

IMPACT EVALUATION (ASSESSMENT)

TRAININGS ON "QUALITY MANAGEMENT AND PREPARATION OF CITIZEN CHARTER"



Dr. Syed Ajmal Pasha

IMPACT EVALUATION (ASSESSMENT)

Karnataka Municipal Reforms Project

**TRAININGS ON
"QUALITY MANAGEMENT AND PREPARATION OF
CITIZEN CHARTER"**

**Third Party Impact Evaluation (Assessment)
The State Institute for Urban Development (SIUD), Mysore**

**By
Dr. Syed Ajmal Pasha
Consultant
February, 2013**

This Impact Assessment Report is in fulfillment of the requirements of Third Party Evaluation of the Training Programmes on "Quality Management and Preparation of Citizen Charter" conducted by SIUD, Mysore. Concurrent Evaluation Reports on two of these training courses have been submitted earlier.

Acknowledgements

It is increasingly becoming imperative that induction and in-service trainings are essential for effective and efficient service delivery by the officers in the government. In particular, keeping in perspective the demand and relevance of service delivery by the Urban local Bodies (ULBs) along with increasing urbanization, continued in-service trainings to the officials from ULBs becomes much more important. With this in perspective, the State Institute for Urban Development (SIUD), Mysore is imparting trainings to these officers covering knowledge, skills and attitude related to different topics/subjects.

I am thankful to the Director General, Dr. Amita Prasad, I.A.S, and Shri Pranalinga Sivasali, KMAS, Director, SIUD, Mysore for giving me this opportunity and task of Evaluation (Assessment) of the training programmes conducted by SIUD. I am also thankful to the course coordinators for their support. My thanks are also due to the Coordinators of KMRP programmes in the Government of Karnataka. My special thanks are due to the trainees and respondents for their cooperation and answers to my many questions.

Syed Ajmal Pasha

CONTENTS

Acknowledgements

	Page
1. Introduction	05
2. Objectives of the Impact Evaluation	06
3. Methodology	06
4. Profile of Selected Trainees	09
5. Impact Analysis	12
5.1 Related to Training Preparation	12
5.2 On Training Impact Visibility	12
5.3 Learning Points	14
5.4 Application of Knowledge gained	14
5.5 Suggestions to Improve the Training Course	15
6. General Observations	16
7. Regarding SIUD	16
Annexure – 1: Programme Schedule	18
Annexure - 2: Questionnaire	21
Annexure – 3	27
General Observations and Suggestions from Concurrent Evaluation of Two Programmes (First: 28-30, October, 2010, and Second: 08-10, November, 2010)	

**IMPACT EVALUATION
Of the Training Course on
"QUALITY MANAGEMENT AND PREPARATION OF CITIZEN
CHARTER"**

**By
Dr. Syed Ajmal Pasha**

1. INTRODUCTION:

The State Institute of Urban Development (SIUD), Mysore is active in imparting training to officers from the Urban Local Bodies (ULBs) in Karnataka. The Campus of the institute is located on serene location under the umbrella of the Administrative Training Institute (ATI), Mysore. As it is a well known fact that the training ambience of ATI, Mysore is one among the best in India. And SIUD has contributed to it.

Training the officers regularly has become much more important now than ever before. This is because of the challenges cropping up due to the demand and supply gaps in service delivery. It is not just service delivery which matters; it is effective and efficient service delivery which matters much. Further, foundation training programmes to the newly recruited officers is also becoming more and more important. And in-service training on different topics / issues is a part of SIUD's programmes. SIUD is addressing all these challenges through well-designed training programmes as suited to the present situation, and imparting training through effective and efficient delivery system.

Among several training programmes imparted by SIUD, Training courses on **"QUALITY MANAGEMENT AND PREPARATION OF CITIZEN CHARTER"** are being conducted under the Karnataka Municipal Reforms Project (KMRP). An attempt has been made in this report to assess the impact of these training programmes imparted by SIUD, Mysore.

2. OBJECTIVES OF THE IMPACT EVALUATION:

1. To assess the overall impact of '**Quality Management and Preparation of Citizen Charter**' training programmes designed and imparted by SIUD and find out the effectiveness of these courses,
2. To assess the impact of these training programmes on participants' knowledge, skill, attitude and performance level,
3. To assess the impact of these training programmes on improvements in achieving / addressing outcomes / objectives of SIUD, and
4. To suggest modifications required for making the future training programmes more useful.

