

**THE ROLE OF CLIENT SERVICE CHARTER AS A MEANS OF
ACCOUNTABILITY IN LOCAL GOVERNMENT AUTHORITIES IN
TANZANIA:
THE CASE OF TEMEKE MUNICIPAL COUNCIL**

**BY
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**A Dissertation Submitted in the Partial Fulfilment of the Requirement for the
Degree of Master of Public Administration (MPA) of Mzumbe University**

2017

CERTIFICATION

We, the undersigned certify that we have read and here by recommend for acceptance by the Mzumbe University, a research report **entailed the role of Client Service Charter as a Means of Accountability in Local Government Authorities in Tanzania: The case of Temeke Municipal Council** in partial fulfilment of requirement for award of Master of Public Administration Degree of Mzumbe University.

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ACKNOWLEDGEMENT

The success of this study has been facilitated by different people; I would like to owe them immeasurable gratitude. I cannot list all, but few of them, due to their support to throughout the period of my study.

First of all, I would like to thank almighty God for being so merciful and for providing me with good health and energy to conduct throughout my studies.

I also extend my appreciation to Dr. Wilhelm Mafuru for supervising the research process upon which this report has been produced.

I acknowledge the management of Temeke Municipal Council for allowing me to conduct this study in their organization. Their cooperation during the study was very useful for me to complete this work especially in data collection process. I also appreciate inputs provided by Mr. Waziri B. Kombo (Municipal Human Resource Officer).

This work would not have taken the form and shape that it has without the help of all mentioned individuals, I would like to exonerate them from the inadequacies found in this study. The responsibility is mine alone.

DEDICATION

I dedicate this work to my beloved husband, Mr. Renatus Mchau, my son Rodwell and my daughter Reagen.

ABSTRACT

This study is about assessing the role of client service charter as a means of accountability to citizens in local government authorities. The specific objectives of this study were; to trace the genesis and rationale of client service charter at Temeke Municipal Council; to assess the extent to which client service charter is a means of accountability in Local Government Authorities; to identify and assess the effectiveness of the tools deployed to operationalize the client service charter in the local government authorities; and to determine the challenges associated with the deployment of client service charter as a means of accountability at Temeke Municipality. The research deployed a case study design which dealt with single unit and it involved head of departments and selected employees from different departments. The sample was selected by using simple random technique and purposive technique. Primary and secondary data were collected through questionnaire, observations, interview and documentary review respectively.

Findings indicated that CSC allows people to hold organizations as well as separate officers responsible for quality, timely and receptive services, lessens corruption, changes culture and attitude at work place through concentrating energies to client satisfaction, guarantees public officers stand aware about quality of services provided and allows systems to constantly re-engineer service procedures. Similarly, Results showed that the introduction of OPRAS to measure employee's performance, establishment of municipal mass media, customers to be allowed to meet with staffs, preparing general meeting with citizens, and ensure staffs have job rotation were key issues on the enforcement of CSC at Temeke Municipality. Moreover, Findings indicated that most respondents identified client heartbeat, meeting method, complains desk method, direct customer visit and suggestion box method as tools preferred by the management of Temeke Municipal Council to provide better service to its clients. Likewise, Findings indicated that client service charter remain theoretically, poor tools and equipment, ineffectiveness of complains desk, poor attendance customer visit and failure of suggestion box as a method as the key challenges associated with the deployment of client service charter as a means of accountability at Temeke Municipality Council.

LIST OF ABBREVIATION

AO	Administrative Officer
HOD	Head of department
HR	Human Resource
MD	Municipal Director
MHRO	Municipal Human Resource Officer
TMC	Temeke Municipal Council
CSCs	Client Service Charters
PSRP	Public Service Reform Programme
PSMEP	Public Service Management and Employment Policy
PMO-RALG	Prime Minister's Office, Regional Administration and Local Government

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

The government of Tanzania has taken different approaches to improve the provision of public service. The measure taken is a result of the challenges emerging from insufficient and poor service provided in the public sector, whereby citizens have been the victims of such services. According to (Njunwa, 2011), Client Service Charter (CSCs) is the agreed commitment where the organisation provides its intention regarding what it wants its clients to expect when accessing its services. Despite this broad narration of CSS, the notion of CSC is still under the debate whether it may be deployed as an effective means of accountability.

