

**AN ASSESMENT OF CLIENT SERVICE CHARTER
IMPLEMENTATION IN LOCAL AUTHORITIES IN TANZANIA:
A CASE OF TABORA MUNICIPAL COUNCIL**

BY

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**A Dissertation Submitted in Partial Fulfilment of the Requirements for Award
of the Degree of Master of Human Resource Management (MSc.HRM) of
Mzumbe University**

2016

CERTIFICATION

We, the undersigned, endorse that we have read and hereby advocate for acceptance by the Mzumbe University a dissertation entitled “**An Assessment of Client Service Charter Implementation in Local Government Authorities in Tanzania: A case of Tabora Municipal Council**” in a partial fulfilment of the requirements for the award of the degree of Master of Science in Human Resource Management of Mzumbe University.

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DECLARATION

I, **Deusdedith Cosmas Kanunu**, affirm that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree honour.

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LIST OF ABBREVIATIONS AND ACRONYMS

ACCAN	-	Australian Communications Consumer Action Network
ACCSM	-	Asean Conference on Civil Service matters
CAG	-	Chief Auditor General
CC	-	Client Charter
CSC	-	Client Service Charter
HoDs	-	Head of Departments
LGA'S	-	Local Government Authorities
LGRP	-	Local Government Reform Programme
MD	-	Municipal Director
MDAs	-	Ministries, Departments and Agencies
MDC	-	Mtaa Development Committee
MDGAs	-	Millennium Development Goals
MEOs	-	Mtaa Executive office
PMO - RALG	-	Prime Minister's Office, Regional Administration and Local Government
PO-PSM	-	President's Office Public Service Management
PSRP	-	Public Service Reform Programme
TMC	-	Tabora Municipal Council
URT	-	United Republic of Tanzania
VDC	-	Village Development Committee
VEOs	-	Village Executive Officers
WEOs	-	Ward Executive Officers

ABSTRACT

This study focused on the assessment of Client Service Charter Implementation in Local Government Authorities in Tanzania as a tool for promoting quality services to its customers and stakeholders. Client Service Charter is a mechanism of helping the employees to do their jobs better in performing daily activities as a result of superior performance in Public Organisations. The study focused in reaching the objectives that include: to assess the implementation of the charters in Local Authorities by finding out whether the employees were aware of the existence of the Client Service Charter, to find out if the customers have been satisfied with the implementation of the Client Charters and then to find out the way forward if the charters are not meeting the customers' needs and expectations.

Qualitative and quantitative approaches were employed in this study. The sample size was 91 respondents. Primary and secondary data were gathered during the study. On primary data collection, questionnaire and interview were used to get information from respondents. Both theoretical and empirical literature reviews were conducted using the works of various scholars to support the study through illustrating various concepts of Client Service Charter in the Public sector in Tanzania.

The findings of this study provided the best alternatives in improving quality services provided by the Local Authorities in Tanzania with the purpose of satisfying the customers in Public sector Organisations. Moreover, the study provided valuable immediate feedback appreciation to employees who performed better than others and gave the Organisation an opportunity to motivate them as a result of strategies improvement and employees retention for the organisations' competitive advantage.

The conclusion of the study showed that Client Service Charter is not only focused on bringing quality services to customers and stakeholders in the Local Government Authorities but also focusing on improving transparent, efficiency and accountability to service providers in Public Services field.

Finally, the study recommended that the law makers should develop policies those will enforce the service providers in Local Government Authorities to be measured through accomplishing Client Service Charter goals in their Organisations.

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CHAPTER ONE

PROBLEM SETTING

1.0 Introduction

It is an introductory part of Chapter One that carries seven subsections as follows: subsection one is about the background of the study, subsection two is statement of the study, subsection three is objectives of the study, subsection four is about the research questions, subsection five is significance of the study, subsection six is the justification for the study, subsection seven is the delimitation of the study, and subsection eight is Limitation of the Study.

1.1 Background of the study

Public sector in different countries began to realise that the satisfaction of the need of the client is crucial. Private sector practices initiated mechanisms which focus on the quality of the service to be delivered to customers. This consideration led to grow the concept of client charter. In the Early 1990s CSC emerged in the United Kingdom. However, in the United Kingdom the activity pointed in the late 1990s by requiring every Government Agency to introduce Client Service Charter in their service areas. Thereafter, the idea was taken up by other countries such as Malaysia called it as “Client’s Charter” and Italy named it as “Service Charter. After that, too many Organisations committed to Client Service Charter in service provision, and the effort went into circling customer service (Australian Communications Consumer Action Network, 2009). In Indonesia, the Client Charter Concept was introduced in 1995 and by 1997 all Ministries in the country were to have their own Client charters (ACCSM, 2007). Canada had its Client Charter in 2000.

In Africa, Client Service Charters came following deliberations on new challenges, roles and perspectives on African Public Administration which were made on February 5, 2001 in Windhoek, Namibia during the 3rd Pan African Conference of Ministries of Civil Services (Simataa, 2004). This conference adopted the Charter of Public Services in Africa which defines a skeleton to guide the public service in Africa to take such legislature. Authoritarian, methodological and practical measures

as may be required to create proper functioning of public service and improve the quality of services to customers.

The Government of Tanzania began to reform Local Government starting with the publication of policy paper on the Local Government Reform in 1998. The implementation the programme began in 2000 by adopting Public Service Reform Programme (PSRP) which was known as PSRP phase 1. The programme organised performance management system whereby the activities become fully integrated into organisation strategies. In this phase the Government installed the number of management systems and processes such as performance management systems, performance improvement fund, harmonisation of the national planning and budgeting processes and processes of Human Resource Management which were re-engineered to promote decentralisation decision making (LGRP, 2008).

Among the Key results areas expected were better system to support service delivery by organising performance management systems, strategic planning, change management and reform co-ordination by ensuring that the outputs of the reform are being realised in an efficient and effective manner as well as introducing Client Service Charter (Bana, 2009).

Being one of the Local Government Authorities of Tanzania, Tabora Municipal Council followed government directions by drafting a client Service Charter in 2013. The main goal of the charter is to improve the Clients' level of awareness about high quality services provided by the office of Tabora Municipal Council and help the staff to disclose the services expected by customers (Tabora Municipal Council's Client Service Charter, 2013).

1.2 Statement of the Study Problem

The Government of The United Republic of Tanzania (URT) through the Public Sector Reform Programme (PSRP) has formulated various policies and operational processes such as performance management systems, performance improvement fund, harmonisation of the national planning and budgeting processes and Human Resource Management Processes which were re-engineered to promote

decentralisation decision making. In the context of these policies and Processes inception of Client Service Charters (CSC) builds on the implementation of the PSRP of 2000. In 2001, the URT formalised measures for using Customer Service Charter (CSC) with the aim of enhancing public institutions including Government Agencies to offer good quality services to their clients and to the general public. In accordance with the values embedded in the PRSP, in 2007, the Local Government Authorities were obliged to adopt and submit Client Service Charter to the Permanent Secretary Public Service Commission.

The Local Government Authorities are required to perform their duties in a professional manner, being open and accountable for their actions and having the highest ethical standards. This Client Service Charter explicitly outlines the need for the Local Government Authorities to implement and provide good quality services to the public with the aim of satisfying customers and other users of its services according to their requirements and expectations.

In spite of the efforts to improve service quality, Local Government Authorities are still persistent with bureaucracies, delays and repetitive procedures which compromise the quality of service. The President's office – Public Service Management in Public Service Reform Programme Final report of 2011 reported that, the majority of Ministries, Departments and Agencies have performed below average despite having the charters in Place. This suggests lack of assurance that charters may add value on service provision. Hence, this study intended to assess the client Service Charter (CSC) implementation in Local Authorities in Tanzania particularly in Tabora Municipal Council.

1.3 Objectives of the Study

1.3.1 Main Objective

The foremost purpose of this study was to weigh up the Client Service Charter implementation in Local Authorities in Tanzania.

1.3.2 Specific Objectives

The specific objectives are;-

- i. To examine the extent of which objectives of Service Client Charter are implemented at Tabora Municipal Council
- ii. To determine the attitude of customers to the Client Service Charter
- iii. To determine the importance of abiding using the client service Charter
- iv. To identify the challenges of Client Service Charter at Tabora Municipal Council

1.4 Research Questions

- i. Are the Client Service Charter objectives quickly implemented at Tabora Municipal Council?
- ii. What is the attitude of customers to the Client Service Charter?
- iii. How importance to abide using Client Service Charter?
- iv. What are the challenges facing the Tabora Municipal Council in implementing the Service Client Charter

1.5 Significance of the Study

This study will be very useful in Tabora Municipal council, as it will help the management to know various alternatives that will help their employees to implement the programme of Client Service Charter in order to improve service delivery to the clients. In addition, the study will help the Municipal Council to achieve its objectives, create team working spirit, improve working environment, create awareness, and improve accountability to employees and management as well as to enhance employees and management in general to provide feedback to clients timely.

The study will help to make customers more cautious about their rights and privileges and duties of public servant simply because the Client Service Charter aims at raising the standard of public services by ensuring more responsiveness to the wishes and needs of the users. Consequently, the provision of client service charter

will create a valuable opportunity to provide immediate recognition to the customers simply because they will get feedback on their concern on time. Moreover, the study will be helpful to the Government of Tanzania as it will focus on satisfying the customers. The study will contribute to the exploration of various ways to satisfy the clients in the Local Government Authorities for the purpose of retaining them.

This study is important as it will be relevant for understanding the customers' service preference in Tabora Municipal Council. On the other hand, the study will be useful to the academics, scholars and other researchers as it will help to draw interest in conducting further research on the importance of Client Service Charter by examining deeper the best alternatives for satisfying customers. Furthermore, the study will help policy makers in suggesting ways of improving policy implementation process concerning Client Service Charter in Local Government Authorities in the country.

1.6 Justification of the Study

The Client service Charters are implemented in Tanzania in the context of Public Service Reform Programme (PSRP) that was launched in 2000 with the major purpose of supporting the attainment of high rate economic growth and ensuring delivery of quality services within the priority sectors does conform to public expectations for value, satisfaction and relevance by the year 2017.

The manner of introducing the CSC entails; drafting of the Charter by the respective government Ministry, Departments or executive agency, making the charter's objectives known to staff, and making the charter also known to serve the users. In addition, it outlines various redress mechanisms that citizens should use to register their satisfaction or dissatisfaction over the services/goods provided.

It is now fifteen years since the introduction of CSCs was embarked upon. However, an important question that still lingers is "has the delivery of service and goods to the people significantly improved as a result of introduction of Client Service Charters? This study is essential in contributing to addressing this question and Tabora Municipal Council provides the correct case as one of the Local Government Authorities in Tanzania that followed the Government directions. The aim of the

charter is to create awareness of services offered by the Local Government Authorities among clients and stakeholders; to offer highly services; and to communicate directly with customers.

1.7 Scope of the study

This study focused on Assessment of Client Service Charter Implementation in Local Government Authorities in Tanzania. A case of Tabora Municipal Council was used to accomplish this study mission.

1.8 Limitation of the Study

During the study the researcher encored different challenges such as some of the respondents refused to fill the questionnaire and other respondents expected for interviews refused to give the information without any reason, this led the researcher to delay in accomplishing the research on time as it was intended. Other respondents had no enough knowledge on the subject matter this resulted a researcher to get poor responses and false information about the subject. Some of the Head of Departments at Tabora Municipal Council misplaced the questionnaire papers and led the researcher to reproduce another questionnaires, this situation encored more cost to the researcher. In spite of all these Challenges occurred during the study, different techniques got applied in order to meet the objectives of the study and finally got accomplished.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter talking about literature reviews and consists of five sections; section one is about key terms definition, section two is concerning on theoretical literature review which consist the Philosophical of Literature and operationalisation of the concepts. Section three is about Empirical literature review, section four is about the Conceptual Framework of the study and section five is the Synthesis which shows the research gap that supports the Statement of the Problem and the Conceptual Framework identified in this chapter.

2.1 Definition of Key Terms

2.1.1 Client

This refers to a person who receives help or advice from a professional person (Hornby, 1989). Similarly, in ACCSM (2007) a client is the main receiver of service/products which require quality service from government agencies. In this work clients are of two types; internal and external clients. Internal clients are the people working to different Units, Sections or Departments in the same Organisation. In the Public service, this definition would apply to all civil servants working within the same department as well as public servants working in offices and other bodies coming under the support of that department. Such definition would not include those working in other civil service department, semi state or other public service bodies. Such organisations would be external clients (Stauss, 1995). In this study a client is a recipient of services from Public Organisations of Tanzania, this can be either within Public or private Organisation or out of both of them.

2.1.2 Service Charter

This refers to a public document that sets out basic information on the services provided, the standards of service that customers can expect from an organisation, and how to make complaints or suggestions for improvement (Parrado et al., 2007). A Client Service Charter is a small book that provides information to the client about the

Organisation's services, shortlists relevant ways of communication, provides information of relevant service, and explain customers' rights and responsibilities, including feedback and available complaint mechanisms (A CCA N, 2009).