3. METHODOLOGY

At the outset, it was briefed to the trainees that the Impact Evaluation / assessment related to the training imparted by the State Institute for Urban Development (SIUD), Mysore was only to assess the usefulness of the training courses, and not actually on their work performance. It was briefed to them as to how far the training programme attended by them, particularly related to contents, topics, sessions, field visits, resource persons, delivery of lectures, methods followed, logistics etc is practically useful in their work.

In total 20 trainees were selected across Karnataka from out of the total trainees attended and participated in '**Quality Management and Preparation of Citizen Charter**' training programmes conducted by SIUD during the year. While selecting the trainees, representation was given to all the revenue divisions of the state. In other words, out of four revenue divisions of the state, 5 trainees were selected from each division. That is five trainees from Mysore division, five from Belgaum, five from Bangalore and five trainees from Gulbarga division were selected. These selected trainees were contacted / visited and data / information related to PPP training programmes which they attended were collected. In particular, while collecting data / information from each selected trainee, importance was given on the impact of the training in terms of its usefulness and replicability in their day to day work. Attention was given on the Individual Action Plan (IAP), which the trainees themselves prepared at the time of attending the training course at SIUD. How far IAP was actually used / implemented in their work was ascertained and observed.

A structured questionnaire prepared and sent through email / post to each selected trainee participant, with a request to answer the questions and also to provide the necessary information. Visits to their work areas were also made to get the information.

Based on the answers / information elicited from the trainees through questionnaires, interactions and discussions; and keeping in perspective the training programme's aim, objectives, outline, and delivery; this report has been prepared. This has also helped us to analyze and assess both negative and positive aspects of the programme, so that negative aspects could be taken care of in the next training programmes. In other words, part/s or component/s of the training programme to be strengthened and to be modified / removed has been assessed.

The study has taken five broad areas for impact evaluation:

A: Training Preparation:

- Whether sufficient advance intimation was given to the officer to attend the course.
- How the superior/s responded to depute the officer for training at SIUD.
- About any previous training information of the participant officer.
- Reading / referring of any material related to the training topics before attending the training course.

B: Training impact visibility:

- Knowledge gained and its impact on the delivery of services to the public.
- level of understanding of the topics before attending the course.
- lessons learnt, any of new ideas. Use of new technology, new equipments
- delivery of training sessions by the Resource Persons
- Topic wise analysis
- Field visit, its usefulness.
- Important learning points.

C: Application of knowledge gained:

Difficulties in applying the tools and knowledge gained

D: Suggestions for improvement of training course:

E: Regarding SIUD:

- Satisfaction about the schedules/modules etc., new topics required, identification of redundant topics etc.,
- About resource persons, their presentation, gaps existing, presentations, etc.,

- Any advance training required to be designed.
- Interaction with the course coordinator/s
- General observations on SIUD vis-à-vis training programme.
- To what extent the objectives of the training are met.

4. PROFILE OF SELECTED TRAINEES:

It can be seen from Tabl-1 below that in total, 20 officers and elected representatives from different ULBs across Karnataka who attended the training course have been interviewed for impact evaluation. Out of which 85 % are male and 15 % are female. As far as the combination of officers and elected representatives is concerned, 65 percent of the total trainees interviewed are officers, and the remaining (35 %) is elected representatives.

Table-1: Officers and Elected Representatives Interviewed

Total Number of Participants	Male	Female	Elected Representatives	Officials
20 (100)	17 (85)	03 (15)	07 (35)	13 (65)

Note: Figures in the brackets are percentages to total number of trainees participated