On the other hand, there are those who have come up with the explanation that CSC may be referred to as formalized document which highlights important information regarding the services to delivered, the values of services that clients should expect when accessing the respective services (Elke, Salvador and Tomas, 2007). Although CSC is argued to be a formalized document, the fact that it is written voluntarily by the service provider poses some questions on the extent to which this form of declaration can be a means of accountability with the functioning of public sector organisations, especially local government authorities. The questions are raised despite the good intention by the service providers noted in the CSC that the aim is to focus on the values of service delivery. This also go hand in hand with the pledges for convenience in the services provided to the customers. (Shanker, 2014).

Given the fact that CSC in the Tanzanian Public Organisations may be seen as the means of downward accountability however the extent of its effectiveness and enforceability within the spheres of accountability dimensions still questioned and it is high time a research is conducted in that regard. Though New Public Management as noted by Hood (2011) insists that it is the time for public sector institutions to be business-like and act in the perspective of being more consumers friendly, however in the reality this notion seems to be a farfetched fact and is just an ideal designed to provided a colourful bigger pressure on public sector performance (Talbot, 2013). It

is in this background that this study is set forth to assess the extent to which CSC can be used as a means of accountability in Local Government Authorities in Tanzania. .

1.2 Statement of the Problem

Through the public service reform, the government of Tanzania has insisted the need for CSC as a means of ensuring that public sector organisations become sensitive to the needs of the citizens they are supposed to serve. Nevertheless up to the current moment the effective of CSC as the means of responsiveness and accountability of the public sector organisations to the citizens is still questionable. There are no clear dimensions as to when and through what platforms the citizens should hold public servants accountable for non-adherence to the provisions of CSC. Also there is no clear provision for the enforcement of CSC on the part of the customers, it all depends on the willingness of the service provider who has the mandate to control the process and dictate the terms in the service provision spheres.

Likewise the study by Ngowi (2013) on the implementation of CSC in Public Sector Organisations revealed that some challenges on the application of CSC as a feedback mechanism on service delivered in the course of trying to help the public sector organizations improve their service provision modalities. Extending further from that research, this study, thus, intends to assess the extent to which CSC can be deployed as the means of accountability by Local Government Authorities in Tanzania to the Citizens, they are supposed to serve and from whom these institutions draw their mandates.

1.3 Research Objectives

1.3.1 Main objectives

The main objective of the study was to assess of on the extent to which Client Service Charters can be deployed as a means of accountability in Local Government Authorities in Tanzania.

1.3.2 Specific objectives

For the purpose of fulfilling the intention of the main research objective of this study,

the following specific research objectives were developed and operationalized:

- i. To trace the genesis and rationale of Client Service Charters at Temeke Municipal Council.
- ii. To determine the ways in which Client Service Charters is linked with accountability in Local Government Authorities, using Temeke Municipality as a case study.
- iii. To assess the extent to which CSC tools (mechanisms) deployed influence the notion of accountability in the Local Government Authorities, using Temeke Municipality as a case study.
- iv. To determine the challenges associated with the deployment of Client Service Charters as a means of accountability at Temeke Municipality.

1.4 Research Questions

Given the main research objective and specific objectives developed in sub sections 1.3.1 and 1.3.2 respectively, the following are the research questions aiming this study:

1.4.1. Main Question

How effective is the Client Service Charters as a means of accountability to the citizens in Local Government Authorities in Tanzania?

1.4.2. Specific Questions

- i. What is the genesis and rationale of Client Service Charters at Temeke Municipal Council?
- ii. What are the ways in which Client Service Charters is linked with accountability in Local Government Authorities, using Temeke Municipality as a case study?
- iii. To what extent does CSC tools (mechanisms) deployed influence the notion of accountability in the Local Government Authorities, using Temeke Municipality as a case study?
- iv. What are the challenges associated with the deployment of Client Service Charters as a means of accountability at Temeke Municipality?