2.1.3 Client Service Charter

This refers to a social pact between service providers and receivers. They specify standards for service delivery, which service users have a right to expect, and set out complaint handling and feedback mechanisms if the services are below expectations (PMO-RALG, 2009). In this study client service charter is a short publication of the service experience citizens should expect from the public service organisations as a result of superiority performance in order to meet customers' needs and expectations in a light of resources allocations.

2.1.4 Quality Service

This refers to the measures of client satisfaction on the services received. Simply customer satisfaction is when the outcome of the service matches the expectations of the service (Looy et al., 2003). In Zeithaml et al.(1988) it implies customer's evaluation of product or service in terms of whether the product or services has met his/her expectations. Failure to meet needs results in dissatisfaction, or poor perception of the service quality. In this study service quality implies the level by which public organisations deliver services which satisfies customer's needs on quality parameters like right to use, dependability, understanding and swiftness.

2.1.5 Implementation

This refers the performance of an obligation; it involves communicating the outcome and implications of the exercise. It is a cultural change that one has relatively distinct goals in terms of values, beliefs, processes and behaviours (Armstrong, 2007, /Oxford Dictionary, 2010 and Torrington et al., 2005). In this study implementation means using available Organisational resources to perform certain responsibilities in the systematic manner as described in the client service charter.

2.2 Theoretical Literature Review

Theory of Good Governance

According to UNDP (2000), good governance means managing the public in a manner that is transparent, accountable, and participatory based on rule of law consensus. Citizens who are service users have had problems while dealing with service providers; they have encountered poor governance as opposed to good governance. United Nations Development Programme (2000) spells out eight characteristics of good governance; Accountability, Transparency, Responsiveness, Equity and Inclusiveness, Effectiveness and Efficiency, Rule of law, Participation, and Consensus building. The European commission in 2001 published a white paper on governance that presented five principles of good governance; openness, participation, accountability, effectiveness, and coherence (European commission, 2001).

Max Weber and Woodrow Wilson unexpectedly appeared on the normative theories, and also on the landscape of contemporary public administration, it is to be expected they would not be familiar with the background of good governance. The complete Organisations structural governed by strong and visionary leaders who are responsible on democracy and equipped by skilled public servants those delivering the required services to citizens in all levels are long disappeared. These leaders have been succeeded by “governmental civilization” in which a lot of significant services are provided through multi managerial programs. These programs are very important “unified clusters of firms, governments, and associations which come together within the structure of these programs” (Hjern and Porter, 1981).

These functioning levels operate within a concept of governance about which an amazing level of agreement has been reached. The governance come up to seen as a “new way of leadership as a result of the situation of rule of law or a modern style of governing people” (Stoker, 1998). Likewise, during the study that followed the ‘Reinventing Government’ different topics on public success much has been written of Novel civic Management practices which means supremacy theory addicted to success (Peters and Pierre, 1998). Multifaceted on this, introduced method of

provision of service, the element of investigation for some students of policy implementation is the system of non-profits organisations, private Organisations and governments. Milward and Provan (2000) provided that, in policy areas such as Education, and Social welfare, 'shared production and having several degrees of division between the basis and the end-user of government funds join to make sure that Bureaucratic processes and markets will functionless and those interconnections are the only option for collective achievement". The discussions below describe the relationship of governance and other Public Administration theories, the New Public Management, in particular.

On the governance and the more and more international scholarship on New Public Management, the European literatures explain two kind of approaches of public service that reproduce a form of government which is improved managed and which takes its goals not from self-governing theory but from economics of market. At the same time few uses the terms in a not proper way, example Hood (1991), provided investigation makes a different among the two. Fundamentally, control is a political hypothesis while New Public Management is an organisational presumption (Peters and Pierre, 1998).

Government means the development of governing techniques in which borders between and within Public and Private sectors become familiar. The real meaning of governance is its centre on mechanisms that do not rest on recourse to the authority and sanctions of government. Governance for is about the possible for contracting, franchising and new forms of regulation. In short, it is about what we refer to as the new public management. However, governance is auxiliary than a new set of managerial apparatus. However it is also about more than achieving greater efficiency in the production of public services (Stoker, 1998). Peters and Pierre (1998) agree, saying that governance is about procedure, while New Public Management is concerning on outcomes.

Governance means the rule of law by using the constitution came from People (Stoker 1998; Milward and Provan, 2000). The hard work to produce the literature came from theories written by other people. The definition of New Public

Management as a sequence considered jointly – represent public selection approaches, cost transaction relationship, and privileges for effectiveness over fairness. The outcome of governance they not differ from those of Public Organisations; it is just a matter of a different in procedures. The real meaning of governance, and its most difficult aspect, according to its critics, is a focus on mechanisms that do not rest on remedy to the authority and sanctions of government (Peters and Pierre, 1998; Stoker, 1998) outlined five propositions to build our knowledge of the crucial questions that governance approach must assist us to get solution. He suggested that each point implies a tight spot or significant subject. Finally Stoker provided that Theory of Good Governance helps as follows;-

- **Includes rulers and ruled people from inside and outside of the Organisation.** The query, as it relates to policy implementation, is one of legality. The level to which those with decision making power are seen to be legitimate will directly crash their ability to mobilize resources and promote cooperation and build and sustain partnerships. Beetham (1991), suggests that for power to be lawful it must be conventional to established rules of law; this rule of law must be defensible by obedience to shared way of life; and the authority should be applied with the convey permission of supporters.
- **Helps in determining limits and everyday jobs for the purpose of solving customers' needs.** Responsibilities transfers always go over the public and private height to include the idea of communitarians and communal assets. Though, misuse of responsibilities positions can lead to complaints. An attractive explores neighbourhood that has grown in level and significance following the functioning of benefit restructuring is become skilled on faith organisation based roles and collision in service provision. Public Organisations have not only authorized this joint venture but institutionalized these arrangements. This provides an idea of transfer in roles outside the traditional idea of contracting out and privatization (Stoker, 1998).

- **Helps to understand the influence used through comparison between firms concerned in joint success.** The Organisations always depends on the accomplishment of joint action, and exchange the capital and discuss the shared agreement of final program desires. The functioning creative writing is full up with learning on harmonization challenges and benefits. Nevertheless, authority belief gives out the problem of unplanned consequences for government due to the probability of big problems. In order for the functioning research to contribute to a wide thinking of governance affairs, allocation for minimizing and impacts must be applied (Provan and Milward, 2000).
- **Helps on self-directed of both stakeholders.** The appearance of self-directed chain raises problems on responsibility. Good governance, during the time of Stoker included not just attracting government policy but winning about dealing with government. The “vacant sovereignty” that chain has triggered (Provan and Milward, 2000) raised a questions about why government can manage community programs when they consist principally of entities exterior community sphere.
- **Helps to identify the ability of things to get done.** Stoker noted that within the governance there is a resolute importance on new tools and techniques to manoeuvre and direct. The verbal communication is taken directly from reinventing themes. The problem of governance in this background is that there is a broader concern with the possible for leadership failure, differences among key partners in time horizons and goal priorities, and social conflicts, all of which can led in governance failure. Stoker suggests that design challenges of public institutions can be addressed in part by “reversibility, robustness, sensitivity to motivational complexity, public dependability, and variability to encourage experimentation” (Stoker, 1998). As Peters and Pierre (1998) note, “governance is concerning with maintaining public sector resources under some level of political manage and developing strategies to sustain government’s ability to act” in the face of management tools that replace highly centralized, hierarchical structures with decentralized

management environments where decisions on resource allocation and service delivery.

The beginning of society control poses a confront to critical theory and practice as it suggests a requisition of democratic language and the critical made-up by a new managerial theory of ‘good governance’, hailing empowerment, personal freedom, imagination and self governance structured by the democratic language of participation, transparency and accountability. Good governance relies instruments of governance that nurtures and strategically utilizes the self governing potential of civil society under the strategic administration of public authorities, seen in such miscellaneous areas as employment policy, police power and offence prevention, health policy and bio politics, service policy, enlightening policy, and accounting practices etc. (Bang and Esmark, 2007).

In order to avoid confusion, the idea of good governance does not demote to a scientific theory of governance. Good governance means to an empirically visible politico administrative way of making public policy making, reforming and organizing. There are innumerable applications of the notion of governance, as has been noted by several researchers (Rhodes, 2000), leading others to question the hypothetical worth of the notion. Therefore, many applications of the governance idea move to and fro between scientific and practical applications, between research programs and policies, and between observation and the object of observation itself (Jessop, 2003). Definitely, governance theory is often part and package of the strategy of good governance rather than an outside watching.

Theory of Implementation

Implementation is the process of turning policy into practice. However, it is common to observe a gap between what was planned and what actually occurred as a result of a policy. According to Buse (2005), discussed below are the three main theoretical models of policy implementation.

- **Top-down model:** The model sees policy formation and policy execution as distinct activities. Policies are set at higher levels in a political process and

are then communicated to subordinate levels that are then charged with the technical, managerial, and administrative tasks of putting policy into practice.

- **Bottom-up model:** The model recognizes that individuals at subordinate levels are likely to play an active part in implementation and may have some discretion to reshape objectives of the policy and change the way it is implemented.
- **Principal-agent hypothesis:** In each situation there will be a relationship between principals and agents, which may include contracts or agreements that enable the principal to specify what is provided and check that this has been accomplished. According to Pressman and Wildavsky (1973), implementation is the capability to copy the fundamental sequence in order to get the required results. Van Meter and Van Horn (1975) describe Policy implementation as surrounding “those actions by public or private individuals or groups that are directed at the achievement of objectives set forth in prior policy decisions.”

Theory of Implementation is a constituent of machinery design. It provides an logical framework for situations where resources have to be allocated among agents but the information needed to make these allocation decisions is disseminated and privately held, and the users possessing the private information behave strategically and are self-utility maximises. In any situation where the information needed to make decisions is dispersed, it is necessary to have information exchange among the agents/users possessing the information. Allocation decisions are made after the information exchange process terminates. Implementation theory provides a systematic methodology for designing an information exchange process followed by an allocation rule that leads to allocation decisions that are “optimal” with respect to some pre-specified performance metric.

The objectives of the Theory of Implementation are:

- To resolve, for any given performance metric, whether or not there exists an information exchange process and an allocation rule that achieve best

possible allocations with respect to that metric when the users possess private information and are strategic.

- To resolve orderly methodologies for designing information exchange processes and allocation rules that achieve most favourable allocations with respect to performance metrics for which the answer to one above is positive.
- To resolve alternative criteria for the intend of information exchange processes and allocation rules that lead to “satisfactory” allocations for situations where the answer to one above is negative

2.2.1 The Understanding of Client Service Charter

Client Service Charters are increasingly being developed around the world as a tool to reshape government institutions into a client focused, open and accountable entities. Also, it has been developed as an instrument to advance the services quality, talk to the needs of customers' rights and set clear standards of performance. The main aim of introducing the Client Service Charter is to create customers awareness on their rights to access the quality services, make their voice heard by public service providers, development of service delivery and increase openness, accountability and clearness to the people (Beevers, 2006).

Client Service Charter is introduced to outside stakeholders and gives staff an understandable image of what kind of service needed by customers. Organisations may also look for information on how different groups of customers observe the way in which services are provided. Nowadays improving the public services has become a major topic on the public sector reforms and agenda all over the world. Most of the public organisations now days are looking on how to get started on providing the quality service to customers and develop existing quality management projects. Improving quality service is a strategy for keeping customers as well as getting them in the first place. Service quality is dissimilarity between service prospect and apparent standard of delivery (PMO-RALG, 2009).

Client Service Charter in Tanzania blew in the second phase of public service reform programme aiming at improving performance in public sectors and improving

accountability between the management and its clients or stakeholders. It is an attempt to make all public servants to deliver improved services to citizen to ensure that the services meet the standard and quality of what citizen expects. Such accountability is enforced both within the government (horizontally, on the supply side, between bodies) and between government and citizens (vertically or on the demand side). Therefore, Client Service Charter is adopted in Tanzania as an installation for securing enhanced discipline and ethical conduct in public sectors. The main theme is accountability and responsiveness (PO-PSM, 2008).

The following are immediate outcomes expected when installing Client Service Charter in Tanzania; citizens and clients are increasingly becoming aware of the availability of public services and their rights to access them, give out louder voices in demanding for better access and quality services, public service listen better; they are courteous and responsive, increasing propensity by public service managers to share information, increased propensity by public servants to be accountable for services delivery results and creating or enhancing channels for feedback from citizens and clients (PO-PSM, 2008).

