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in cooperation with

**THE MINISTRY OF DIGITAL TRANSITION AND ADMINISTRATIVE REFORM  
OF THE KINGDOM OF MOROCCO**

**Regional seminar for high level civil servants**

**14<sup>th</sup> UniDem Med**

**"GOOD GOVERNANCE AND QUALITY OF  
PUBLIC ADMINISTRATION"**

**Videoconference, Morocco**

**1-2 December 2021**

**PRINCIPLES AND STANDARDS FOR TRANSPARENCY AND GOOD  
GOVERNANCE IN PUBLIC ADMINISTRATION**

by

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# A quality public service at the service of citizens: quality charters as a tool for good governance



# SIGMA

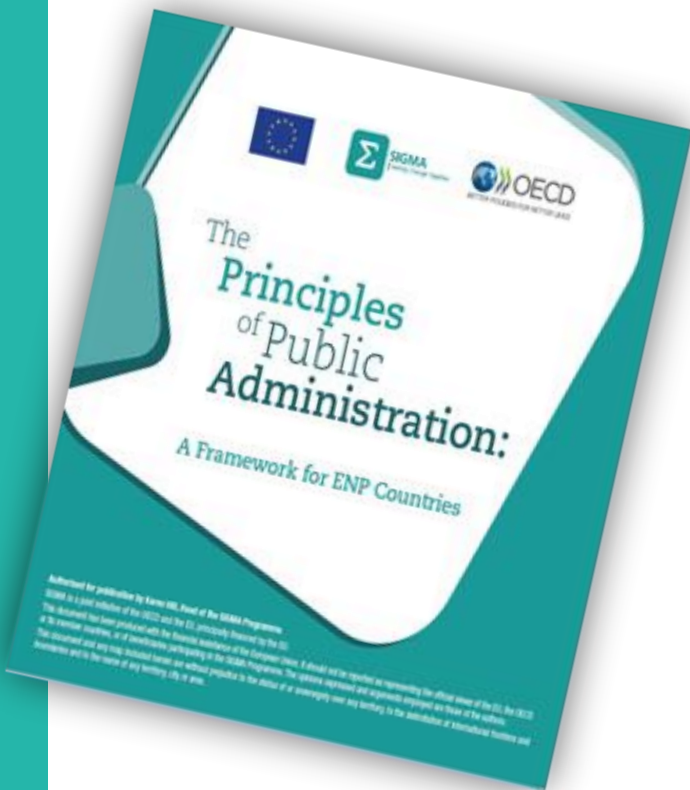
- Support for Improvement in Governance and Management - a **joint initiative** of the OECD and EU for nearly 30 years.
- Part of the Directorate for Public Governance and Territorial Development (GOV), SIGMA contributes to the **wider OECD public governance agenda**.
- Overall objective is to **support public governance reforms** and **strengthen the capacity** of public administrations.





# Our areas of expertise

A joint initiative of the OECD and the European Union,  
principally financed by the EU



# “quality charters as a tool for good governance”

## Outline

### 1. Why ?

*The importance and added-value of charters*

### 2. What ?

*Examples of charters and their usage*

### 3. How ?

*Practical lessons learned on designing and using charters*





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# Value shifts/New Demands

- ✓ Request for efficiency – doing more with less
- ✓ Request for more quality – doing better with less
- ✓ Request for more accountability? Is the Government delivering what it promises?
- ✓ Request for better citizen and customer orientation
- ✓ Request for more openness and transparency





# Putting the user in the centre (‘user centricity’)

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# The Service Quality Gap

What the customer expects from the service



The service quality gap



What the customer thinks they have received

$$S = P - E$$





The core of a citizen charter is the **promise of expected quality** of the service.

