____   _____ _____   _____
viii._____   _____ _____   _____

20. Enclosures

i.   Surrender Certificate:

ii. Additional Photograph.

iii. Copy of Identity proof.

iv. Address Prove.

DECLARATION

I, Smt/Sri _____ declare that the above information given by me are true to the best of my knowledge, and I may kindly be issued a ration card for receipt of essential commodities from the fair price shop as per provisions of the Govt. of Orissa. If any of the above information is found incorrect/ false then I'll be responsible for the cancellation of my ration card.

Signature of the applicant,

Date:

4.9.5 APPLICATION FOR GRANT OF SURRENDER CERTIFICATE

1. Name of the Applicant   : _____

    S/O, D/O, W/O   : _____

2. Present Address   : _____

_____

_____

Please affix a passport size photograph here

3. Ward No.   : _____

4. Village   : _____

5. G.P   : _____

6. Block/NAC   : _____

7. District   : _____

8. Reason For Surrender   : _____

9. Type of ration card   :   ☐ B.P.L   ☐ A.A.Y   ☐.P.   A☐P.L

    (Please tick appropriate box)

10. Category   :   SC / ST / OBC / PH / SF / MF

11. Original Ration Card No   : _____

12. UID No.   : _____

13. Family Members   :   No. of Adults [   ] No. of Minors [   ]

Name, Age, Sex & Relation

        Name   Age Sex   Relation

i. _____ _____ _____   _____

ii. _____ _____ _____   _____

iii. _____ _____ _____   _____

iv.   _____   _____ _____   _____

v.   _____   _____ _____   _____

vi.   _____   _____ _____   _____

vii. _____   _____ _____   _____

viii._____   _____ _____   _____

14. <u>Enclosures</u>

i.   Original Copy Of Ration Card:

ii.

<div align="center"><u>DECLARATION</u></div>

     I, Smt/Sri _____ declare that   the above information given by me are true to the best of my knowledge and please find enclosed the original copy of the ration card and I may kindly be issued a surrender certificate.

<div align="right">Signature of the applicant,

Date:</div>

4.9.6 VERIFICATION REPORT FOR ISSUANCE OF DUPLICATE RATION CARD

Date of verification ....

1. Name of the Applicant :

           S/O. :

           W/O. :

2. Ward No.   :

3. Village   :

4. G.P   :

5. Block/NAC   :

6. District   :

7. Type of ration card   :   ☐ B.P.L   ☐ A.A.Y   ☐ A.P.   ☐ P.L

             (Please tick the appropriate box)

8. Card No.   :

9. DRDA BPL No.(if any) :

10. Reasons for issue of card :

11. verified and found correct :

   i.   From Card Register : ☐

        a. Applicant's Name : ☐

        b. Card No.   : ☐

Please affix a passport size photograph here

c. Sl. No.   :   ☐

d. DRDA BPL No.   :   ☐

ii.   Identity Proof   :   ☐

iii.   Pallisabha resolution

        no. & date   :

iv.   Contents of affidavit :

v.   Place of residence   :

12. Whether he has received PDS Commodities previously from the retailer: Yes ☐ No. ☐

13. Recommendation for issue of duplicate   Recommended for issue ☐

    Ration card in favor of the applicant   :   ☐Not recommended.

14. Additional Remarks   :

Signature of the verifying officer

Date:

4.10 Suggestion on Basic Infrastructure At FPS Shop

SI No	Particulars	Specifications	Remarks
	BASIC INFRASTRUCTURE AT FPS		
9.	Display Of Stock Price Display Board with updated price	White Board of size of 3' X 4'	The price of commodities should be updated on days of sale
10.	Display of updated Ration Card List On Notice Board	Display List Pinned On Notice Board	The Ration card list should be changed with new one every quarter or when ever it is updated
11.	Display of Name And FPS License Number on Boards		The Name and License Number should be correct and Legitimate
12.	Wooden Racks For Storage of Food Grain sacks. Adequate Storage Space for entire Quota		No Racks were maintained
13.	Electronic Weighing Machines at POS	ISO Compliant & capable for weighing 35 Kg or more at a time	The display should be facing the Citizen
14.	Laminated display of the Department personnel with name and updated contact number		The display should be present on days of sale
15.	Computer Table and chair	ISO compliant	
16.	Office rooms with light Electricity Connection with proper earthing, electric works including switch board, lights	The switch board should be ISO compliant	Electronic Weighing Machine, Computer connection and HHD charging
17.	Separate storage and Office room		The ware house should be spacious enough to store entire months capacity, the computer room should be damp proof

4.11 Pamphlet to Publisize Citizen Charter & Other Endeavors

"Towards a Better Future"

FOOD SUPPLIES & CONSUMER WELFARE DEPARTMENT

Government of Orissa

Mission of the FS&CW Department

To ensure food security and 100% availability of essential commodities to the people of Orissa under Public Distribution System and considerable eradication of public grievances related to the present Public Distribution System

Vision of the FS&CW Department

To implement the Public Distribution System and other related schemes of food security across the state of Orissa to the best advantage of its beneficiaries, address public grievance in the shortest possible time until its complete eradication and to increase the operational transparency of the Department and accountability of authorities implementing the PDS.

Endeavors By the Department:

1. Enforcement of a three-tier monitoring committee at retailers level by Retailers Level Advisory Committee (RLAC), block level by Block Level Advisory Committee (BLAC) and town level by Town Level Advisory Committee (TLAC) to ensure complete transparency in operating the Public Distribution System

2. Implementation of Information & Communication Technologies (ICT) projects for enhancing the efficiency of the Department:
   a. Implementation of Orissa Secretariat Workload Automation System (OSWAS) to ensure a paperless working environment
   b. Elimination of Bogus Ration Card through the implementation of Biometric Ration Cards across the State
   c. Implementation of CONFONET for efficient workings of the 31 consumer courts at the district level and the state consumer forum at Cuttack
   d. Designing and implementation of the Departmental Website

3. Implementation of the Village Grain Bank (VGB) System to ensure food security to the rural poor

4. **Implementation of a new citizen charter to increase the public awareness about the services offered by the Department, entitlements & grievance redressal methodologies.**

5. Maximize the coverage of farmers under the Paddy Procurement Scheme by Orissa State Civil Supplies Corporation (OSCSC) and ensure Minimum Support Price (MSP)

6. **Implementation of Service Quality Management System Under Sevottam to improve citizen services**