Fig. 1 Sample Details - I

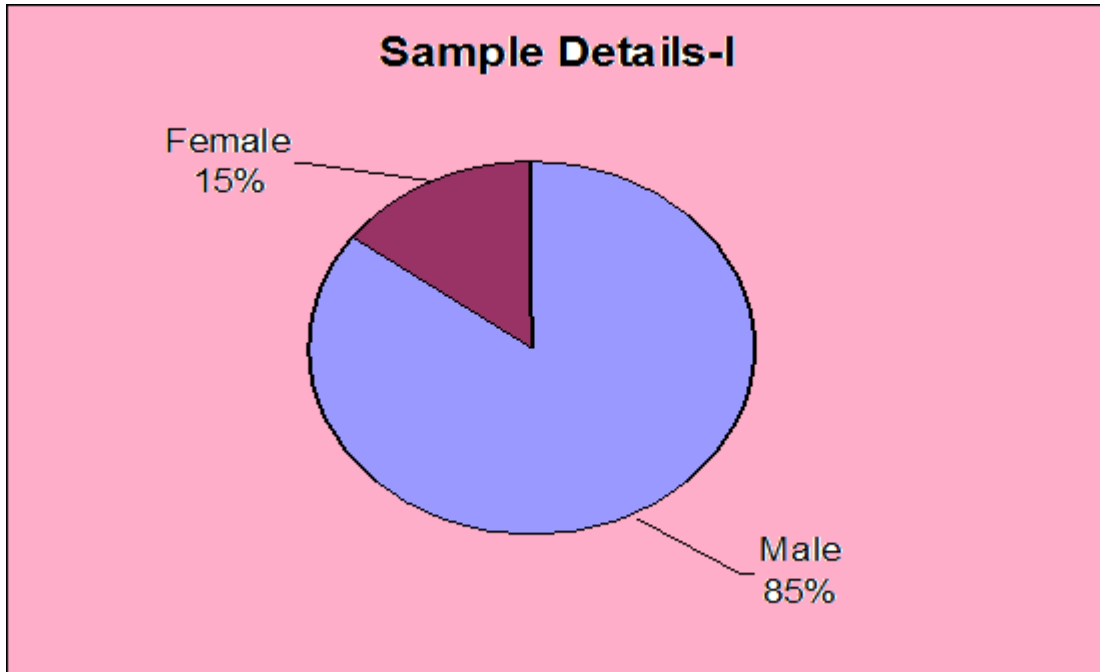
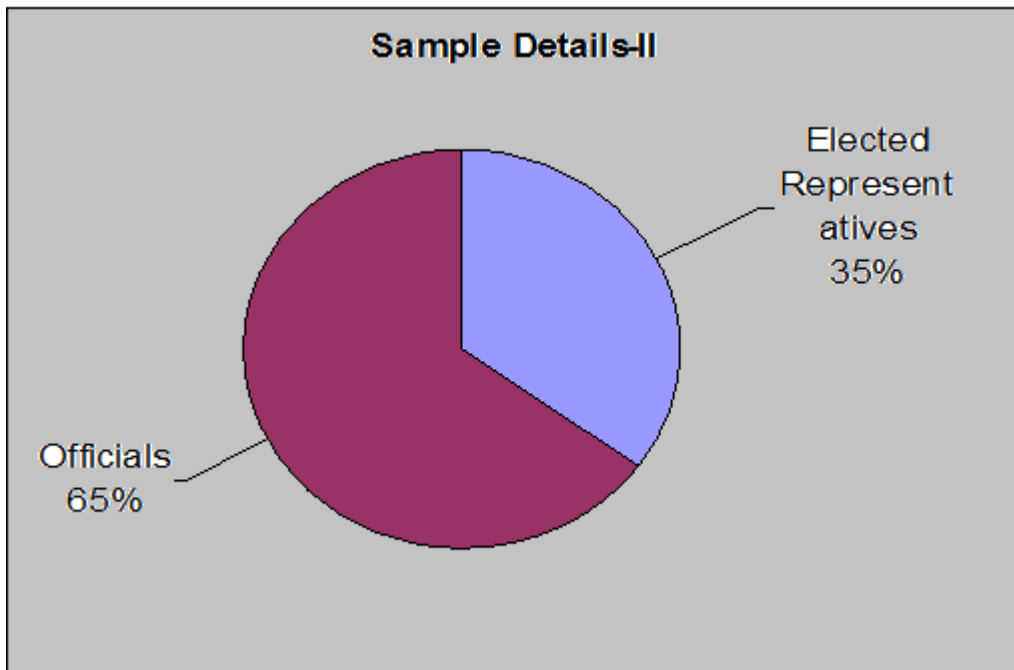


Fig. 2 Sample Details - II



Profile of Trainees can be seen from Table-2 below:

Table- 2: Selected (Interviewed) Participants Profile

Sl. No	Name of the Participant Sri / Smt.	Sex	Designation	Place of Work
01.	Smt. G.Sumathi	Female	President	Town Panchayath, Sulya
02.	Shri M. R. Ananthapadmanabha	Male	A.E.E	MCC, Mysore
03.	Shri I.N.Shrinivasa	Male	AE	Town Panchayath, K.R.Pete
04.	Shri A.H.Suresh	Male	A.E	City Corporation, Mangalore
05.	Shri Shreedhar Nayak	Male	JE	Purasabhe, Ullala
06.	Smt. Manjula	Female	President	Purasabhe, Vijayapura
07	Shri N. Nrupathunga	Male	Assistant Engineer	Nagarasabhe, Dodballapur
08	Shri B.H.Prakash	Male	Junior Engineer	Nagarasabhe, Dodballapur
09	Shri C.M. Chandrashekhara	Male	Junior Engineer	Purasabhe, Devanahalli
10	Smt. S.V. Saritha	Female	J.E.	Purasabhe, Vijayapura
11	Shri Anantha D. Patagar	Male	J.E	Purasabhe, Bhatkal
12	Shri Raju R. Paloji	Male	President	Purasabhe, Mudhola
13	Shri Sharanappa A.Guleda	Male	Vice President	Nagarasabhe, Bagalakote
14	Shri Yusufbaig E. Jamadar	Male	Vice President	Purasabhe, Mudhol
15	Shri S.P. Virakthamatha	Male	AEE	Nagarasabhe, Bagalkote
16	Shri Prakash M. Arakatte	Male	President	Purasabhe, Mahalingpura
17	Shri Mahanthesh G. Angadi	Male	Vice President	Town Panchayat, Beelgi
18	K.G.Pole	Male	Junior Engineer	Purasabhe, Badami
19	Shri Dastagir B. Pathan	Male	J.E	Purasabhe, Mahalingpura
20	Shri I.V.Kongwad	Male	J.E	Purasabhe, Gajendragadh

5. IMPACT ANALYSIS:

5.1 Related to Training Preparation:

Almost all the trainees have reported that advance intimation to attend the training course by SIUD was given seven days before the commencement of the programme. Some officers have received 10 days in advance. It is said that due to the procedures time is required for the letter from SIUD to reach the concerned officer. Hence it is good if the letter from SIUD is dispatched at least three weeks in advance. This problem is particularly of concern for the officers from the northern and coastal areas of Karnataka. A little care is required here.

Though there is some difficulty in getting approvals from the seniors for deputation to SIUD, many trainees have reported that they are managing this. In other words, for many officers support and encouragement from the seniors for their deputation is quite encouraging.

A majority of the contacted trainees reported that they had some knowledge about quality, but not much on citizen charter. All of them had not attended any training course on 'Quality Management and Preparation of Citizen Charter' earlier, i.e. before attending this programme at SIUD. In fact, many said that the idea or the concept of 'quality' was not very clearly known to them. They neither had referred to any literature on quality management and citizen charter before attending the course.

5.2. On Training Impact Visibility:

Many reported that their knowledge on the topics covered in this course was very less / nil before attending this programme. But a few said on some of the topics they had some understanding, an average understanding.

After attending the course all the respondents have reported that they got new ideas related to quality management and citizen charter, new concepts, and clarity on the topics.

A type of commitment and confidence was noticed among all the trainees who attended the programme. This was possible; it is said, only because of the training programme of SIUD. It is said that this programme changed their negative attitude into positive. Trainees reported to have gained new knowledge related to concepts and ideas related to service delivery. Overall, it is said by many that their knowledge over the subject increased significantly from this course. It was also reported that they are trying to use the knowledge gained through this training programme into their day to day work.

As far as the tools and technology used in the course, the trainees have reported that they learned how to use the computers. On tools, it was reported that through this training they learned about the structure and content of the 'Citizen Charter'. It was not known to many as how to prepare a citizen charter, its structure and contents. The trainees got some ideas on this, which they say will be useful in their work.

On Resource persons it was opined by many that all the resource persons were good. They had good knowledge, understanding and grip over the topic, and delivery of lectures was also clear. Almost all the respondents (100 percent) have assessed the resource persons as 'very good'.

As far as the topics of the course were concerned, it has been assessed by the interviewed trainees that all the topics were good and useful. In particular topics / sessions on:

- "Quality Services in Municipal Administration",
- "Sevottam activities towards public service organizations giving quality services to public",

- “Right to Information Act – 2005 – Section 4 1(a) 7 (b), and Citizen Charter”,
- “Citizen friendly Administration”,
- “Grievance Redressal through Quality Management” and
- “Problem Solving through Quality Management” were very useful as per the trainees.

But it was also said that on some topics like citizen charter and case studies, more time be given.

On topics, importance by the respondents was given to ‘citizen charter’ and Right to Information Act.