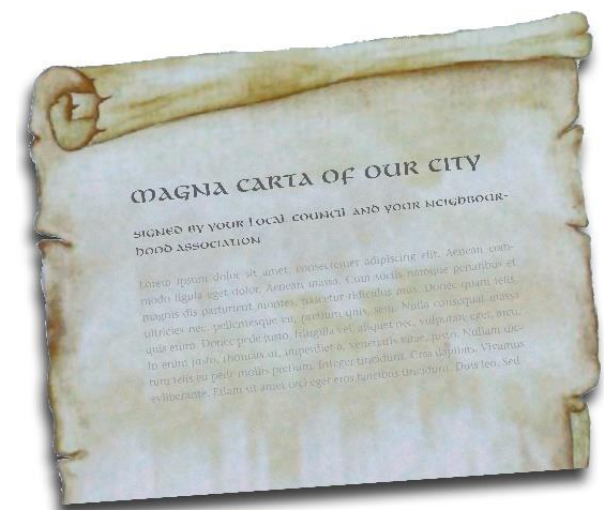
The essence is formed by the 3 C's:

- **Client-oriented standards**
- **Communication**
- **Commitment**





# Why charters?



1. To **manage expectations** of service users  
=> *communication tool*
2. To **improve** service quality  
=> *quality improvement tool*
3. To strengthen public **accountability**  
=> *public governance tool*





## 1. Why ?

*The importance and added-value of charters*

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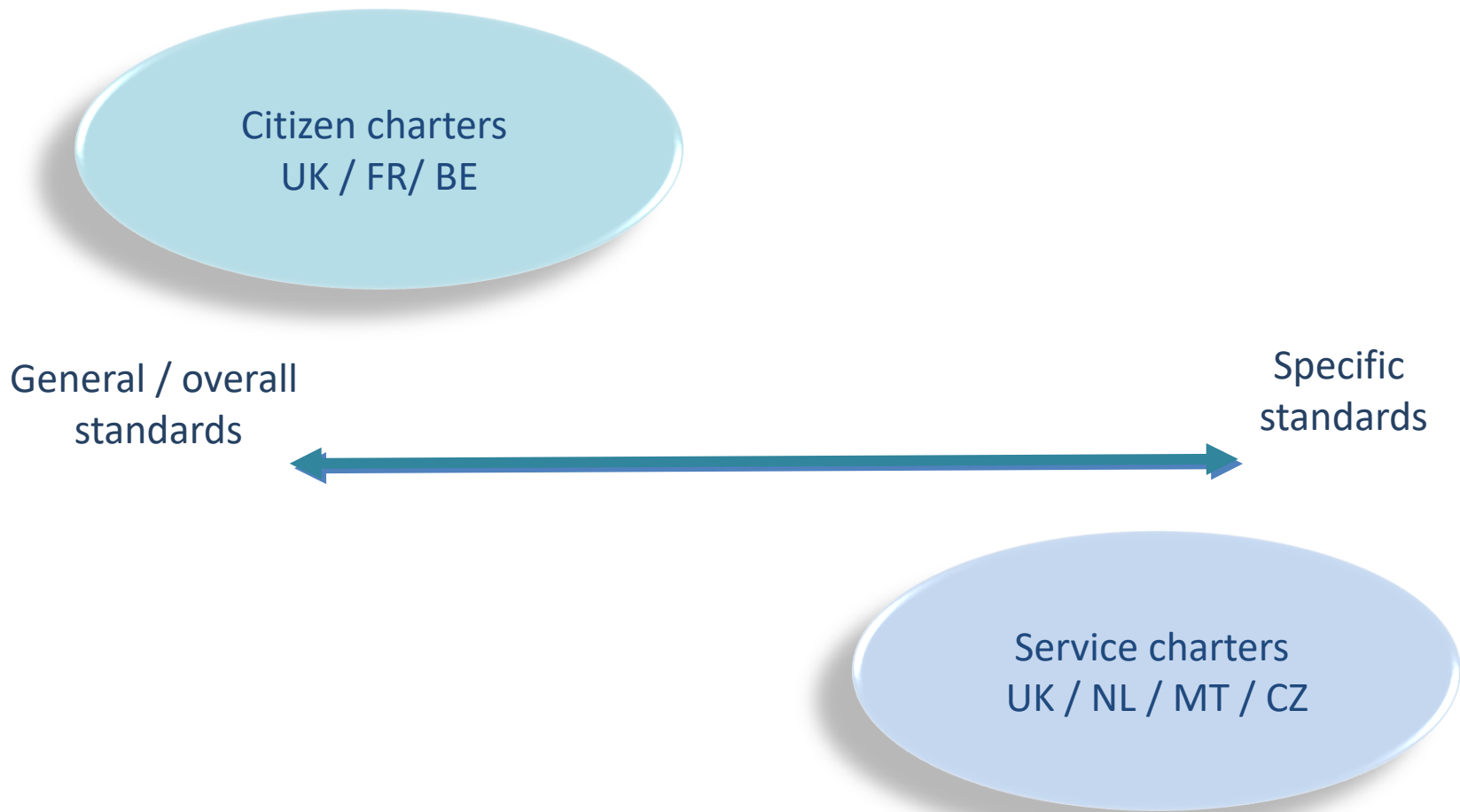
# Key elements of a charter