1.5 Significance of the Study

The findings from the study provide understanding on the tools (mechanisms) deployed in the Client Service Charter which are used to operationalize the CSCs as a means of accountability to the citizens in the local government authorities.

The study enables Temeke Municipality to understand the importance of the Client Service Charters as a means of accountability to the citizens as well as noting the challenges encountered and the ways of dealing with them in order to improve the effectiveness of it.

1.6 Limitation of the study

During the study, the researcher faced one limitation from respondents. Some employee failed to cooperate actively with the researcher either due to failure to differentiate between the academic research for learning purpose and probing research, as well as reluctant of respondents to provide the necessary information which were useful to accomplish the study.

Accessibility of data, some useful data in this research could not be accessed as they were considered confidential. To some extent this limited the conclusions drawn in this research.

Difficulties in collection of questionnaires on time. The time allocated for the study was not enough for the researcher to carry out the study correctly. This is due to the fact that the researcher performed her duties and responsibility as assigned by the employer while at the same time collection of data as the research process involves a series of activities that need a lot of time in order to be carried out.

1.7 Delimitation of the Study

The focus of this study is to assess the effectiveness of the Client Service Charter as a means of accountability to the citizens in Local Government Authorities in Tanzania, using Temeke Municipal Council as a case study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The review of literature intended to provide the understanding of the subject matter being researched by looking at what similar works highlight. The major purpose of this chapter is to review similar works related to the topic being researched.

2.2. Concept of Client Service Charter

Service refers to the intangible products or activities which has the potential of satisfying the needs of the recipients (Armstrong & Kotler, 2008; Hood, 1991). On the other hand, service charter is seen as a self initiated intention of the service provider and it is a way of aiming at defining the expected qualities of the services expected to be delivered to the clients (Shanker, 2004). Likewise it is viewed as the sign from the service providers towards the customers about the commitment aimed at towards serving them (Shanker, 2004).

2.2.1 Emergence of the Concept and Practice of Client Service Charter

The genesis in the use of service charters may be traced back from the era of the Magna Charter in 1215 and the People's Charter in 1838 (James et al., 2005). In this perspective, it can be argued that the introduction of the contemporary service charter is mainly linked to the initiatives made by the conservative government under the leadership of the John Major, by then the Prime Minister (Pollitt, 1994).

Deakin (1994) notes that the early initiatives in the 1990s for service charter in the United Kingdom were enthusiastic. Thus by the later 1990s, about forty service charters were drawn (Hansard, 1997). Likewise Milakovich (2003) notes in the early 2000s the development of new service charters in the UK was the national initiative and it was viewed as a means to indicate that organisations do care about their customers and at the moment new . 200 were developed. The acknowledgement in the report from the Cabinet Office during that time was the vivid evidence that service charter notion has started to pick pace within the spheres of service provision and management. This report further signals the commitment on the part of the government towards improving and being focused to the raising the standard of public services and ensuring that services offered by the public institutions are responsive to the needs of citizens (Hood, 1991; Talbot, 1999; Taylor, 1999 and Keat et al., 1994).

2.2.2 Rationale of the Client Service Charter

In this regard, it can be argued that the need for the service charter is to try to respond to the ill consequences of the traditional Weberian Bureaucratic tendencies inherent in the provision of services, whereby the service providers are assumed to control and define the provision process. Thus service charter is now viewed as a means to redress this tendency and a way towards improving the delivery process. This is due to the notion that Weberian bureaucratic model of service delivery is characterised as being rigid, rule-bounded, slow moving, costly, inefficient and unresponsive to needs of the clients (Osborne & Gaebler, 1992). Given the dynamism experienced in the current context of service provision, it is clear that qualities such being efficient, effective, competent in the service delivery processes

are paramount and these are what the recipients of public services expect whenever they approach public sector organisations for their services.

Having the aforementioned intention, the various reforms in the public services have been undertaken to ensure that the delivery of such services is transparent, accountable, and responsive to the needs of citizens (Rauf, 2007).