In general all the interviewed trainees felt that these trainings were useful and well organized. They got more awareness, exposure and practical examples. It was also useful from the point of understanding the issues and problems, and what else can be done.

5.3 Important Learning Points:

- 1 For service delivery citizen charter is essential
- 2 Quality management in service delivery is very important.
- 3 We can address the issues and challenges coming in the way of service delivery through quality management.
- 4 In the light of RTI Act, it becomes essential for quality service delivery.

5.4 Application of Knowledge Gained:

It has been reported by many that they are using the knowledge gained through these trainings in their day to day work. For example, preparing good citizen charter, addressing issues coming through RTI Act.

Some trainees are planning to design and implement model citizen charter in their offices.

As far as the skills are concerned, the trainees are able to draft / understand citizen charter now after attending the training course. Even they have acquired the skills to face the challenges related to service delivery. They are aware as far as the benefits of citizen charter and quality service delivery is concerned. All the respondents are trying to use these skills in their day to day work.

On Individual Action Plan prepared during the course of the training they attended at SIUD, many said that they are trying to implement it. And some have implemented it.

In general, the following activities have been taken up by the respondents after attending this course:

1. Calling a meeting and discussions with concerned officers.
2. Discussions with superior officers.
3. Trying to implement Citizen Charter.

5.5 Suggestions to Improve the Training Courses:

1. Still good resource persons may be invited.
2. More practical, than just theory
3. Hands on exercises with examples
4. Group work should be arranged.
5. Still much more details / information on RTI Act and Citizen Charter is required.
6. More explanations on how to face and implement RTI Act. Also how to implement citizen charter.
7. Topics on work rules, municipal acts & rules may be included.

6. GENERAL OBSERVATIONS

- 1) Overall the training programme on "Quality Management and Preparation of Citizen Charter" was quite well designed, coordinated and managed.
- 2) In terms of knowledge, skills and attitude, the programme had positive effect on the trainees.
- 3) During the programme, most of the Training Objectives were covered.

7. Regarding SIUD:

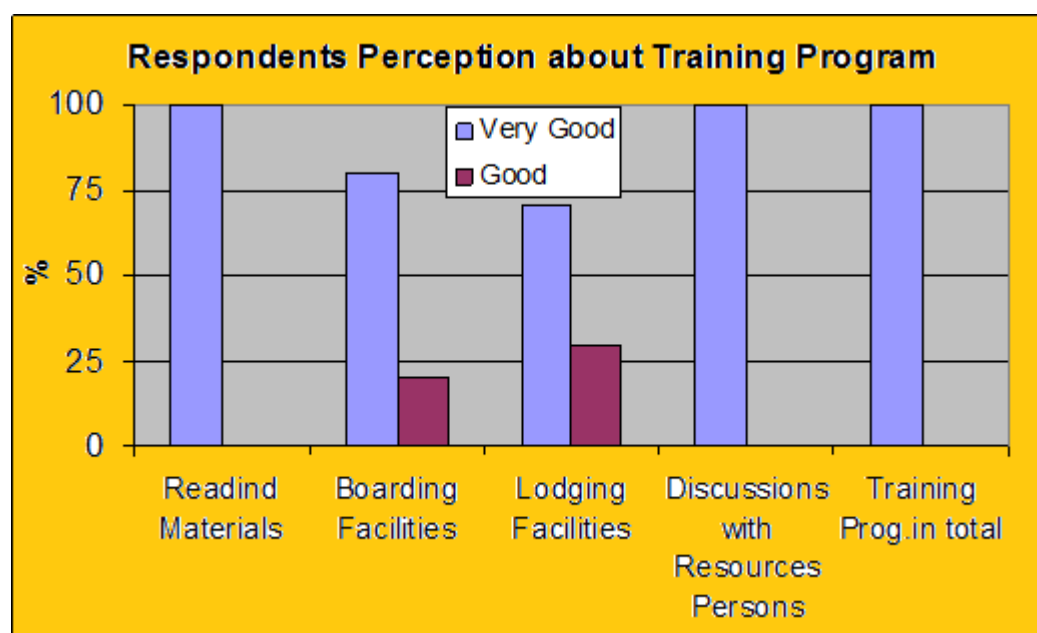
THE PROGRAMME

Well structured and useful training programmes conducted by SIUD, Mysore. It can be seen from Table-3 below that all the respondents (100 percent) have assessed the programme in general as "very good". Similarly, with regard to accessibility and discussions with the resource persons (100 percent). All the respondents (100 percent) have reported that the reading material as very good, and 80 percent assessed the boarding facilities as very good".