A service/citizen charter is a **public document** that sets out the **standards** of service that service users can **expect** from a public service organisation, as well as avenues for making complaints.

Key elements:

- **Standards:** Commitments on the level and quality of a service
- **Information:** Clarity about who is eligible, when and where the service is available, any pre-requisites (e.g. papers to bring)
- **Redress:** How to complain and what redress to expect in case the service deliverer falls short of the standards it promises





# Elements that drive satisfaction

- Remark : this is different for all organisations.  
⇒ But it seems there are common factors
- 1. **Delivery** - the service delivers the *outcome* it promised and manages to deal with any *problems* that may arise.
- 2. **Timeliness** - the service responds *immediately* to the initial customer contact and deals with the issue at the heart of it *quickly* and without *passing* it on between staff.
- 3. **Professionalism** – staff are *competent* and treat customers *fairly*.
- 4. **Information** - the information given out to customers is *accurate* and *comprehensive* and they are kept informed about *progress*.
- 5. **Staff attitude** - staff are *friendly and unbiased towards citizens* – *perception that citizens are treated in a fair way*.
- 6. **Access to public services, in particular for disadvantaged groups**
- (7. **Physical environment** – for people visiting offices)





# Example (1)

## Citizen charters in France: the Charte Marianne

- Inter-ministerial initiative
- In January 2005 the Charte Marianne was introduced in all 1650 state agencies
- Local authorities can adopt the charter voluntarily
- Standardised template

  
Ministère de l'Économie, des Finances et de l'Industrie  
RÉPUBLIQUE FRANÇAISE

# Charte Marianne

## Pour un meilleur accueil

- 1 Un accès plus facile à nos services
- 2 Un accueil attentif et courtois
- 3 Une réponse compréhensible à vos demandes dans un délai annoncé
- 4 Une réponse systématique à vos réclamations
- 5 A votre écoute pour progresser

Nous prenons **5 engagements** pour mieux vous **servir**

Pour tous renseignements connectez vous à [www.chartemarianne.gouv.fr](http://www.chartemarianne.gouv.fr)





Les

**5 engagements**

de la charte

1

Un **accès** plus facile  
à nos services

2

Un **accueil**  
attentif et courtois

3

Une **réponse**  
**compréhensible**  
à vos demandes  
dans un délai annoncé

4

Une **réponse**  
**systématique**  
à vos réclamations

5

À votre **écoute**  
pour progresser

Préfecture des  
ALPES DE HAUTE-PROVENCE

adresse:

8 rue du Docteur-ROMIEU  
04016 DIGNE-les-BAINS CEDEX

téléphone:

08 21 80 30 04  
coût:0;12 € la minute

télécopie:

04 92 31 04 32

"Allô Service Public ;3939"

du lundi au vendredi de 8H à 19 H  
et le samedi de 9 H à 14 H  
coût : 0,12 € la minute à partir  
d'un poste fixe

courrier électronique:

[courrier@alpes-de-haute-provence.pref.gouv.fr](mailto:courrier@alpes-de-haute-provence.pref.gouv.fr)

site internet

[www.alpes-de-haute-provence.gouv.fr](http://www.alpes-de-haute-provence.gouv.fr)

site portail des associations:

[www.asso04.org](http://www.asso04.org)

horaires d'ouverture des guichets pour la  
délivrance des titres:

du lundi au vendredi de:  
8 H 30 à 11 H 30  
et de  
13 H 30 à 16 H

Nous vous remercions de votre confiance  
et de votre participation à la qualité de  
notre accueil, dans un respect mutuel.

# Charte Marianne

*de la Préfecture  
des Alpes de  
Haute-Provence*



Des engagements pour un meilleur  
**accueil** dans les services de l'Etat



# Standards of the *Charte Marianne*

1. Easier **access** to our services
2. A **responsive** and **polite** reception
3. An **understandable response** to all your questions within a specific **time** period
4. A systematic response to your **complaints**
5. We **listen** to you to improve

Each public agency must set specific targets in respect of all these principles.





# Example (2)

## Parents charter of North Lanarkshire Council Department of Education, UK

### This charter outlines

- what you as a parent can normally expect from the authority,
- how you can raise any concerns you may have
- how you can help





# Parents charter –

## as a parent, what you can expect?

- a free school place;
- a choice of school within certain limits;
- school premises which meet health and safety and public health requirements;
- a part-time nursery place for all four year old children;
- a part-time nursery place for most three year old children and for all by 2002;
- a nursery place for children under three according to need;
- the choice of a nursery place at a council nursery or at an approved independent of voluntary nursery;
- your child taught by suitably qualified staff;
- information about your child's progress;
- an opportunity to appeal if things go wrong;
- assessment and help with special educational needs;
- in most circumstances, access to records which the school keeps about your child;
- religious and moral education for your child (you can withdraw your child from this if you wish);
- pupil education at P1, P2 and P3 in a class of no more than 30 pupils;
- up to a maximum of 25 hours class contact time per normal school week for pupils in primary schools and a maximum of 27.5 hours class contact time per normal school week for pupils in secondary school.



# Parents charter - How can you help?

- **Attendance at school is vital. You have a legal duty to ensure your child receives a suitable education.**
- As a parent you can help your child by...
  - **making sure** your child attends school regularly;
  - encouraging and **supporting** your child with any **homework** given;
  - showing that you are **interested in how your child is getting on** at school;
  - **encouraging your child to respect the school** and the whole school community;
  - **talking to the school about any problems your child may have**, attending parents' meetings.



## Example (3): The Swedish health care guarantee

In 2005 the Swedish government issued a care guarantee for all citizens based on the “0-7-90-90” rule – meaning

- 1) instant contact (0 delay) with the healthcare system
- 2) seeing a general practitioner within 7 days
- 3) consulting a specialist within 90 days
- 4) waiting no more than 90 days to get hospital treatment.

In the county of Jönköping, general practitioners and hospitals have also agreed to the rule that a visit with an appointment is free of charge if the waiting time is longer than 30 minutes.





# Example (4): Charter for young service users for library services in the City of Brno in Czech Republic

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**SPRÁVNĚ**      **SPRÁVNĚ**      **NÁVŠTĚVA KNIHOVNY SEBOU PŘINÁŠÍ...**      **...MNOHO VÝHOD, POZNATKŮ, ZÁBAVY...**      **...A INSPIRACE. ZAJISTÍ TI DOBRÉ...**      **...ZNÁMKY VE ŠKOLE I NOVÉ PŘÁTELE.**

Chceš-li využít našich služeb v celém rozsahu, můžeš se za jednoduchých podmínek přihlásit v některé z knihoven. I pokud nejsi přihlášený, můžeš využívat Internet, prohlížet si časopisy a knihy nebo získat potřebné informace. Blíže informace Ti poradí knihovnice.