Moreover, on the rationale of the service charter, Brennar and Douglas (1998) state that this form of commitment provides details about the service, which among other things, include level standards that individual users should expect. It further acts as a guarantee which enforces and outlines what the customer can expect to experience in the process of service delivery.

2.2.3 Models for drawing up Service Charter

In the views of Brennar and Douglas (1998), there are two models which may be pursued in the process of drawing up of a charter, namely: the Gap Model and the Process Standard-Setting Model.

The Gap Model puts emphasis in describing the difference between the services the customer expects and the service the customer perceives he has to receive. This is actually what may be known as - the perceived service gap.

The Process Standard-Setting-Model focuses on the fundamental process model. In this perspective, the model identifies the process for transforming set of inputs in the service delivery process aiming at achieving desired outputs in the process.

2.2.4 Service Charter as a Public Policy Issue

According to Taylor (1999) the charter system in public policy is somehow inadequate to safeguard clients' demands. This seems to be the case despite being an input to ensure success in the service delivery process.

On the other hand, Rauf (2007) argues that by stating the reason for such inadequacy is that the processes that generate services are to the greater extent different from those in which goods are manufactured. In the service processing the customer is present and affects the result in terms of added value and quality while the opposite is the case for goods (Rauf, 2007, Daniels, 2000).

As a public policy issue, customer service charter provides the guidelines within which the service delivery process will have to adhere to for enhancing the customer experience. Thus the customer service provider must get to know his or her customers and strive to provide them with excellent service to ensure there is somehow higher levels of customer satisfaction and the overall feeling of contentment in customer interaction (Harris, 2007; Perrealt and McCarthy, 1996). For organizations to have a sustainable competitive advantage, they have to adopt a customer service orientation through continuous improvement and creativity. They also need to keep their promises to the public, create a positive telephone etiquette as well as publicizing high performance standards, and recruiting right people with right attitude (Johns, 1994; Zeithaml et al., 2008; Huqiz, 2005).

2.3 Concept of Accountability

Accountability has become a critical part of public governance. The concept of accountability applies to a wide array of important decisions and authorities that are responsible for making those decisions. At the centre of the concept of accountability is the checking and balancing of potential abuse of power by public officials with the objective of limiting the potential for corruption of public offices and officials (Drucker, 2001).

The domain of accountability has, however, expanded, through time, from the proper exercising of power to include accountability for improving the efficiency and reducing waste in carrying out public program. Accountability exists when there is a relationship in which an individual or body, and the performance of tasks or functions by that individual or body are subject to another oversight, direction or request that they provide information or justification for their actions.

Accountability requires that, first, people are given certain objectives, second, there is a reliable way of assessing whether they have met those objectives and third, consequences exist for both the case in which they have done what they were supposed to do and in the case in which they have not done so. The political notion of accountability corresponds to economists' concept of incentives (Drucker, 2001).

Accountability in public service delivery is important because we live in an age of public accountability in which governments in new and old democracies are under increasing media and public scrutiny. There is growing demand that governments, public institutions and officials grant access to information concerning controversial actions and decisions. International transparency organizations regularly monitor levels of corruption and social responsibilities efforts of both public and private actors in different parts of the world. Continuous evaluation of effectiveness of public institutions and officials ensure that they are performing optimally, providing value for money in the provision of public services, instilling confidence in the government and being responsive to the community they meant to be serving.

2.3.1 Client Service Charter as a Means of Accountability

Service charter is an expression of an understanding between citizens and provider of a public service on quantity and quality of services. It is about the rights of the public and the obligations of the public servants in service delivery. Service charter is a standard of service delivery by service providers that highlights avenues and availability of choice for service seekers and other related information for grievance redressed as well as procedural clarity. The concept of citizens' charter enshrines the trust between the service provider and its users.

With the advent of the New Public Management principles and mode of thinking in organizing efficient and effective service delivery, a number of methods are in use today. A service charter is one such technique, which puts citizens in the forefront to decide about the nature, form, and type of services (Dhakal and Ghimire, 2009). The service charter seems to have been part of a much longer term trend in which public

services were becoming more user friendly and evolving in a way that has been described as the New Public Management. This has included a greater stress on public sector performance (Talbot, 2003). The strategies have focused on deepening the use of citizen service delivery charters as accountability tools and entrenching performance as a culture in the public service. As part of the reforms the Tanzanian government introduced service charters to act as a contractual obligation between the service provider and users on what will be delivered.