Table-3: About the Programme

Sl. No	Particulars	Very Good	Good	Total
01	Reading Materials	20 (100)	-	20 (100)
02	Boarding Facility	16 (80)	04 (20)	20 (100)
03	Lodging Facility	14 (70)	06 (30)	20 (100)
04	Discussions with Resource Persons	20 (100)	-	20 (100)
05	Training Programme in total	20 (100)	-	20 (100)

Fig. 3 Respondents Perception about Training Details



GENERAL ARRANGEMENTS

About general arrangements all the respondents are satisfied.

BOARDING

As far as the boarding arrangements were concerned, all the interviewed trainees were happy. Quality of food and items of food served was satisfactory.

READING / COURSE MATERIAL

Each trainee was distributed a copy of basic literature related to topics of the course.

**State Institute for Urban Development
Administrative Training Institute Campus, Mysore**

**Training Programmes on "Quality Management and Preparation of
Citizen Charter"**

**Training Programme Schedule
(Sponsored under Karnataka Municipal Administration Reforms
Project, by K.U.D.F.C.)**

Sessions:

09.30 am to 10.30 am

10.30 am to 11.30 am

Break

11.45 am to 12.45 pm

12.45 pm to 01.45 pm

02.30 pm to 03.30 pm

Break

03.45 pm to 04.45 pm

11.30 am to 11.45 am Coffee/Tea

01.45 pm to 02.30 pm Lunch

03.30 pm to 03.45 pm Coffee/Tea

Aim:

To motivate and promote Quality Services delivery from Urban Local Bodies. And up-gradation of knowledge and skills; and preparing ULBs for acquire 'Sevottam' certificates.

Objectives:

- What is Quality Management? And it's Importance.
- To explain how changes in service delivery of ULBs can be brought in.
- To understand and explain how to become a good Urban Local Body through Citizen Charter and its preparation.
- To list the steps and strategies required to address and solve Public Grievances.
- To explain in total the steps and strategies required and adopted for giving Citizen friendly administration by Urban Local Bodies.

Participants:

Presidents, Vice-Presidents and Engineers from Urban Local Bodies.

**Training Programme on
“Quality Management and Preparation of Citizen Charter”
Training Schedule**

09.00 am to 09.30 am	Registration	
09.30 am to 10.00 am	Introduction and brief about the Training Programme	
10.00am to 11.30 am	Inaugural Address: Quality Management Service in Urban Administration	
11.45 pm to 12.45 pm	“Sevottam” activities in providing Quality Services by Public Service Organizations	
12.45 pm to 01.45 pm	Improvements in addressing Citizens’ needs through quality management Role of Urban Local Bodies in providing quality services and fulfillment of basic needs of people	
02.30 pm to 03.30 pm	Right to Information Act – 2005- Section 4.1(a) & (b) and Citizen Charter	
03.45 pm to 04.45 pm	SWOT analysis - Urban Local Bodies Services	
09.30 am to 01.45 pm	Role of Urban Local Bodies - its work area – an overview. Addressing Public Grievances: Continuous improvements in Quality Service and Public Satisfaction Public Grievances Management	
02.30 pm to 04.45 pm	Karnataka Urban Administration’s efforts towards improved Public-Friendly Services.	
09.00 am to 11.30 am	Activity improvements in work areas. Role of Information Technology in activities	
11.45 am to 01.45 pm	Office and Complete Quality Management	
02.30 pm to 03.30 pm	Citizen friendly Administration - Karnataka Urban Administration in Public friendly Service.	
03.45 pm to 04.45 pm	Target Achievement Activity Evaluation	

Questionnaire

IMPACT EVALUATION (ASSESSMENT)

(Karnataka Municipal Reforms Project)
TRAININGS ON
"QUALITY MANAGEMENT AND PREPARATION OF
CITIZEN CHARTER"

Third Party Impact Evaluation (Assessment)
The State Institute for Urban Development (SIUD), Mysore

By Dr. Syed Ajmal Pasha
Consultant

Name:-----

Age:----- M/F-----
-

Qualification:----- Designation:-----

Organization:-----

Address:-----

A- Training Preparation

1. Whether sufficient advance intimation was given to you to attend the course

7 Days 10 days 15 days More than 15 days

2. How your superiors responded for your deputation to the training programme

3. Any previous training information about the training

4. Have you read any material related to the training before attending the programme.

5. Other information

B- Training impact (Impact visibility)

1. What was your level of understanding of the topics before attending this course?

Average Good very Good No Knowledge

2. What are the lessons learnt after attending the course
New ideas

Using of New Technology

New tools

Others (specify)

3. On delivery of the Resource Persons

Excellent Good Very good Fair
(give topic wise and resource person-wise analysis)

**4. About Field visit: its usefulness
Details**

Important points you have observed. List out one or two

1.