2.2.2 The Purpose of Client Service Charter

The main purpose of the Client Service Charter is to improve access to an organisation's services and promote high quality services to clients. It does this by telling customers the standards of service to expect, the way customers can give feedback related to the service delivery, what to do if something goes wrong, and how to make contact. Also, Client Service Charter helps employees too, by setting out clearly the services their organisation provides (PMO-RALG, 2009).

2.2.3 Criteria Required for Client Service Charter

Client Service Charter should bring out the principles of quality services needed by the customers, let know the customers how to complain if anything goes wrong, or service is not met their desire, or the way to propose suggestions for upgrading the service, make apparent the way customers can contact an organisation and get further information about a particular service, make sure the information is easy accessed and easy to understand,

explain how an organisation is setting up for further improvement, guarantee customers that they will receive a fair service, if there is any applicable legislation and make sure that the publication and review date is clearly visible, ensure that the content remains current and clearly be written (Paternoster, 2010).

2.2.4 Benefits of Client Service Charter

According to Parrado *et al* (2007), Client Service Charter has the following benefits in an organisation;

- **It helps public Organisations to meet customers' expectations;** Client Service Charter enhances an institution to tender good excellence services to their consumers and to the universal public, thus the public expectations are sufficiently met.
- **Provide a room for consultations with Customers;** Client Service Charter manages customers to be in line with the management, it is the best way of enhancing customers to interact with the management. It provides a high-quality skeleton to bring about a educational change in the direction of better customer compass reading.
- **Give confidence public Organisations to evaluate the performance;** Client Service Charter serves as a dynamic tool that enables close follow-up and implementation of the organisational plan. The grades of its follow up and evaluation may be utilised to reward employees whenever you like. In connection to that, a service charter without a performance dimension system will always remain a paper tiger. The development of a performance measurement system will not only help service provider to set meaningful service standards but also give them hard evidence when they carry out self-assessments. And most importantly, they will help managers to understand whether strategic objectives are being met.

- **Help to make public Organisations more transparent, openness and trustworthiness;** Client Service Charter makes agencies more transparent by communicating standards and performance against them to the public. Also, Client Service Charter plays a role of informing the public about the values they can expect and how agencies have performed alongside those values.
- **Helps Organisations to improve performance and focus;** this is very important anywhere promised values have not been achieved and enlarged fulfilment of customers by offering clients to give an open comment with the aim of assisting the organisation to achieve its aim of providing reasonably priced high quality services delivery.
- **Give an agency to spell out what people want from their services and focused resources accordingly;** Client Service Charter integrates what an organisation offers with what customers expect and how time will be utilised to offer organisational services.
- **Help an agency and its employees to focus on the Organisation's goal, and whether it provides worth;** this can be done by clarifying mission, vision, promises, and core values as well as targeted objectives and how services are offered timely in the organisation.
- **It increase satisfaction to customers;** most significantly efficient use of Client Service Charter will led the organisation to boost user fulfilment, even when customers' expectations are growing it implies that your values have to rise too. The vital thing is to recognize together with customers what is importance and possible at a particular time and place.
- **Other benefits;** the charter will act as a performance indicator which will enable LGA's to make evaluation of the services rendered to clients and thereafter make appropriate corrective measures. The clients will be able to evaluate the performance of services rendered by LGA's and offer them the opportunity to give feedback on its performance. Also, give details to customers

the way they can assist an organisation deliver the best service to meet their desire, assist steer and sustain a process of nonstop improvement in quality service and help promote good relations with customers and most of whom will receive an organisation's efforts to take version of their views (Paternoster, 2010).

2.2.5 Values and Commitment of Client Service Charter

In offering high quality services to customers the service providers need to adhere values an commitment of the charter such as applying professionalism in everything they do to customers, being honest, being fair, being courteous, respectful, friendly and helpful demonstrating openness, being flexible, avoiding conflict of interest, observing ethical contact and just to mention the few (Beevers, 2006).

2.3 Empirical Literature Review

2.3.1 CSC Practice in Different Countries

There are many contemporary research studies in different countries supporting the importance of implementing of the Client Service Charter as a useful tool for satisfying customer needs in the contemporary organisation.

In the country of **Jamaica** the Citizen's Charter agenda introduced by the Prime Minister P.J. Patterson the House of Representatives in December 1994, emphasising on the responsibility of the public, their customers. According to the charter, agencies providing services must set and display principles for key areas of performance in a form which the customer understand, bring out information regularly of performance against those standards, and show how they are meetings their values (Government of Jamaica, 1995:1). The Citizen's Charter sets presentation targets includes the following:

- a. Genuine Standards
- b. Realistic demanding standards
- c. Organisation provided that services should frequently look to develop their existing values.

- d. Services values should mirror the desires of the customers, be lay down in discussion with consumers and be experienced through client survey.
- e. presentation in sequence must be used to progress the service delivery system
- f. vital act claims should be used to advance the service delivery system
- g. Important performance claims should be checked or validated by external or independent source (Government of Jamaica, 1995).

The state Organisations in the country of Jamaica were required to design Citizen's charter, detailing their mission and their service model. At the same time the public is required to hold them to those promised levels of service. Introduction of the Citizen's Charter in Jamaica has highlighted customer service by requiring the public sector organisations to put customers first among their priorities. It has also served to set high standards within government organisations, thereby enabling them to improve their missions.

In **Australia**, according to Australian Communications Consumer Action Network (2009), in their research findings concerning the "*Customer Service in Communication Sector*" shows that, the contented of client facility charter is inconsistent and very poor from a consumer perspective. Also, the findings show that customers are not satisfied with services provided simply because a large proportion of consumers complaints about the invention and service issues that fall outside the contented of charters. This shows that there is a substantial cut off between customer expectations of the contented of service charters and industry expectations of the pleased of service charters because, key client issues such as affordability are not implemented in service charter.

Therefore, from the findings the researcher put a clear conclusion that, customer service charters are not an appropriate regulatory option for the communications sector in the organisation at the time. From this perspectives the researcher recommends that, in order for the customer service charter to be implemented effectively there is a need to provide a clear contact information and useful information to customers about how to complain and meet their needs. Also, the service charter should include basic information on how the customers will get quality service that satisfies them.

In **Bangladesh**, Tamrakar (2010), done a research on “*The Impact of Citizen Charter in Service Delivery: A Case of District Administration Office Kathmandu, North South University, Bangladesh*”. The findings indicate that, the community service release arrangement in Nepal is not much important, effective and efficient due to the awful government they have and lack of information of the implementers of the service and the receivers.

The study clearly shows out that only 26% of respondents are achieving services desired from Nepal. Also, the result indicates that citizens are not aware of their constitutional rights to get the service in the time mentioned in citizen charter the thing which causes various conflicts to arise in the organisation. This statement was also demonstrated by another survey done by Bergen University, Norway which shows that eighty percent of the total respondents were found positive to take shape in the passage of time for implementing citizen charter.

Relaying on the research result, for improving the service delivery, citizen charter can play a great role but some part of it like complaint handling system, proper information to service providers and receivers should be improved and this will be possible by having good governance. The main goal of good governance is to make the government and public administration more effective, efficient, transparent and accountable to the public. So, the citizen charter is seen as the resources to improve the good governance through ensuring transparency, accountability and responsiveness as it makes bureaucratic clarity among the service seekers and provides the mechanism for complaint handling.

In **Ghana**, Nayem (2010) conducted a research on “*The Problems of Implementing Citizen Charter: A study of Upazila Land Office - A.C Land Office*”. The result shows that the implementation of citizen charter in Upazila land offices is extremely low down. All the services obtainable by the land office are not incorporated in the citizen's charter, people are not following citizen charter and mostly they do not know about it. However, the citizens are totally unaware about the charter agenda initiatives. The complication of land management system, citizen's lack of knowledge, need of resources, incompatible rules and set of laws, lack of training,

lack of freedom of opinion workload, lack of logistic support and the like are working as barrier of citizen charter implementation. In connection to that the research results also verify that the officials at Upazila land office lack assurance and weightiness to implement citizen charter. In adding up to this, most of the street level bureaucrats in Upazila land office do not have adequate facts about the charter agenda.

Therefore, from these findings the researcher came with the conclusion that for the better implementation of the citizen charter the government needs to provide training and orientation programme to the service providers so that they can become aware of the citizen charter. Also, the correct promotion is necessary to create the society alerted of this service.

In **South Africa**, Dlamini (2004), in his thesis on “*Customer Care services and Strategies in Academic Libraries in Tertiary Institutions*” argues that libraries in South Africa had no strategies on customer care. Most of the staff did not concur with the organisation’s strategies. He went further by explaining that 66% were unaware of the strategies for customer care in their libraries. The study detected that there were no proper customer care strategies which were put in place, only few senior staff knew about the strategies. Dlamini noted that awareness of information products and services would make customers be able to identify those information products and services they are familiar with.

Therefore, Dlamini (2004) concluded that the main problem areas in customer care were customer care policy and structures, methods of conducting customer care, information products and services offered by the library, satisfaction of users with information resources, and strategies of customer care used by staff.

In **Tanzania**, Njunwa (2011) reported the study in his paper “*Achieving the Millennium Development Goals through innovative public service delivery: A critical assessment of implementation of Client Service Charter in Tanzania*”. To his surprise, he found 80% of local government agencies which serve majority of Tanzanians to have not implemented the CSC Reform and even those who were implementing were not doing well. The factors for non-implementation were: high illiteracy among the

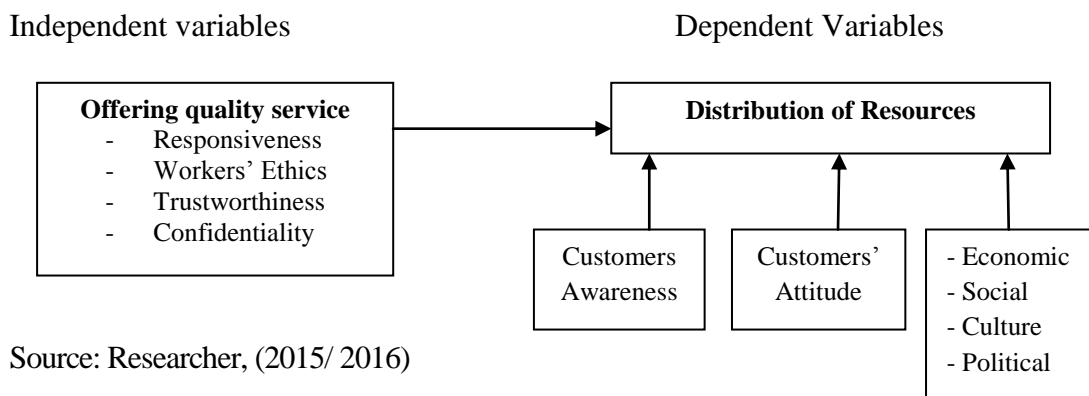
citizens which makes them unaware of CSC and not confident to claim their rights, imposition of the CSC approach to local authorities instead of being part of decision makers, lack of sufficient sensitisation and popularisation of CSC and lack of local dynamism in the CSC because it is an imported innovation.

However, in 2013 Lufunyo conducted a research on “*The Impact of Public Sector Reforms on Service Delivery in Tanzania*”. In his study found implementation of Public service reform like the CSC reform faced many challenges such as; reluctant mind set to some employees to accept changes, poor working environment and conditions of service to public servants, inadequate facilities such as offices and equipment, delaying allocation of resources to implement projects, staff unpreparedness to the reforms, low public awareness on the reforms, lack of ownership of reforms by some stake holders due to poor participation, lack of political will and commitment on reforms from some top leadership positions, inadequate staffing levels in health and education, corruption and greed behaviour to some public employees, weak legal frameworks to address corruption and poor customer focus culture to some public employees.

2.4 Conceptual Framework

Conceptual framework helps to certify that data collected are appropriate to the objectives of the research. In the Light of the literature conducted, the study will propose the conceptual frame work as appearing on the figure below

Figure 2.1: Conceptual framework of the study



Source: Researcher, (2015/ 2016)

The framework implies that, the client Service Charter is an intercession which is established to meet a certain objectives of offering quality services. Once it is formed, the distribution of resources facilitates implementation of objectives. In order the implementation to be successful and competent, the society must be well sensitised and apparent intervention is important for them to participate fully.

2.5 The Synthesis of Literature Review

By bearing in mind the empirical studies reviewed, the researcher has discovered that the problems in Client Service Charter were caused by poor policies and strategies used by organisation, unsuited goals between the management and staff, inconsistency of client service charter with expectations of customers, poor affordability of the services and lack of knowledge about the Client Service Charter and its contribution to superior performance in the Organisations.

Therefore, from the above previous studies and other literature, the researcher did not find out the factors that can hurry up or hold back the provision of quality services, thus there is a need of conducting further research on assessment of Client Service Charter implementation in Local Authorities in Tanzania to enhance superior services specially in Tabora Municipal Council.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research methodology that guided the conduct of the study. It explains the procedures and methods that were applied during the study. The chapter consists seven sections which are research design, research area, population of the study, Unity of Inquiry, sampling procedures and the sample size, data collection methods and data analysis.