2.4 Empirical Literature Review

2.4.1 Experience from Public Sector in Developed Countries

In developed countries, practices on citizen charter started almost two decades ago but in Nepal, still considered as new approach. After its implementation in Public sectors other nongovernmental and the private organizations are also enthusiastic to produce the charter for the convenience of the users. In recent years, it has been seen that e- governance is a rapidly growing phenomenon worldwide, not just the western and developed countries but also the developing countries are also interested to apply the information technology like e governance and e-charter in the public sector organizations. It has an increasing impact on the work of the public sector, it helps to provide and improve government services, transactions and interactions with citizens (Heeks 2006). Several countries has started e- citizen charter in practice but in case of Nepal the e-governance system is just in practice in some sectors, for effective implementation of e-citizen charter, it might take a longer time. CC has been expected to encourage those responsible for the delivery of such services to improve their standards of performance, to operate in a more transparent way and to be more responsive to the needs and expectations of their customers. An important driver of this consumerist consensus has been the desire to get better value for taxpayers' money. Charters can be seen as just one aspect of the sprawling agenda of new public management (NPM) and public service modernization (Drewry 2005).

Normand, Iftekar and Rahman (2002) assessed the development of community clinics in Bangladesh. The study established that service delivery was largely determined by the service location, staffing, and institutional processes (facilities, services and management). The findings indicated that most community clinics were

appropriately located with good and convenient access which contributed positively to service delivery. Where the locations were difficult to access; there were difficulties in service delivery. Deficiencies in equipment required affected service quality negatively. The result also showed that staff availability and capability highly affected service. The quality of service was determined by the number of staff available, level and quality of training provided. Quality and adequate training of the service employees would lead to high productivity and hence quality service. As regards institutional processes, the study showed these affected the service delivery. For instance, the buildings did conform to the required design specification highly. This would have a negative effect on service delivery. Also, supplies of drugs were limited which led to a failure in achieving a reasonable level of availability and poor service delivery. In summary, the study considered the perceived quality of services as poor.

Kasem (2011) conducted an exploratory study which was aimed to expose the realities of service delivery system of the Assistant Commissioner (Lands) offices in the Dhaka city, Bangladesh. The findings of the study revealed that the inadequacy of service delivery employees; lack of incentive for workloads, poor management style , clumsy service delivery procedures, motivational challenges, and illiteracy of service seekers about the services made the service providers encounter various challenges in delivering service. This means that there was an ineffective service delivery system resulting from the staff capacity, and systems and processes.

This study identified other past studies which treated the staff capacity as factor of service delivery. On these was a study conducted by Jochimsen (2007) to evaluate the Parkinson's Law at vehicle registration offices in Germany. The study found out that the incentive based work contracts played an important role in service delivery. This is where financial incentives as well as motivation were found to be important tools in increasing efficiency. They were more productive (produced better results) than a simple increase of number of staff or disintegrations" of tasks. This is to say that employee motivation was a key factor in service delivery.

Study conducted by Matovu (2009) with information communication and technology as a factor affecting service delivery. Matovu (2009) conducted a study on changes in Service Delivery in South Africa where he recommended for improvement of public service delivery through the implementation of reforms. Investment on in Information Communication and Technology, build capacity, enhance recognition and incentives. The study shows that this can be possible through; availability of multi-skilled labour force with the right attitude, supportive legislations and regulatory frameworks, sound institutions and infrastructure, performance measurement. The study encouraged the use of information technology to ensure the effectiveness of service delivery.