2.

C- Impact Analysis

1. When did you attend the programme on quality management?

2. Was it useful? Y/N

3. If yes, how?

4. If no, why?

5. Which part of the training you liked most?

6. Give details.....

7. Which part of the programme you did not like?

8. Give details.....

9. Do you say that your knowledge has increased after attending the programme? Y/N

10. If yes how? (Details)....

11. Have you adopted / used it in your work? Y/N

12. If yes, how?

13. If no, why?

14. Do you say that your skills have increased after attending the programme? Y/N

15. If yes how? (Details)....

16. Have you adopted / used them in your work? Y/N

17. If yes, how?

18. If no, why?

19. Do you say that your attitude has changed after attending the programme? Y/N

20. If yes how? (Details)....

21. Have you adopted it in your work? Y/N

22. If yes, how?

23. If no, why?

24. Could you please brief us about the Individual Action Plan (IAP) you prepared during the course of the training period.....

25. Have you implemented it/them in your work areas? Y/N

26. If yes, please give the details.....

27. If no, why?

28. Overall your views on the programme.....

29. Your suggestions for improvement of the training programme

D- Regarding SIUD (State Institute for Urban Development)

- **Satisfaction about the schedules/modules etc.,**

- **new topics required, identification of redundant topics etc.,**

- **Your assessment of the course coordinator**

- **Any advance training required to be designed and imparted by SIUD?**

- **General observations about SIUD**

- **Overall to what extent the objectives of the training are met**

General Observations and Suggestions from Concurrent Evaluation of Two Programmes (First: 28-30, October, 2010, and Second: 08-10, November, 2010)

- 1) Overall the training programme on '**Quality Management and Preparation of Citizen Charter**' was quite well designed, coordinated and managed.
- 2) In terms of knowledge, skills and attitude, the programme had positive effect on the trainees. This was possible to infer through continued interactions, participation with the trainees and through their project presentations. Their feedback presentations during the concluding session were also helpful in inferring these points.
- 3) All the trainees showed interest in quality management and quality services, which was visible through their respective **Individual Action Plan (IAP)**, which they prepared to be implemented once they are back on to their work. It was quite visible from IAPs that the trainees learned new skills, acquired knowledge, and there was change in their attitude.
- 4) Interactive sessions were helpful.
- 5) There was no logical connectivity between the Module, Schedule and the programme delivery. Module is well designed, good logical connectivity between one session and the other. But not much care has been taken while designing and structuring the schedule. Further, there were some variations between the structured schedule (topics)

and actual training (topics) imparted. This can be seen from the structured schedule and course evaluation sheet. As much as possible care should be taken to follow Module, then schedule and then actual training. There should not be any deviations across these as much as possible.

- 6) Under Methods, the Module has spelled out very clearly different methods, exercises, steps, guidance etc, which have to be followed by the course coordinators.
- 7) As far as the Module is concerned, it is well designed and practically oriented.
- 8) During the programme, 70 to 80 percent of the Training Objectives were covered.
- 9) All most all the trainers are qualified and competent. But focus on topic and method should be followed properly.
- 10) One or two more expert Resource Persons could be invited.
- 11) There was no system of daily evaluation of the training programme.
- 12) It is better the programme is conducted at the Institute itself, which will give a very good ambience, access to library, computer facilities, control over everything, and also much better quality training can be imparted.
- 13) Field studies / work could be arranged to some ULBs with best practices.

- 14) In general, for quality training programme to be imparted, advance preparations in terms of schedule, good resource persons and background material should be in place.

- 15) A brief brochure highlighting the objectives, methods to be adopted, brief about resource persons, brief about course co-coordinators, structure, place, contact person details etc about the programme should be prepared well in advance, and be sent to sponsoring agencies / departments.

- 16) The resource person/s should also be briefed about the training session and its objectives.