3.1 Design of the Research

Design of the research is an arrangement on how a research will be done or detailed and the way enquiry will get applied. It provides a sequence of sign posts to keep one in the right track. A research plan provides a setting and most favourable study measures to be considered during the research (Msabila and Nalaila, 2013).

Case study plan was adopted in this study; which entailed intensively exploring and analysing of a single social unit. This unit can vary from individual people, families, communities, social group, organisations, and institutions. The research plan was selected because of the environment of the study that would involve comprehensively exploration to assess Client Service Charter implementation in Local Authorities in Tanzania. Also, this design was selected because of its flexibility in allowing the use of different techniques and tools for data collection.

3.2 Study Area

The Study area was Tabora Municipal Council (TMC). Tabora Municipal Council has a population of all residents 226,999 people with an annual population growth rate of 2.36% (National Bureau of Statistics, 2012). The selection of the study area was based on the following reasons. First, Tabora Municipal Council is one of Local Authorities in Tanzania providing public services which adopted the CSC as per government direction for a period of three years which is enough to be in a position to review the charter. Secondly, Tabora Municipal council is among of the Districts

found to the western part of Tanzania which experienced a huge number of refugees from Rwanda and Burundi countries and thereby having clients of national and international cultural diversity. This diversity provides an interesting case to understand how the CSC reform meets the challenge of service delivery to such diversity.

3.3 Study Population

In this study a total target population comprised all residents of Tabora Municipal Council who therefore share common geographical borders of the Municipality. According to 2012 census, the total population of Tabora Municipal Council was 226,999 of which 111,361 are male and 115,638 are female (National Bureau of Statistics, 2012).

3.4 Units of Analysis

The Units of analysis comprised employees at Tabora Municipal Council (TMC) headquarters both senior administrators and front line Managers who are Municipal Director, Heads of Departments, Municipal Mayor and Ward Councillors. The identified total units of inquiry also included Ward Executive officers (WEOS), Village Executive officers (VEOS), Mtaa Executive Officer (MEOS), Village Development committee (VDC) members from rural wards in Tabora municipality, village chairperson and Mtaa Development committee (MDC) members from urban located wards in Tabora municipality.

3.5 Sampling Procedure and Sample Size

3.5.1 Sample size

Sample size refers to the exact number of items selected from a sample frame to constitute a sample (Krishnaswami, 2003). According to Krishnaswami (2003) a sample size of about 10% to 30% of the total accessible population is enough for data collection. A sample size for this study was 94 respondents which is equivalent to 12% of the whole 778 accessible sample frame. The distribution of the sample size is as shown in Table 3.1 below.

Table 3.1: Categorization of the Sample Size

Category	Sample frame	Sample size	% of sample per frame
Municipal Mayor	01	01	0.13
Municipal Director	01	01	0.13
Head of Departments	18	18	2.31
Councillors	33	6	0.77
WEOS	25	3	0.39
VEOS	27	3	0.39
MEOS	33	3	0.39
Mtaa Chairpersons	53	6	0.77
Village chairpersons	27	6	0.77
MDC	130	15	1.93
VDC	430	32	4.11
TOTAL	778	91	12

Source: Researcher (2015/2016)

3.5.2 Sampling Procedures

Sampling techniques refers to the procedures adopted by a researcher in selecting items for sample (Kothari, 2004).

In this study probability and non- probability sampling techniques were applied. Purposive sampling was applied to get Municipal Director, Municipal Mayor, and HoDs of 18 Departments. The reason for selecting them purposively was because they qualified to be key informants in the sense that they were participating in day to day activities related to service delivery and were key stakeholders of preparing the Council Client Service Charter. A researcher applied simple random sampling to get 6 from 33 councillors, 3 WEOS from 25 wards, 3 from 27 VEOS, 3 from 33 MEOS, 12 from 80 Mtaa and Village chairpersons, 47 from 560 Mtaa and Village Development Committee members. The reason to use simple random sampling was to give an equal chance for each member to participate in the study, no discrimination or special knowledge was desired for committee members to participate in the study and so there was no bias.

3.6 Data Collection Methods

During data collection a researcher applied two kinds of methods which were primary and secondary data collection methods that were useful in carrying out this study.

3.6.1 Primary Data Collection Method

In collecting primary data the researcher used questionnaires and interview data collection methods. These methods were preferred most by the researcher because of the nature of the topic and the environment that the researcher used to conduct a research.

- a. **Questionnaire:** In data collection, questionnaires were administered to WEOS, MEOS, VEOS, Mtaa and Village chairpersons, Councillors, Mtaa and village development committee members. Information obtained were sex, age, marital status, educational level, designation, department, working experience, and assessment of the implementation of Client Service Charter in Tabora Municipal Council. This method was more useful especially to people who were difficult to reach them due to time limit. A researcher used both open and closed ended questions, which were prepared in English and translated into Kiswahili. The English questionnaires were used to Municipal Mayor, MD, HoDs, WEOS, MEOS, and VEOS because of their positions, considered being fluent in English language. Swahili questionnaires were distributed among the Mtaa and Village chairpersons, Councillors, Mtaa and village development committee members because the researcher considered most of them as not fluent in English language and was not familiar to their education levels.
- b. **Interview:** During the data collection the researcher used interview to MD, Municipal Mayor, and Head of Departments, regarding the assessment of the implementation of Client Service Charter in Tabora Municipal Council, this was face-to-face meeting between the researcher and respondents, a series of questions were asked verbally. The method allowed the researcher to pause in-depth questions, and again could assess emotional state of his respondents on the spot. Facilities such as; note books, paper to record answers, and interview questions were used.

3.6.2 Secondary Data Collection Method

The researcher visited different libraries including Mzumbe University library, Tabora Regional library and Archbishop Mihayo University College of Tabora (AMUCTA) library to find out or review both published and non-published documents such as newspapers, books, and websites for further references. The researcher reviewed the existing literatures in order to complement the primary data that were obtained through questionnaire and interview methods.

3.7 Data Analysis Methods

3.7.1 Quantitative Data

Quantitative data analysis included coding of questionnaire, classification, and tabulation of the collected data. Also, the data was analysed by using descriptive statistics through graphs, frequency tables and percentages in order to test the research questions to meet the objectives. The success of this method was attained by using both manual procedures and computer programmes (SPSS, Microsoft Excel and Microsoft Office Word).

3.7.2. Qualitative Data

The qualitative data collection analysed through description by identifying understandable oral interviews from respondents at Tabora Municipal Council. The combination of the two methods above helped the researcher to provide a report by summarising and organising qualitative and quantitative data in an effective and meaningful way.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

The chapter represents the result of this study and it gives presentation of result, according to the research objectives of the study.

The chapter organised into five sub-sections, namely characteristics of respondents, realisation of objectives for implementation of Client Charter, attitude of clients towards the client service charter, the importance of client service charter in Local government Authorities, and the challenges facing the implementation of client service charters in Local Government.

4.1 Characteristics of Respondents

The descriptions of respondents examined were Age, Sex and Level of Education. These descriptions are essential because they may provide suggestions on the nature of responses or possible reasons for the responses provided by the respondents. The findings of this study were obtained from 91 respondents whose Characteristics are summarised in Table 4.1

Table 4.1 Summary of Characteristics of Respondents

Age Groups	Frequency	Percentage
18 to 25	5	5.5
26 to 35	7	7.7
36 to 45	51	56.0
46 to 55	25	27.5
56 and above	3	3.3
Total	91	100.0
Gender		
Male	48	52.7
Female	43	47.3
Total	91	100.0
Education Level		
Primary Education	41	45.1
Secondary Education	12	13.2
Certificate	28	30.8
Diploma	5	5.5
Degree	3	3.3
Master Degree and above	2	2.2
Total	91	100.0

Source: Field data (2015/2016)

Basing on the table above it implies that, the age of respondents were categorised into five age groups; 18 -25, 26-35, 36-45, 46-55, and 56 and above. The reason at the back of this feature was just to observe the connection between all age groups and Client Service Charter Implementation in Local Authorities.

The findings above is in line with, Mdegela's (2013) findings in her study on implementation of Client Service Charter in Local Government Authorities where she explained that involving age groups in the study helps to capture information to all age groups and that opinions and views of all age groups which are found in a study area will be captured. Basing on this, it is expected that these results will reflect the reality and the demography of Tanzanian Population.

Moreover, the findings also show that 52.7% of respondents were males while 47.3% were females. This shows that there were more male respondents than females. The findings also were supported by Losindilo *et al.* (2010) in his study which provided that place of residence, region of residence, level of education, religion beliefs, tribal

cultures and age group are the factors that hinder women from participating in social, political and economic activities in Tanzania and other countries found to the Southern part of Africa. Therefore, due to the factors provided above the researcher concluded they were the key factors that hindered the females' participation in the study as the percentage of males involved in the study was higher than that of females because the religious beliefs, tribal cultures and age groups still hinder women in Africa and other parts of the world from being involved in social activities compared to men.

However, the education level of respondents was categorised into six groups; Primary Education, Secondary Education, Certificate, Diploma, Degree, Master's Degree and above. The findings on Table 4.1 shows that respondents (45.1%) had attained Primary Education, 30.8% had attained certificate, 13.3% Diploma, 3.3% Degree and 2.2% of respondents had attained master's degree and above.

The findings above also are in line with Haule's (2013) findings in his study about challenges in implementing D by D to the lower local Government in Morogoro Municipality. He argued that education plays a great role in studies especially the level of education because efficient implementation needs skilled people. Education is one of the most important characteristics that might affect the person's attitudes and the way of looking and understanding any particular social phenomena.

In another way we say that the response of an individual is likely to be determined by his/her educational status and therefore it becomes imperative to know the educational background of the respondents. Thus, educational background of the respondents was sufficient to enable them to listen, analyse and then respond to the questions asked during the field work as result of reaching the objectives of the study.

4.2 Customers' understanding of the Objectives of Implementing the Client Service Charter

To assess the implementation of client service charters in Local Government Authorities, the researcher assessed to see whether the objectives of the rule of law were attained that include: improvement of quality service, creating awareness about the TMC and its services, satisfaction to customers, and by the year 2015 the Tabora Municipal Council to be known as one of the Local Government Organisations providing services of high quality by focusing on its customers' needs as indicated in the Client Service Charter.

4.2.1 Improvement of quality service availability

In assessing the availability of quality service improvement, the researcher adopted with modification, variables of trustworthiness, responsiveness, confidentiality and Workers' Ethics.

i. Trustworthiness of Service

In section 15.0 of its CSC, the Tabora Municipal Council indicated for the emergency issues such as floods, fire, air borne diseases, and reports those may cause disruption of peace should be handled within a day as early as possible; received e-mails and all employment matters to be handled within a week days; new employees to get orientation within 3 days of their employment; arrears, requests, and complains from TMC employees to be handled within a month, the Municipal Mayor will be in his/her office every Tuesday and Thursday of each week to hear grievances from customers especially related to land issues, financial report audited by the CAG will be placed openly in 14 days, Municipal budget preparations will be held August – April each financial year and all Council Meetings time tables will be provided to all stakeholders. Service of TMC can be reliable if there is compliance to this service's commitment. To capture the trustworthiness of TMC's services, the researcher asked respondents if they get service on time as provided in the TMC Client Service Charter.

As indicated on Table 4.2 below the result shows that 45.1% said no, 24.2% said sometimes, 19.8% said yes, 8.8% don't know and 2.2% were neutral. That is to say that services provided by the TMC were not provided within the deadlines as indicated in the CSC. Failure to meet the deadlines as indicated in the TMC Client Service Charter led to the poor services which could be caused by the increase of corruption, lack of accountability among the TMC staff, lack of competent staff, presence of tribalism, poor compliance to rule of law and prevalence of favouritism in the TMC offices.