The studies on System and Processes and Service Delivery which were found useful to this study include one by Pretorius and Schurink (2007) and another by Per Tidem and, Steffensen, and Olsen (2007). The study by Pretorius and Schurink (2007) on service delivery by local government in South Africa showed that service delivery was governed by a number of factors. The factors include; the integrated development plan and the performance management system; intergovernmental relations; Works Programme; the budget; and policy and procedure. The main concern of the study was to investigate the policy and procedure in local government with an objective of ensuring enhanced service delivery within local government. The study established that service delivery faced various challenges. These challenges include; accountable system of governance; ensuring service excellence through appropriate institutional arrangements and competent players, improving equitable access to social services and infrastructure, Co-ordinating and supporting the creation of an enabling environment for sustained economic growth and development, and facilitating integrated development that does not harm the ability of future generations to sustain it. Other challenges include; ensuring effective and efficient service delivery; facilitating new core management systems, developing procedures to ensure that resources and activities are aligned with the Integrated Development Plan, ensuring funding for prioritized projects to meet the challenges of service delivery and to address infrastructure backlogs, and stimulating local economic development.

2.4.2 Experience from Public Sector in Developing Countries

In so far as performance management in the public sector is concerned, most research has focused on performance contracting with little research being carried out on the related concept of citizen service charters. That notwithstanding, Mang'era and Bichanga (2013) have carried out a study on the challenges of implementing citizen charters in public hospitals whose objectives were to evaluate the disposition of the implementers, competence of hospital staff, and management structures in support of implementation of the charter. The study identified inadequate training, poor staffing and conflict between charter objectives and organizational rules and regulations as some of the hindrances to the implementation of Citizen Charters. The study was carried out at a facility that is fully owned and operated by the central government and funded through allocations from the exchequer.

Similarly, World Vision (2011) has carried out research on the impact of public sector reforms on service delivery and noted that service delivery in the public sector is constrained by lack of resources, lack of skilled manpower, inadequate or delayed funding, and lack of facilities and infrastructure. It recommends that public sector reform efforts should incorporate stakeholder participation, awareness-creation, complaints redress mechanisms and elimination of redundant and duplicated roles. State corporations such as KCAA enjoy significant operational and financial autonomy. They are unencumbered to a large extent from the financial and bureaucratic constraints of a typical government hospital such as the one cited above. An objective of the study was to assess whether the challenges identified in past research have affected implementation of citizen charter in KCAA examine the extent to which some of these gaps have been bridged.

Laikera, (2013) explored the impact of service charter on service delivery at the National Aids Control Council (NACC). The literature review focused on work done by other researchers on service charter and its effectiveness on service delivery focusing on its purpose, defining the concepts and its historical development and made comparison to its findings. The respondents were categorized into service seekers from three different ministries and one government department. The study used purposive sampling to sample 47 respondents in the three ministries.

Questionnaires were the main tools used for data collection. The data analysis was done by use of Statistical Package for Social Sciences (SPSS). The results were generated and presented in form of percentages and tables.

The study revealed that generally, service delivery at the NACC had improved to a great extent as more people were aware of the promise of the organization through the service charter. However, much more needs to be done in sensitizing service seekers on the service provider's obligations. There is also need to mainstream the grievance handling mechanism in the organization. The study recommends that NACC adapts a strategy that will ensure effective display of their service charters at strategic positions within and outside their offices in order to reach out to more service seekers. This is because the more knowledgeable the service seekers are, the easier it will be for them to access information hence satisfaction with the services rendered.

Roble, (2012) established the Influence of Service Charter on Service Delivery in the Public Sector; a case of Teachers' Service Commission (TSC) of Kenya. The study was guided by four research objectives which included to determine whether define staff promotion has improved service delivery at the Teacher Service Commission (TSC) of Kenya, to establish how responsive are the Teachers Service Commission (TSC) staff in delivering services as required by the service charter, to assess whether define employee discipline by the TSC has improved service delivery and to establish whether defined recruitment by the commission has improved service delivery.

The study used systematic random sampling to sample 100 teachers who came to seek services at the TSC headquarters. Every 10th teacher on the queue was sampled for every day visited. A total of 200 respondents were targeted by the study. This constituted 100 from the TSC headquarters and 100 teachers. The study used descriptive survey and five research questions to answer the objectives and the research question seek to get information on the factors that influence of Service Charters on Service Delivery in the Public Sector; a case of Teachers' Service Commission (TSC) of Kenya. Questionnaires and observation schedule were the

main tools used for data collection. The data analysis was done by use of Statistical Package for Social Sciences (SPSS) Programme to generate descriptive and inferential statistics.