Kolona  
Jilho Mahena  
v Brně

## Charta služeb

pro děti a mladé lidi  
ve věku 10 až 15 let

v knihovně je vždycky dobře  
a nikdy tu nejsi sám

OECD          

Ministerstvo vnitra





# Example (5): Service charter for immigrants of the Municipality of Solingen

## The Office for Immigrants in Solingen

*Partner for the inhabitants of Solingen with a foreign passport.*

### Appointment placing

We want to have time for you. Therefore please arrange an appointment – the best way is per telephone under the following number: 290 22 89. Our appointment placement office is open for your inquiries:

*Rathaus Cronenberger Straße*

*Room 211*

*Monday to Friday*

*08:00 – 13:00 h*

*and Thursday also 14:00 – 18:00 h.*







# Service charter for immigrants of the Municipality of Solingen

You will definitely get an appointment within the next seven working days. We will inform you during the appointment placing about the documents required for the scheduled appointment.

## **No long waiting time**

We try to be punctual. For a prearranged appointment in general you don't have to wait. In case there is a waiting time, this should not exceed 15 minutes.

## **We will inform you about the expiration of your residence permit**

We will inform you with a letter about the expiration of your residence permit in time.

## **Many things will be settled at once**

Please bring all necessary documents with you at your appointment. It will help us to work out many cases immediately, e.g. to extend your residence permit.





# Service charter for immigrants of the Municipality of Solingen

## **We inform you about possibilities for extended or permanent residence**

You are staying in Germany for several years already? We advise you whether you can apply for an unlimited residence permit or a right of residence. After receiving all necessary documents we will handle your application within 3 months.

## **Acquisition of German citizenship – the last step of integration**

You want to get German citizenship? The staff of the citizenship office will be pleased to advise you. Please call **290 2287** for an appointment.

## **No long handling time**

From the submission of the application for citizenship including all necessary documents we need about 5 months to work it out.

## **Extensive information also on the internet**

Even if the internet does not substitute a personal visit to the local authority: All important information is included at the City of Solingen homepage: [www.solingen.de](http://www.solingen.de) Under the header “Ausländerbehörde” you will find all forms

that you can fill out at home without haste





# Use of the service charter in the Office of Immigration in Solingen, Germany

- 1) Introduction of multi-lingual service charter for immigrants, a strongly regulated policy area
- 2) Culture shift from 'law and order' culture to a strong ethos of service orientation
- 3) Staff were proud to be able to demonstrate performance in public
- 4) Performance information helped to make a strong business case against budget cuts





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# Practical lessons learned on designing and using charters

- **The process of developing the charter is as important as the contents of the document itself**
  - those who will ‘implement’ the standards of the charter have to be involved in shaping the contents of the document ...
  - ... but also service users need to be consulted in order to ensure that the service standards are relevant and ambitious.
- **The charter needs to be monitored and updated on a regular basis.**





# 'How to Guide': Steps for the development and use of charters

- 1) Define the **concept of quality** of your organisation
- 2) Establish **objectives** of charters and pathways to service improvement
- 3) Define **performance** indicators and targets
- 4) Map your **stakeholders** and prioritise target groups for the charter
- 5) Consult effectively with **staff**
- 6) Consult effectively with service **users**
- 7) Develop and implement a **complaints** management and **feedback** system
- 8) **Promotion and communication** of the charter
- 9) **Monitor** service and quality standards
- 10) Analyse performance data and (co-) design **improvements** in consultation with front-line staff and service users

*Source:* Adapted from 'Improving Customer Orientation through Service Charters (2006).



# Potential risks and pitfalls of charters

- 1) Commitments are too **vague** and purely marketing oriented.
- 2) Lack of **integration** into the quality/performance management of the organisation.
- 3) Lack of **staff involvement** so that there is lack of ownership.
- 4) Lack of user/citizen **consultation** so that the pledges and standards are not user-oriented.





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