Table 4.2 Respondents' Related to Service on Time at TMC

Statement	Frequency	Percent
Yes	18	19.8
No	41	45.1
Sometimes	22	24.2
I don't know	8	8.8
Neutral	2	2.2
Total	91	100.0

Source: Field data (2015/2016)

The findings indicate that most of the respondents said no that the services were not delivered within the time indicated in the TMC Client Service Charter. Only 19.8% said yes that the services were delivered on time. *On the other side, the data obtained from the interview indicated that TMC fails to meet timely in its operations as two interviews appointed out.* Thus, since most of the clients said no that the service of TMC were not provided on time as provided, then the researcher concluded that TMC's service are not offered reliably as a result is not trusted by the clients. Moreover, when the services are not trusted by customers, it means that services are not of good quality. Thus, the services offered by TMC under the CSC reform are not reliable and not of good quality enough to meet the customers' desire.

ii. Responsiveness

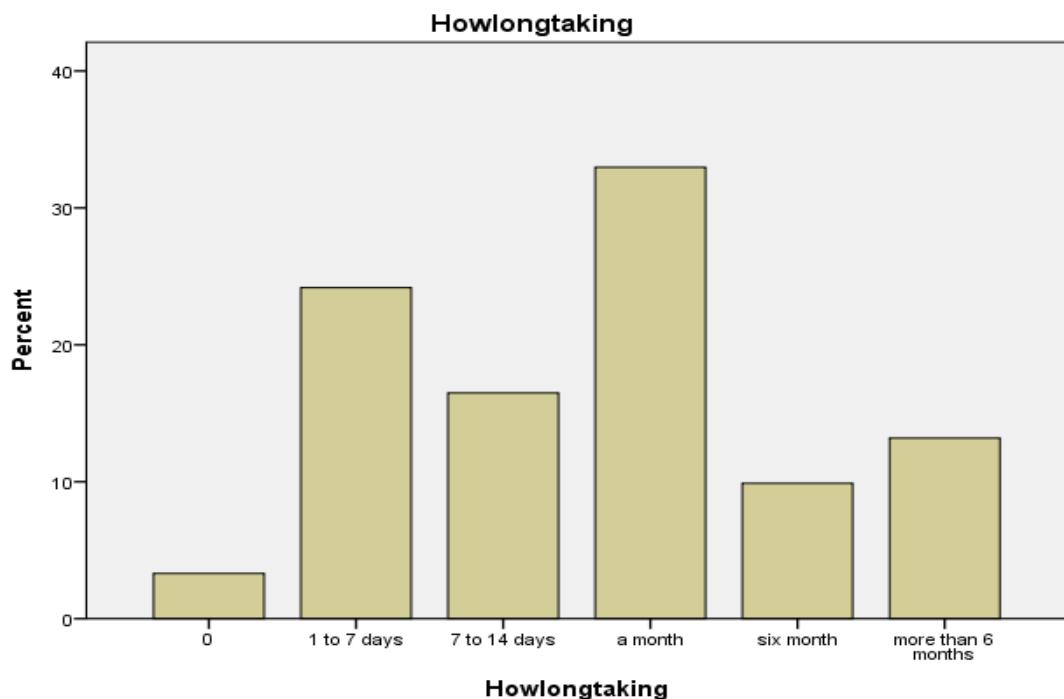
Given the duration within which service were expected to be delivered as indicated in section 15.0 of the CSC (section 4.3.1 (i) above), the researcher sought to determine if the duration was enough for the problems of clients to get solved. Accordingly, summary of respondents' opinions on the time to solve their problems

at TMC illustrated on Figure 4.1 portrays that: 33% said one month, 24.2% said one to seven days, 16.6% said seven to fourteen days, 13.2% said more than six months, 9.9% said six months and 3.3% were neutral. On the other hand, one of the interviewees explained;

duration of solving the customers' problems sometimes takes much time because some of the issues according to the TMC by-laws, it involves the decision from the Full Council to get solutions and the Full Council seats every four months, this made the operations delay in reaching the customers and hence took much time beyond the CSC deadline.

That is to say 30 working days were enough to solve clients' problems especially complaints from TMC employees but these days differed from other services offered at TMC whereby most of them tended to be offered in seven to fourteen days. This implies that the employees at TMC are favoured compared to non-employee customers. Thus, this condition cannot be used as a good behaviour of an Organisation if it wants to become known as a Government Organisation good at quality service provision to its customers by the year 2015 as stated in its Vision (Section 3.0 of TMC Client Service Charter).

Figure 4.1 Respondents related to how long it takes to solve their problems



Source: Field data (2015/2016).

The finding above is in line with Topel *et al.* (1999) in their journal titled *Favouritism in Organisations* which explained that favoritism is considered discrimination and discrimination is illegal and immoral. Discrimination happens when employers make job decisions based on employees' protected characteristic traits. Governments have decided that favoritism should not be the basis of employment actions. Favoritism is a poison to employee morale. It creates terrible feelings toward the management and towards the employees who are treated as special. Hatred can cause not only sickness but also the mood of employees in carrying out their duties and responsibilities every day. Certainly such emotional condition affects the performance of their duties.

Favoritism does not benefit anyone in the organisation but it destroys everything. Employees might be professional, qualified and experienced, but they are still humans and still susceptible to emotions. These have to be left outside the workplace. Jealousy, anger, fear, sullenness and worry can occur in organisational environments at any time, but these negative emotions are exacerbated when favoritism takes place. Therefore, LGA employees should be careful in applying favoritism during service provision in their offices. Before indulging in workplace favoritism, consider how your actions might affect other customers.

Employee Favoritism and Nepotism is considered employees morale Cancer (Chris Young, 2008). It is considered cancer because it causes the sickness of the workplace environment and finally seriously erodes the competitive position of an organisation or at worst - literally destroys the potential of organisation. The cure of cancer can happen only if the root of the cancer is removed totally from the organisation services.

On the other hand, the research findings from the interview show that, bureaucratic rules, processes, procedures, and selfish personal agenda can lead to disaster within organisations' operations and hinder responsiveness for service providers. Organisations need to be careful to make sure that bureaucratic methods don't cripple critical decision making and effectiveness. Organisations should also be vigilant to monitor processes and methods that may be termed "bureaucratic" in

nature and monitor the effects of such processes on employee morale and behavior. In line with the researcher's findings Alornyeku (2011) in his study about the impact of bureaucracy on service delivery concluded that staff should be periodically trained in line with the tenets of New Public Management System which specifies; the improvement of quality of services delivered to consumers; adherence to consumer focus principles; reduction of inflexibility, rigidity and other forms of bureaupathology in service; as well as involvement of consumers in service delivery system design and packaging. This will boost the confidence of clients/customers who are dissatisfied with the Organisation's performance in service delivery.

iii. Confidentiality

Service seems to be of high quality if it inspires a feeling of trust and confidence on the part of client. This is reflected by the feeling of personal safety by the customer and his /her possessions while participating in or benefiting from the service including the maintenance of code of confidentiality. Under section 11.0 of its CSC, TMC contends that there shall be client's confidentiality during provision of service.

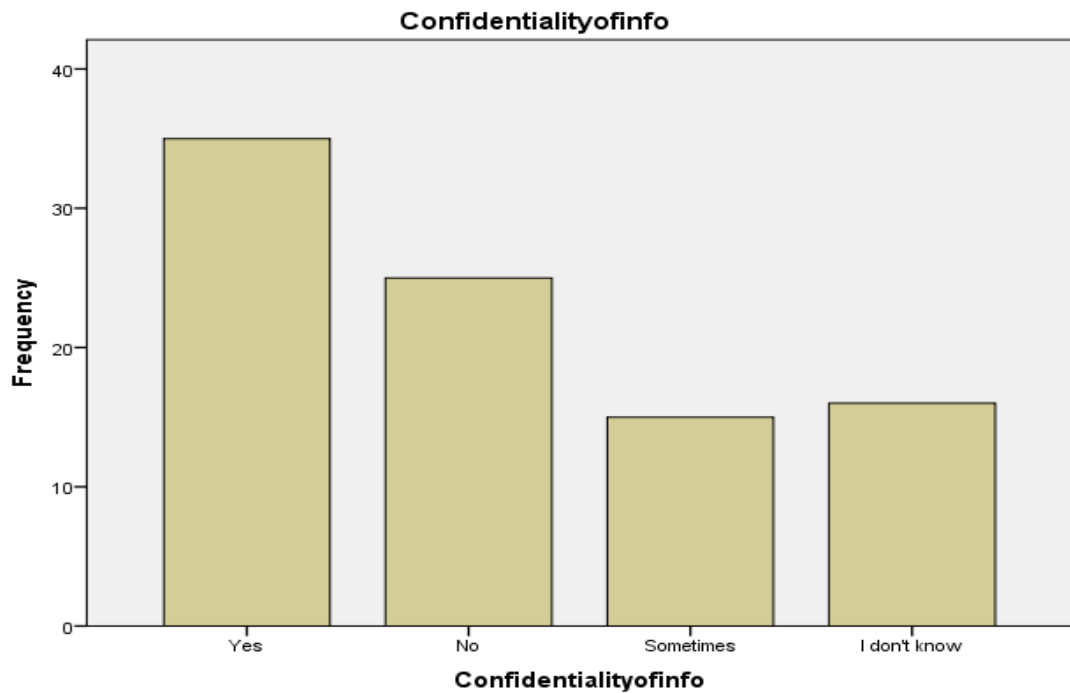
The statement above is supported by the Americans with Disabilities Act of 1990 (ADA) which requires employee medical and disability information be kept confidential and limits access to those employees who have a "business need-to-know" (e.g., supervisors who need to know about restrictions on the work of an employee or other reasonable accommodations that need to be made, safety personnel handling medical emergencies, and government officers investigating complaints of disability discrimination).

To measure confidentiality, the researcher asked the clients to give their relative opinion on TMC staff if providing their services with confidentiality on sensitive information provided by clients. The results show that 38.5 % respondents said yes, 27.7% said no, 16.5 said sometimes, and 17.6% they don't know about services to be handled confidentiality. *On the other hand, during the interview, one of the interviewees stated that confidentiality is an issue in Public offices because some of the employees are not ethical, they have been giving out the office confidential information to unauthorized people leading to lack of confidentiality. The*

information that has been leaking is information on employees' personal files, charge letters to employees, and different confidential documents coming from the higher authorities in the Government.

From the findings there were not enough percentages of clients who recommended TMC's services to be handled confidentially because the respondents were less than 50%; so, this cannot be concluded that there was service confidentiality at TMC. The service provided by the TMC was concluded as unsecure and did not inspire the clients to trust the TMC staff during service provision. The Figure 4.2 below summarises the results provided by respondents on information confidentiality at TMC.

Figure 4.2 Respondents related to information with confidentiality



Source: Field data (2015/2016)

Breaching of confidentiality may lead to harming the clients against the people concerned with the information. However, leakage of office information puts the office in danger against bad people. In line with the statement above, the Government of South Australia - Health Department (2008) in their Guide to

Maintaining Confidentiality in the Public Health System stated that staff are allowed to talk about clients if the discussion is not relevant to the performance of their work; not discuss client treatment where it can be overheard by unauthorised persons, for example in hallways, waiting rooms, lunch rooms, or in front of other clients or visitors, and staff are must not discuss clients' information with anyone outside the office service such as your partner, friends, relatives or acquaintances. If at any time staff is pressed to provide information, inform people that doing so may result in legal action being taken against them and the termination of your employment.

iv. Workers Ethics

Under section 5.0 of its CSC, TMC describes that there shall be employees' ethics during provision of services. This statement is supported by Lumbanga 2009), in the code of ethics and conduct for the public service Tanzania which provided that in order for the Public Service to be efficient and respected Public Servants must behave and conduct themselves in a manner such as respect all Human Rights and be courteous; perform diligently and in a disciplined manner; promote team work; pursue excellence in service; exercise responsibility and good stewardship; promote transparency and accountability; discharge duties with integrity, and maintain political neutrality.

To measure workers' ethics during service provision, the researcher developed a test table of statements for the clients to test if the service providers have been caring for their customers with all the code of ethics as insisted in the TMC Client Service. The results from respondents were summarized on Table 4.3.

Table 4.3 Workers' Ethics during service Provision

Statement	Strongly agreed	Agree	Neutral	Strongly Disagreed	Disagreed	Total Percent
The TMC charter respect Human rights	26.4%	51.6%	13.2%	3.3%	5.5%	100%
Workers adhere to CSC and perform work diligently	27.5%	56%	7.7%	3.3%	5.5%	100%
The CSC promotes team work	22%	56.6%	10.6%	3.3%	7.5%	100%
The CSC promotes excellent in service	26.9%	54.6%	12.5%	2.3%	3.7%	100%
The CSC promotes stewardship	27.5%	54%	9.7%	3.4%	5.4%	100%
The CSC promotes transparent	26.3%	51.7%	13.1%	3.4%	5.5%	100%
The CSC promotes integrity	26.4%	55.6%	8.4%	3.8%	5.8%	100%
The CSC promotes Political Neutrality	27.5%	54%	9.7%	3.4%	5.4%	100%
Average total Percent	26.3%	54.3%	10.6%	3.3%	5.5%	100%

Source: field data (2015/2016)

From these results it is revealed that 80.6% of respondents agreed on employees at TMC to be ethical when providing information and services to customers as indicated in the TMC Client Service Charter. *However, during the interview conducted by the researcher the interviewees explained that ethics are the key factors for providing quality services to customers and by considering this important factor, the TMC management has been insisting on code of ethics to all employees and those who go against the public servants code of ethics have been getting punished to shape their behaviours.* Employees' Ethics should apply to all statements in a table provided above in order to complement with existing country laws, regulations, directives and guidelines issued over the years for the purpose of

prescribing the standard of behaviour in the Public Service as a result of quality services to customers in Local Government Authorities.

4.2.2 Customers' Awareness on the Client Service Charter

Another objective of TMC is to create customers' awareness on the charter and its goals. Thus, implementation of CSC reform at TMC could be effective if this objective was met effectively. In order to determine whether TMC was able to create the intended client's awareness about the presence of the client charter, respondents were asked to rate the level of agreement on their knowledge of the presence of CSC and its objectives as described below:-

i. Customers' Awareness on the Presence of the Client service Charter

Concerning client's awareness on the presence of the charter, Table 4.4 displays that 74.4% of respondents knew the implementation of CSC at TMC, 13.3% did not know the implementation of CSC at TMC, and 1.1% were not certain on their knowledge regarding the presence of CSC at TMC. *On the other side, one of the interviewees during the interview provided that customers' awareness on the presence of CSC has been successful because of different announcements that have been placed on notice boards around the Municipal Council. Also, on local Media such as CG FM radio and VOT radio found within the Tabora Municipal Council.* From the results it is sufficient to say TMC was successful in creating awareness on the existence of the charter as far as the majority of its clients have knowledgeable on the existence of the CSC at TMC.

Table 4.4 Customers' awareness on the presence of CSC

Statement	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total Percent
I know there is a CSC implemented at TMC	32.3%	42.1%	12.3%	4.4%	8.9%	100%

Source: Field data (2015/2016)

Based on the table of results it is indicated that, most of the respondents were aware of the presence of the CSC at Tabora Municipal Council. Probably this awareness was because of the advertisement via Media by the Government on the

implementation of Client Service Charter reforms by all MDAs. People assume that all Public Offices implement CSC in service Provision. Also, it is worth noting that, other clients demonstrated to be more knowledgeable on the existence of the CSC at TMC because they were the stakeholders in preparing of the CSC itself. Their services were even evaluated based on the requirements of the CSC. So, they were in a better position to know about it.

The findings above are in line with Branson (1998), on her policy task force position paper about the role of Civic Education. Through the paper she explained that customers' awareness on a particular reform seeks to develop competence in explaining and analysing. If customers can explain how something should work, for example the American federal system, the legal system, or the system of checks and balances, they will be more able to detect and help correct malfunctions.

Clients also need to be able to analyse such things as the components and consequences of ideas, social, political, or economic processes, and institutions. The ability to analyse enables them to distinguish between fact and opinion or between means and ends. It also helps the customers to clarify responsibilities such as those between personal and public responsibilities. In self-governing society citizens as customers are decision-makers. They need, therefore, to develop and continue to improve their skills of evaluating, taking, and defending positions. These skills are essential because they help them to assess issues on the public agenda, to make judgments about issues and to discuss their assessment with others in public or private.

ii. Customers' understanding on the objectives of CSC are implemented at TMC

Familiarity of the existence of the CSC alone is too simple to guarantee proper functioning on the part of employees and enforcement of their rights on the part of citizens. Therefore, the researcher was interested in knowing the extent of which objectives of CSC get quickly implemented at TMC; the respondents were to say whether they knew the objectives of CSC implementation at Tabora Municipal Council. The summary of the results is provided on Table 4.5.

Table 4.5: Customers’ extent of which objectives of CSC are implemented at TMC

Statement	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total Percent
I know the objectives of CSC at TMC	2.6%	2.4%	6.2%	41.4%	47.4%	100%

Source: Field data (2015/2016)

The table above shows that 41.4% strongly disagreed, 47.4% disagreed, and 6.2% were neutral, 2.6% strongly agreed, and 2.4% of the respondents said that they were aware of the quick implementation of CSC objectives at Tabora Municipal Council. *On the other hand, most of the interviewees explained that it has been difficult for the customers to understand fully the objectives of CSC implementation at TMC because some of the customers never read the TMC Client Service Charter found either at the TMC head offices or to the Ward Executive Officers in their wards. However, other customers who have read the CSC also have not fully understood the objectives because they do not have a culture of reading the CSC frequently, this led them to forget the valuable objectives outlined in the Tabora Municipal Council Client Service Charter.*

So, this concludes that the objectives of CSC at TMC were not implemented quickly as indicated in the Charter. If the majority of the people do not know the objectives and other details of the charter, it is difficult for the Charter to accomplish its objectives to the customers. Thus, it is sufficient to say that TMC has not been able to achieve its objectives of creating client’s access to quality services per the CSC objectives and this is regarded as a threat for ineffective implementation of the CSC reform in Local Government Authorities.

The findings above is in line with Haule (2013) who commented that running an organisation without clear objectives to be known to your customers, is like going out on a road trip with no idea where you are going or how to get there. You will waste gas, time and effort. Likewise, your organisation will suffer when you try to implement an objective without clarity and forethought to your customers, the end will be poor services

4.2.3 Customers' Satisfaction on Service Provision from TMC

Satisfaction of service to customers is very important for the service providers. The Tabora Municipal Council must communicate its services and their respective expected standards as well what shall be the client's duty in accessing the service. On the other hand, the clients also must communicate their feeling of satisfaction or dissatisfaction with the services to TMC for remedial actions. With this knowledge, the TMC in its CSC also has the objective of making sure it maintains service satisfaction to its clients as a result of offering them better services. Therefore, to assess the extent of satisfaction which the Tabora Municipal Council maintains, clients were asked if they get satisfied with the implementation of CSC.

As shown in Table 4.6 the results indicate that, 51.1% of respondents were not satisfied, 40.2% satisfied, 8.7% were neutral on service satisfaction level provided by TMC. *On the other hand, two of interviewees gave explanation that customers are not satisfied with the services provided at TMC because some of the customers already have bad perceptions with the Council through the service being offered before the reform. Therefore, these kinds of customers even if you offer them good services now under the CSC reform still will complain instead of appreciating the service. Other customers come with their decisions and they are never ready to change and follow the TMC employees' directions about the service and by-laws, also customers like these will not appreciate or get satisfied by the service provided by TMC through the CSC reform.* Since most of the clients were not satisfied with the CSC implementation at TMC, the researcher concludes that the services at TMC were poor and not meeting clients' desire as provided in its CSC.

Table 4.6 respondents related to CSC satisfaction Level

Statement	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total Percent
Much satisfied	14.2%	10.9%	14.2%	40.3%	20.4%	100%
Little satisfied	12.1%	9.5%	8.4%	49.2%	20.8%	100%
Not satisfied	50.1%	23.6%	3.5%	16.2%	6.6%	100%
<i>Average total</i>	25.5%	14.7%	8.7%	35.2%	15.9%	100%

Source: Field data (2015/2016)

The findings above are in line with the report of Customers 2020 by Walker Information in collaboration with Customer Think and the Chief Customer Officer Council 2020 which states that not listening to your customers is one of the biggest mistakes Organisations have ever made. Not listening to your customers may lead to consequences such as angry customers, and damaged reputation because instead of complaining your customers will reveal the truth publicly and give bad image to the Organisation concerned.

4.3 Attitudes of customers towards CSC Implementation.

In regard to attitude, the researcher sought to determine the client's attitudes towards CSC at TMC. As shown on Table 4.7; it was revealed that 67.0% of respondents have good attitude towards the CSC to get implemented at TMC, 15.4% have average attitude, 8.8% very poor attitude, 4.4% poor and 4% have excellent attitudes toward the CSC to get implemented at TMC. *On the other side, the interviewees explained that implementation of the CSC at TMC is very valuable because it acts as a mirror to both customers and service providers in order to ensure the availability of good and quality service among the stakeholders.*

Table 4.7: Respondents related to attitudes towards Customers

Statement	Frequency	Percent
very poor	8	8.8
Poor	4	4.4
Average	14	15.4
Good	61	67.0
Excellent	4	4.4
Total	91	100.0

Source field data (2015/2016)

On collective basis it means that most of the respondents have good attitude and likes the introduction of CSC at Tabora Municipal Council. This shows that most of the respondents supported the use of CSC in delivering services in Local Authorities, because introduction of CSC will give them an opportunity to access good and quality services from the Tabora Municipal Council.

The findings above are in line with Mwasalwiba (2014) in her study on assessing the implementation of Client Service Charters in Public Organisations. She stated that customer's attitude is when the outcome of the service matches the expectations of the service this implies customer's evaluation of product or service in terms of whether the product or services has met his/her expectations. Failure to meet needs results in dissatisfaction, or poor perception of the service quality. Generally speaking, most of the respondents had positive attitudes towards the implementation of the CSC in order to receive a quality service. The positive attitude showed by the client's needs not to be forced so much to act rather than to be given education on CSC awareness.

4.4 Importance of Client Service Charter in LGAs

When something is important, it is applauded positively (Nkiru, 2008). In this study the researcher asked the respondents to mention/list the importance of implementing CSC in Local Government Authorities. The list of importance provided by the respondents summarised on Table 4.8; the results show that 46.4%, 44.1%, 2.2%, 2.8%, and 4.5% strongly agreed, agreed, were neutral, strongly disagreed, and disagreed, respectively that Client Service Charter helps delivery of quality service, helps the clients to know their rights, play as a bridge between service providers and clients, reduces corruption, helps clients to know their rights, promotes openness,

promote responsiveness, and CSC brings equality on service. The customers outlined these as the importance of implementing of Client Service Charter at Tabora Municipal Council. *On the other hand, interviewees provided that CSC is very crucial in LGA's because it ensures efficiency, stands as a mirror between the customers and service providers, and CSC is important because it evaluates performance of the way services are provided and helps the management to regulate their bylaws to meet customers' expectations of getting quality services.*

Table 4.8: Respondents related to importance of CSC in LGAs

Statement	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total Percent
CSC helps delivery of quality services	42.7%	39.9%	0%	2.5%	14.9%	100%
CSC play as a bridge between service providers and clients	52%	32.1%	5.7%	5.5%	4.7%	100%
CSC reduce corruption	52.1%	40.4%	3%	0%	4.5%	100%
CSC helps the Clients to know there rights	47.9%	40.5%	3.2%	4.9%	3.5%	100%
CSC promotes openness	46.5%	51.1%	0%	0%	2.4%	100%
CSC promote responsiveness	37%	57.3%	1.2%	3.4%	1.1%	100%
CSC brings equality on service access	46.4%	47.1%	2%	3.7%	0.8%	100%
Total Average	46.4%	44.1%	2.2%	2.8%	4.5%	100%

Source: Field data (2015/2016)

Basing on Table 4.8, generally the CSC reform seems to be very important to all clients. The three major important factors cited on the basis on their weight of score are; - reduces corruption, plays as a bridge between service providers and clients, and helps the clients to know their rights. The findings above are in line with Bardach (1977), who observed that if charters are implemented carefully by observing criteria and guidelines the results could be marvellous. The same statement was supported by Nkiru (2008) while concluding in her study on the importance of education to isolated tribes in West Africa. She said people in those areas will never send their

children to school if they do not understand the importance of education or if they did not Witness the fruits of it.

Moreover, on insisting to my statement, Parrado *et al.* (2007) observed that Client Service Charter has the following benefits in organisations;

- i. **It helps public Organisations to meet customers' expectations;** Client Service Charter enhances an institution to tender good excellence services to their consumers and to the universal public, thus the public expectations are sufficiently met.
- ii. **Provide a room for consultations with Customers;** Client Service Charter manages customers to be in line with the management, it is the best way of enhancing customers to interact with the management. It provides a high-quality skeleton to bring about a educational change in the direction of better customer compass reading.
- iii. **Give confidence public Organisations to evaluate the performance;** Client Service Charter serves as a dynamic tool that enables close follow-up and implementation of the organisational plan. The grades of its follow up and evaluation may be utilised to reward employees whenever you like. In connection to that, a service charter without a performance dimension system will always remain a paper tiger. The development of a performance measurement system will not only help service provider to set meaningful service standards but also give them hard evidence when they carry out self-assessments. And most importantly, they will help managers to understand whether strategic objectives are being met.
- iv. **Help to make public Organisations more transparent, openness and trustworthiness;** Client Service Charter makes agencies more transparent by communicating standards and performance against them to the public. Also, Client Service Charter plays a role of informing the public about the values they can expect and how agencies have performed alongside those values.

- v. **Helps Organisations to improve performance and focus;** this is very important anywhere promised values have not been achieved and enlarged fulfilment of customers by offering clients to give an open comment with the aim of assisting the organisation to achieve its aim of providing reasonably priced high quality services delivery.
- vi. **Give an agency to spell out what people want from their services and focused resources accordingly;** Client Service Charter integrates what an organisation offers with what customers expect and how time will be utilised to offer organisational services.
- vii. **Help an agency and its employees to focus on the Organisation's goal, and whether it provides worth;** this can be done by clarifying mission, vision, promises, and core values as well as targeted objectives and how services are offered timely in the organisation.
- viii. **It increase satisfaction to customers;** most significantly efficient use of Client Service Charter will led the organisation to boost user fulfilment, even when customers' expectations are growing it implies that your values have to rise too. The vital thing is to recognize together with customers what is importance and possible at a particular time and place.
- ix. **Other benefits;** the charter will act as a performance indicator which will enable LGA's to make evaluation of the services rendered to clients and thereafter make appropriate corrective measures. The clients will be able to evaluate the performance of services rendered by LGA's and offer them the opportunity to give feedback on its performance. Also, give details to customers the way they can assist an organisation deliver the best service to meet their desire, assist steer and sustain a process of nonstop improvement in quality service and help promote good relations with customers and most of whom will receive an organisation's efforts to take version of their views (Paternoster, 2010).

The clients will be able to evaluate the performance of services rendered by LGA's and offer them the opportunity to give feedback on its performance. Also, explain to customers how they can help an organisation deliver the services they want, help drive and sustain a process of continuous improvement in service quality and help foster good relations with customers generally and most of whom will welcome an organisation's efforts to take account of their views (Paternoster, 2010). Therefore, when people know something is important they positively show their appreciation on it.

4.5 Challenges of implementing CSC Reform in Local Authorities

These are obstacles which when present do threaten the effectiveness of implementing the CSC reform. It is important to unearth such challenges in order to come up with equalising mechanisms. If such challenges are left to exist, there is a high chance that the efforts of the reform could be a waste of time.

In reality, this study among other objectives, it sought to find out the challenges of implementing the client service charter reform in Local Government Authorities. Clients were asked to cite the obstacles or challenges for effective implementation of the client service charter at Tabora Municipal Council. Table 4.9 below gives results that; 87.4% agreed, 8.4% disagreed, and 4.4% were neutral on citing the factors such as;- lack of education on CSC to stakeholders, lack of accountability, lack of facilities to implement the CSC, presence of tribalism, corruption, and favouritism. *On the other hand, one of the interviewees mentioned resources both finance and human, influence of political leaders, unethical employees, corruption, and incompetent employees are the challenges affecting the implementation of CSC at Tabora Municipal Council.*

Table 4.9 Challenges of implementing CSC in LGAs

Statement	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total Percent
Lack of education on CSC for stakeholders	52.1%	32%	4.2%	3.5%	8.2%	100%
Lack of accountability	49%	35.2%	3.5%	5.7%	6.6%	100%
Lack of facilities to implement CSC	52.1%	40.4%	3%	0%	4.5%	100%
Presence of tribalism	42.8%	45.6%	3.2%	4.9%	3.5%	100%
Corruption	39%	42%	11.3%	5.5%	2.2%	100%
Presence of Favouritism	37%	57.3%	1.2%	3.4%	1.1%	100%
Total Average	45.3%	42.1%	4.4%	3.9%	4.5%	100%

Source: Field data (2015/2016)

The respondents outlined these challenging factors among other many factors that could affect the implantation of CSC in Local Government Authorities. When mentioned in order of the weight of percentage scores, the three major challenges towards implementing CSC were lack of education on CSC for the stakeholders, lack of facilities to implement CSC, and lack of accountability at TMC offices. The findings above are in the line with Mwasalwiba (2014) in her study about assessing the implementation of client service charters in Public service organisations. She outlined factors such as lack of awareness, lack of management seriousness, budget constraints, culture of irresponsibility, poor time management, people demand a lot than CSC, lack of cooperation, lack of enough employees, no adequate policy framework, poor political enforcement, and employees incompetence.

Moreover, implementation of any strategy like CSC reform or simply any change has been theorised from various angles. One of the leading groups of thinkers on implementation is the motivation list which argues that employees can implement activity programmes effectively and efficiently if they are well inspired to do so. In this case reward or inceptives techniques like promotion, good salary, conductive,

work environment, job rotation are essential. This does not exclude push techniques for irresponsible workers like coercion, redundancy, demotion etc. (Drucker, 1992). Strategists on other hand do site; organisational culture – good leadership and moral behaviours, organisation system structures which supports management like incentives systems, security systems, information systems etc. Organisational structure, division of responsibilities, flow of authority and information, and organisation resource financial and human facilities are essential elements for successful implementation (Gupta, 1996).

Change activists are another group of thinkers that view implementation of new programmes like CSC cautiously as it is often associated to resistance. They advocate for capacity building – training or facilitation and provision of necessary resources, and sensitisation on perceived benefits and rationale for implementation of new programmes to be important for change to be implemented successfully (Armstrong, 2006).

Generally speaking, factors which affect implementation of CSC included; employees' mind set on change, working environment/conditions, adequacy of facilities, resource quality and availability, preparedness to the reform, public awareness on the reform, sense of ownership on the reform, political will and commitment on the reform, adequacy of staff level who are healthy and educated, corruption and greed behaviour, suitability of legal framework to address corruption and poor customer focus culture among some Public employees (Lufunyo, 2013).

CHAPTER FIVE

SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND POLICY IMPLICATIONS

5.0 Introduction

The aim of this study was to assess the Client Service Charter Implementation in Local Government Authorities. Specifically, it intended to examine the extent by which objectives of implementing the Client Service Charter at Tabora Municipal Council has been determined; to assess the attitudes of Clients towards Client Service Charter at Tabora Municipal Council; to determine the importance of implementation of CSC at Tabora Municipal Council and finally to identify the challenges facing the Client Service Charter.

5.1 Summary

The focus of the Study was an Assessment of Client Service Charter Implementation in Local Government Authorities in Tanzania as a tool for promoting quality services to its customers and stakeholders. In assessing the Client Charter's objectives of improving service quality delivery, clients are generally not satisfied with trustworthiness, responsiveness, confidentiality, and workers' ethics on service offered by TMC under the CSC reform. However, on all basis clients indicated disagreement with the quality of service.

Importantly, the level of satisfaction is directly associated with demographic characteristics such as education level, experience, age, and gender. Therefore, the study concludes that client service charter has slightly led to improvement in service quality. On the area of TMC charter's objective of creating client's awareness, the study found there was sufficient awareness on the presence of the CSC at TMC. This implies LGAs have made enough efforts to advertise the charters enough for their clients to be aware of it.

However, the objective related to client's attitude towards implementation of CSC, the study found a positive attitude existing among the clients. They are happy with the reform and introduction of CSC at Tabora Municipal Council.

About whether the CSC reform is important or not, the study found that all clients agreed and argued that implementation of Client Service Charter is associated with different advantages. The major importance mentioned were: CSC helps the clients to know their rights, CSC implementation reduces corruption, promotes responsiveness and CSC implementation brings equality on service access among the customers. Thus, the study concluded that the CSC reform is very important in Local Government Authorities.

The study also found implementation of the CSC in LGA to be facing different challenges such as lack of education on CSC for the stakeholders, lack of accountability, lack of facilities to implement the CSC, presence of tribalism, corruption and presence of favouritism.

5.2 Conclusion

Therefore, the Client service charter is an important reform tool for addressing the challenges of service delivery among LGAs such as shortage of funds, and low public awareness on the charters and their objectives. However, there is still a lot to be done both on the side of the Organisation and also on the side of customers or citizens to overcome the challenges and ensure that service delivery becomes effective in LGAs. The study concludes that in spite of the challenges there is poor publicity of CSC in LGAs that is why many people know about the charter but not its contents and objectives to get implemented.

5.3 Recommendations

Based on the study findings and conclusions the research recommends the following courses of actions which can enhance the client service charter's reform effectiveness;-

- a. **Public awareness on Client Charter Objectives:** Many people know that the government is implementing client service charter reform programmes but the problem is that they do not know the content of such charters. Both customers and employees have to know the charters' objectives. This will enhance customers' ability to claim for their rights and hold service providers

responsible. On the other hand, it will make service providers responsible as they know what is expected and that they are dealing with knowledgeable customers.

- b. **Support from political leaders and top Management:** No matter how good the intervention is, if there are no supports from the politicians and top Management in the concerned organisation, implementation of CSC will be waste of time. For the implementation to be effective, politicians and management should support the reform programmes. Therefore, support from top management and political leaders are highly recommended.
- c. **Resource allocation:** Regardless the goodness of the intervention, if there are no resources to support the implementation, nothing will take place. In order for the CSC reform to take place resources such as funds are required so as to address the reform. Thus, as strong need for improving resource allocation is required. That is why funds are mentioned as one of the challenges and factors hindering the implementation of Client Service Charter at Tabora Municipal Council.
- d. **Develop Accountability Culture:** Many of service providers and even customers are not accountable on their positions. This seems as natural behaviour in developing countries and it largely impends the success of any reform. To transform culture, education is needed in all levels of management. Since the large percent of Tanzanians are illiterate, it is likely that poor performance among MDGAs will continue. Provision of education among the rural poor should be strengthened if success is expected to be achieved and maintained.
- e. **Need for further research:** This research concentrated on only one organisation which is Tabora Municipal Council and yet using a descriptive approach which is not conclusive. It would be good if further research is carried on rigorous impact studies comparing public organisation with and without the CSC or before and after introduction of the client service charter in Public Organisations in Tanzania which are conclusive. More service

quality variables like cost efficiency, and timely delivery of service and be used in the study.

5.4 Policy Implication

From the current study some policies and bylaws, should be modified in order to enforce the implementation of the CSC in LGAs. It is better for the reform policies to enforce the service providers to use CSC as they have been using OPRAS in their action plans. The policy should not make the service providers just to prepare a booklet of CSC and then put it on office shelves but it is better to develop bylaws that will ensure that every staff in Public Organisation provides services under the CSC objectives.

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APPENDICES

Appendix IA

QUESTIONNAIRE FOR WEOS, MEOS AND VEOS

I, a student of Mzumbe University pursuing a master degree of Science in Human Resource Management, I purposely select you as stake holder of Local Authority to interview with relevant information related to the study I'm conducting with the title **“AN ASSESSMENT OF CLIENT SERVICE CHARTER IMPLEMENTATION IN LOCAL AUTHORITIES IN TANZANIA”**. For the partial fulfilment of the requirement of awarding a master degree of Science in Human Resource Management. Please adhere to the instruction in answering and remember your comments will be treated with confidentiality.

Yours faithfully

Deusdedith C. Kanunu

PART ONE: Background Information

1. Department _____

2. Designation _____

3. Gender: Tick on the appropriate box

Male [] Female []

4. Age: Tick on the appropriate box

18-25 [] 26-35 [] 36-45 [] 46-55 [] 56 and above []

5. Educational Level: Tick on the appropriate box

Primary level [] Secondary level [] Certificate [] Diploma [] Degree []
others []

6. Marital status

Married [] Not married [] Single [] Divorced [] widow []

7. Working experience

Below 5 years [] 5- 9 years [] 10 -14 years []

15 - 19 years [] 20 and above []

8. Aware of CSC existence at TMC, please tick where applicable

I know there is implementation of CSC at TMC

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

9. Objectives get quickly implemented at Tabora Municipal Council, please tick where applicable.

I know the objectives of CSC at TMC

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

10. Satisfaction Level of Customers, tick where applicable

a. Much satisfied

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

b. Little satisfied

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

c. Not satisfied

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

11. Does your Organisation provide service on time as stated in the Client Service Charter? Yes [] No [] sometimes [] I don't know []

12. How long taking for your problem to get solved?

1-7 days [] 7-14 days [] a month [] six months [] more than 6 []

13. What is the attitude of customers to the Client Service Charter?

Very poor []

Poor []

Average []

Good []

Excellent []

14. Do you implement client service charter in your Organisation?

Yes [] No [] Sometimes []

If no explain

.....
.....
.....

15. Does the management provide support to employees in implementing client service charter in your Organisation?

Yes [] No []

If no explain

.....
.....
.....
.....

16. Workers Ethics, please tick where applicable

a. Respect Human rights

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

b. Stewardship

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

c. Perform diligently

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

d. Transparent

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

e. Promote Team work

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

f. Integrity

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

g. Excellent in service

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

h. Political neutrality

Strongly agree [] Agree [] neutral []

Strongly disagree [] Disagree []

17. Do you have enough working facilities for implementing client service charter?

Yes [] No [] I don't know []

If no explain

.....
.....
.....
.....

18. Are you motivated by the management to implement client service charter?

Yes No I don't know

If no explain

.....
.....
.....
.....

19. Are the workings environment in the organisation hinders the implementation of client service charter?

Yes No I don't know

If yes explain

.....
.....

20. Are political leaders willing to support the implementation of client service charter in your organisation?

Yes No I don't know

If no explain

.....
.....
.....

21. Does the organisation have by laws that support the implementation of client service charter? :

Yes No I don't know

If yes explain

.....
.....
.....
.....

22. Does corruption exist in your Organisation?

Yes [] No [] I don't know []

If yes does it hinder the implementation of client service charter in your organisation?

Yes [] No [] I don't know []

23. Does favouritism exist in your organisation?

Yes [] No [] I don't know []

If yes does it hinder the implementation of client service charter in your organisation?

Yes [] No [] I don't know []

24. Importance of Client service Charter, please tick where applicable

a. Helps delivery of quality services

Strongly agree [] Agree [] neutral [] strongly disagree [] Disagree []

b. Plays a bridge between the service providers and clients

Strongly agree [] Agree [] neutral [] strongly disagree [] Disagree []

c. Reduce Corruption

Strongly agree [] Agree [] neutral [] strongly disagree [] Disagree []

d. Helps the Clients to know their rights

Strongly agree [] Agree [] neutral [] strongly disagree [] Disagree []

e. Promotes Openness

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

f. Promotes responsiveness

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

g. Brings equality on service access

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

25. Challenges facing the Tabora Municipal Council in Implementing the Client Service Charter, please tick where applicable

a. Lack of education on CSC for stakeholders

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

b. Lack of accountability

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

c. Lack of facilities to implement CSC

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

d. Presence of tribalism

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

e. Corruption

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

f. Presence of favouritism

Strongly agree [] Agree [] neutral [] strongly
disagree [] Disagree []

26. What are the ways do you recommend for solving challenges you have stated in implementing the client service charter in your Organisation? Please provide your views

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.....
.....

INTERVIEW GUIDE FOR MUNICIPAL MAYOR, MD AND HoDs

Gender: Tick on the appropriate box; Male [] Female []

1. 1. Age: Tick on the appropriate box 18-25 [] 26-35 [] 36-45 [] 46-55 [] 56 and above []
2. Educational Level: Tick on the appropriate box Primary level [] Secondary level [] Certificate [] Diploma [] Degree [] others []
3. Are the employees aware of the existence of client service charter?
4. Does your Organisation provide service on time as stated in the Client Service Charter?
5. How long taking you to solve the problems of your customers?
6. Do your staffs provide enough confidentiality during service provision to customers?
7. Does CSC objective get quickly implemented at TMC?
8. How do you rate your employees on the workers ethics?
9. Do you have enough working facilities for implementing the client service charter?
10. Do you motivate staffs in implementing the client service charter?
11. Are clients satisfied with the implementation of client service charter?
12. Do you get complains from clients on the services rendered by your organisation?
13. What is the importance of Client service Charter in Local Authorities?
14. What are the Challenges facing the Tabora Municipal Council in Implementing the Client Service Charter?
15. What are the ways do you recommend for solving challenges you have stated in implementing the client service charter in your Organisation?

Appendix II

QUESTIONNAIRE FOR MTAA AND VILLAGE CHAIRPERSONS, COUNCILORS, MTAA AND VILLAGE COMMITTEE MEMBERS

Mimi ni Mwanafunzi wa shahada ya uzamili katika Chuo Kikuu cha Mzumbe katika kozi ya Sayansi ya Menejimenti ya Rasilimali Watu. Nimekuchagua wewe kukupa dodoso hili la maswali ukiwa kama mdau mhimu wa Mamlaka za Serikali za mitaa ili kupata taarifa stahiki katika utafiti wangu wa “KUTATHMINI UTEKELEZAJI WA MKATABA WA HUDUMA KWA WATEJA KATIKA MAMLAKA ZA SERIKALI ZA MITAA NCHINI TANZANIA”. Kwaajili ya kukidhi vigezo vya kutunukiwa shahada ya uzamili ya Sayansi ya Rasilimali Watu. Tafadhari fuata maelekezo yaliyotolewa katika kujibu maswali haya na kumbuka mawazo yako yatatunzwa kwa usiri mkubwa..

Wako Mwaminifu

KANUNU, Deusdedith C.

1. Jinsi: Me [] Ke []
2. Umri: Miaka
18-25 [] 26-35 [] 36-45 [] 46-55 [] 56 na zaidi []
3. Elimu: Msingi [] Sekondari [] Cheti [] Stashada [] Shahada []
Uzamili na zaidi []
4. Je, Unafahamu chochote kuhusu mkataba wa huduma kwa wateja?
Ndiyo [] Hapana [] Kiasi [] Sijui []
5. Je, Mtumishi wa umma ofisini anatumza siri za wateja pale anapopata taarifa Fulani kuhusu mteja wake?
Ndiyo [] Hapana [] Kiasi [] Sijui []
6. Je, Malengo ya Mkataba kwa huduma kwa mteja yafikiwa katika Manispaa ya Tabora
Ndiyo [] Hapana [] Kiasi [] Sijui []
7. Unatapa huduma kwa wakati kama inavyosomeka katika mkataba wa huduma kwa wateja? Ndiyo [] Hapana [] Kiasi [] Sijui []

8. Unafurahishwa na jinsi mkataba wa huduma kwa wateja unavyotekelezwa katika ofisi za Manispaa ya Tabora?

Ndiyo [] Hapana [] Kiasi [] Sijui []

9. Watumishi katika Manispaa ya Tabora wanafuata maadili ya kazi wakati wa kutoa huduma?

Ndiyo [] Hapana [] Kiasi [] Sijui []

10. Ina chukua muda gani ofisi kushughulikia malalamiko yako?

Siku 1-7 [] siku 7-14 [] mwezi [] miezi 6 [] mwaka []
zaidi
ya mwaka []

11. Unafikiri Mkataba wa huduma kwa wateja una umhimu gani kwa Serikali za Mitaa? Taja

.....
.....
.....

12. Unafikiri ni changamoto zipi zinajitokeza katika utekelezaji wa Mkataba wa Huduma kwa Mteja?

.....
.....
.....

13. Nini kifanyike kuhakikisha kwamba wafanyakazi katika Halmashauri ya Manispaa ya Tabora wanatoa huduma bora na inayokidhi mahitaji ya wateja wao?

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Appendix III

CODING KEY FOR THE QUESTIONNAIRE ADMINISTERED TO MTAA AND VILLAGE CHAIRPERSONS, COUNCILORS, MTAA AND VILLAGE COMMITTEE MEMBERS, WEOS, MEOS, VEOS, MAYOR, MUNICIPAL DIRECTOR AND HEAD OF DEPARTMENTS AT TABORA MUNICIPAL COUNCIL

Question 1. Code name: Department

Administration = 1; Others = 2

Question 2. Code Name: Designation

WE = 1; ME = 2; VE = 3

Question 3. Code Name: Gender

Male = 1; Female = 2

Question 4. Code Name: Age

18 to 25 = 1; 26 to 35 = 2; 36 to 45 = 3;

46 to 55 = 4, 56 and above = 5

Question 5. Code Name: Education level

Primary level = 1; Secondary level = 2; Certificate level = 3,

Diploma = 4; Degree = 5; Master Degree and above

Question 6. Code Name: Marital Status

Married = 1; Not married = 2; Single = 3;

Divorced = 4; Window = 5

Question 7. Code Name: Working Experience

Below 5 years = 1; 5 to 9 years = 2; 10-14 years = 3;

15-19 years = 4; above 20 = 5

Question 8. Code Name: Are you aware of CSC

Strongly agree = 1

Agree = 2

Neutral = 3

Strongly disagree = 4

Disagree = 5

Question 9. Code Name: Objective of CSC at TMC

Strongly agree =1

Agree = 2

Neutral = 3

Strongly disagree = 4

Disagree = 5

Question 10. Code Name: Does the staff at Tabora Municipal Council have confidentiality on the information from their customers?

Yes = 1; No = 2;

Sometimes = 3; I don't know = 4

Question 11: Code Name: Do you get a service on time as stated in the Client Service Charter

Yes = 1; No = 2;

Sometimes = 3; I don't know = 3

Question 12. Code Name: Satisfaction Level

Strongly agree =1

Agree = 2

Neutral = 3

Strongly disagree = 4

Disagree = 5

Question 13. What is the attitude of customers to the Client Service Charter?

Very poor = 1; poor = 2; average = 3;

Good = 4; Excellent = 5

Question 14: How long taking for your problem to get solved?

1-7 days = 1; 7-14 days = 2; a month = 3;

6 months = 4; more than 6 = 5

Question 15. Code Name: Do you have training Programme to staff?

Yes = 1; No = 2; I don't know = 3

Question 16. Code Name: How frequently training programme?

Frequently = 1; Not frequently = 2

Question 17. Code Name: Do you implement CSC in your Organisation?

Yes = 1; No = 2; I don't know = 3

Question 18. Code Name: Does the Management provide support to implement CSC?

Yes = 1; No = 2

Question 19. Code Name: Workers' Ethics

Strongly agree = 1

Agree = 2

Neutral = 3

Strongly disagree = 4

Disagree = 5

Question 20. Code Name: Do you have enough facilities for implementation of CSC?

Yes = 1; No = 2; I don't know = 3

Question 21. Code Name: Are you motivated by the Management to implement CSC?

Yes = 1, No = 2; I don't know = 3

Question 22. Code Name: Does working environment hinder the implementation of CSC?

Yes = 1; No = 2; I don't know = 3

Question 23. Code Name: Are political leaders willingly to support implementation of CSC?

Yes = 1; No = 2; I don't know = 3

Question 24: Code Name: Does the Organisation have by-laws supporting implementation of CSC?

Yes = 1; No = 2; I don't know = 3

Question 25. Code Name: Does corruption exist in your Organisation?

Yes = 1; No = 2; I don't know = 3

Question 26. Code Name: Does Favouritism exist in your Organisation?

Yes = 1; No = 2; I don't know = 3

Question 27: Code Name: Do you get complains from Clients on the service rendered by your Organisation?

Yes = 1; No = 2; I don't know = 3

Question 28: Code Name: Importance of CSC in LGA's

Strongly agree =1

Agree = 2

Neutral = 3

Strongly disagree = 4

Disagree = 5

Questions 29: What are the challenges facing the Tabora Municipal Council in Implementing the Client service Charter?

Strongly agree =1

Agree = 2

Neutral = 3

Strongly disagree = 4

Disagree = 5

Question 30: What are the ways to solve the Challenges states?

Strongly agree =1

Agree = 2

Neutral = 3

Strongly disagree = 4

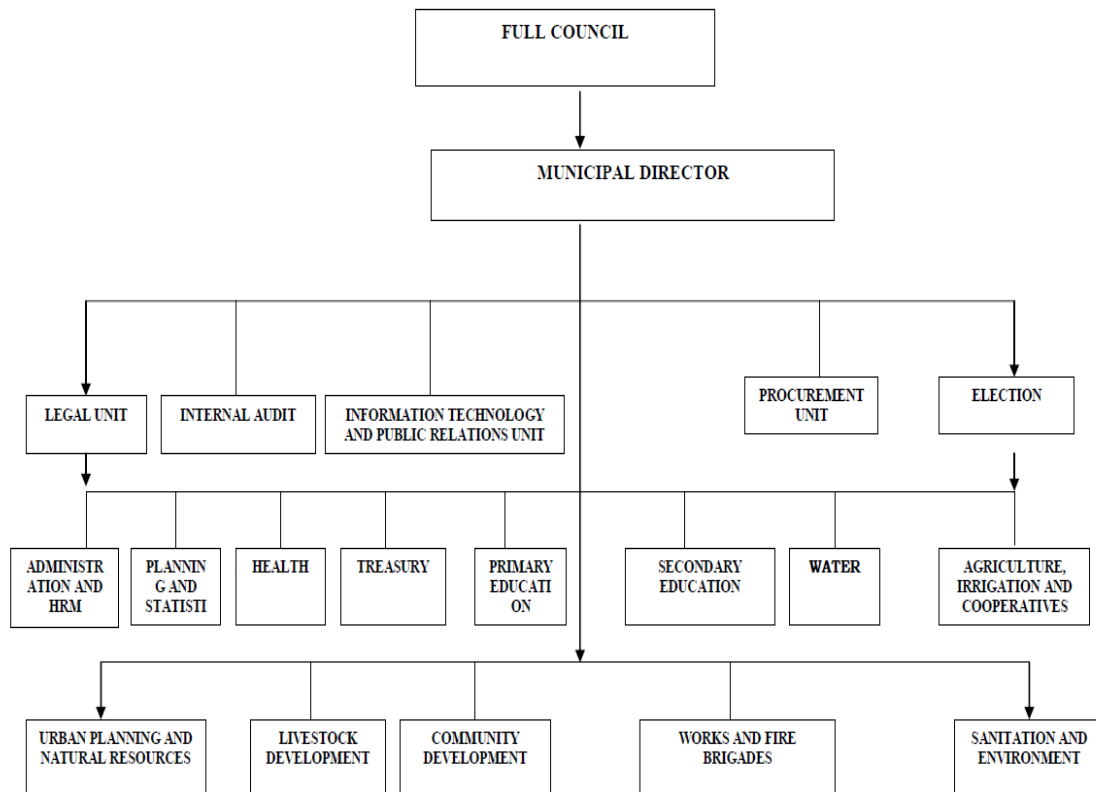
Disagree = 5

THE MAP OF TABORA REGION



Source: Google image (2016)

THE ORGANISATION STRUCTURE OF THE TABORA MUNICIPAL COUNCIL



Source: Record's Office Tabora Municipal Council (2016)