The study revealed that the generally, service delivery at the TSC had improved to a small extent and its needs more to be done. Failures by the organization to handle respondents' complaints effectively and efficiently were noted. Both secretariat staff and teachers respondents conquered that promotion takes longer period regardless of one's duration of service and academic qualifications. The study further revealed that respondents' feelings of their salaries and benefits are not commensurate to their efforts besides establishing that employee recruitment and remuneration to be the key determinant that influence service delivery.

The study recommends that TSC to adapt a strategic that will ensure effective remuneration and recruitment of employees and as well make their salaries and benefits to be market competitive.

2.4.3 Experience from Public Sector in Tanzania – Insights from LGAs

Njunwa (2011), explain Client Service Charters (CSCs) as a written commitment of an institution (public or private) to its clients. The statement put in place what the institution offers or not to its clients. It stipulates among other things, the kind of services offered by the institution; services standards to be observed; turnaround time; functions, responsibilities and rights of both clients and the institution. It also gives feedback mechanisms to clients including a system of handling complaints and contact information about the institution that clients can use for various kinds of communication (Ngowi, 2013).

Client service charter is the in effect ‘social pact’ between service providers and receivers (Ministry of Finance and Economic Affairs 2014). They specify standards of service delivery which we believe our stakeholders have a right to expect and set out complaint and feedback mechanism if things go wrong they are developed through consultation with customers and staffs (The Ministry of Finance and Economic affairs, 2014).

According to PMO-RALG (2010), a client service charter is a social part between the Prime Minister's Office, Regional Administration and Local Government (PMO-RALG) and its customers. It specifies services and stands for service delivery, which PMO-RALG believes its service users have a right to expect, and sets out feedback and complaints handling mechanisms.

Previous studies have reported that a client service charter is a written service commitment by an institution to its clients. It describes all the services that officers provide, sets service standards, time for processing such services, and the responsibility of both clients and institutions. It also sets out feedback mechanisms, including a system of handling public complaints. Charters are public documents developed by institutions in consultation with their clients, staffs, and stakeholders that continually grow with the institution (Tanzania Public Service College report, 2013).

A service charter is a short publication that describes the service experience a client can expect from an agency. It allows for an open and transparent approach that all parties understand and can work within. It covers key information about an agency's service delivery approach and the relationship the client will have with the agency, (Government report, 2015).

In the past three years, Lufunyo (2013) has studied the assessment of whether the institutionalization of a client service charter is a myth or reality on service delivery. He collected data from different sources such as documentary sources and interviews from a sample of 10 respondents. The results found from the study were that, none of the charters in government ministries and agencies are operational, citizens are not using them for demanding services, there is no public campaign to publicize the charters, no monitoring and evaluation of the charters, and some of the charters are outdated (no amendments are effected to make them relevant).

The report developed by In 2011 PO-PSM conducted a research on assessment of performance management system. One of the tools under which the research was assessing is the Client Service Charter. Under this study, the sample of 12 MDAs

were selected namely The Ministry of Community Development, Gender and Children, Ministry of Land, House and Human Settlement Development, Ministry of Labor and Employment, Ministry of Works, Ministry of Livestock and Fisheries Development, Tanzania Public Service College, Ministry of Education and Vocational Training, Public Service Recruitment Secretariat, Ministry of Health and Social Welfare, Ministry of Home Affairs, Ministry of Information, Youth, culture, and sports and Ministry of Transport. The report shows that client service charter was still weak on its operationalization despite the charter being in place. the reasons being; lack of monitoring mechanism to assess whether the standards set are adhered to or not, little publicity as former author reported and unavailability of charter in the MDAs offices and websites. The recommended areas under this study concerning the effectiveness of the charter, generally the priority area were MDAs being able to evaluate the commitment made under the charter.

2.5 Conceptual Framework

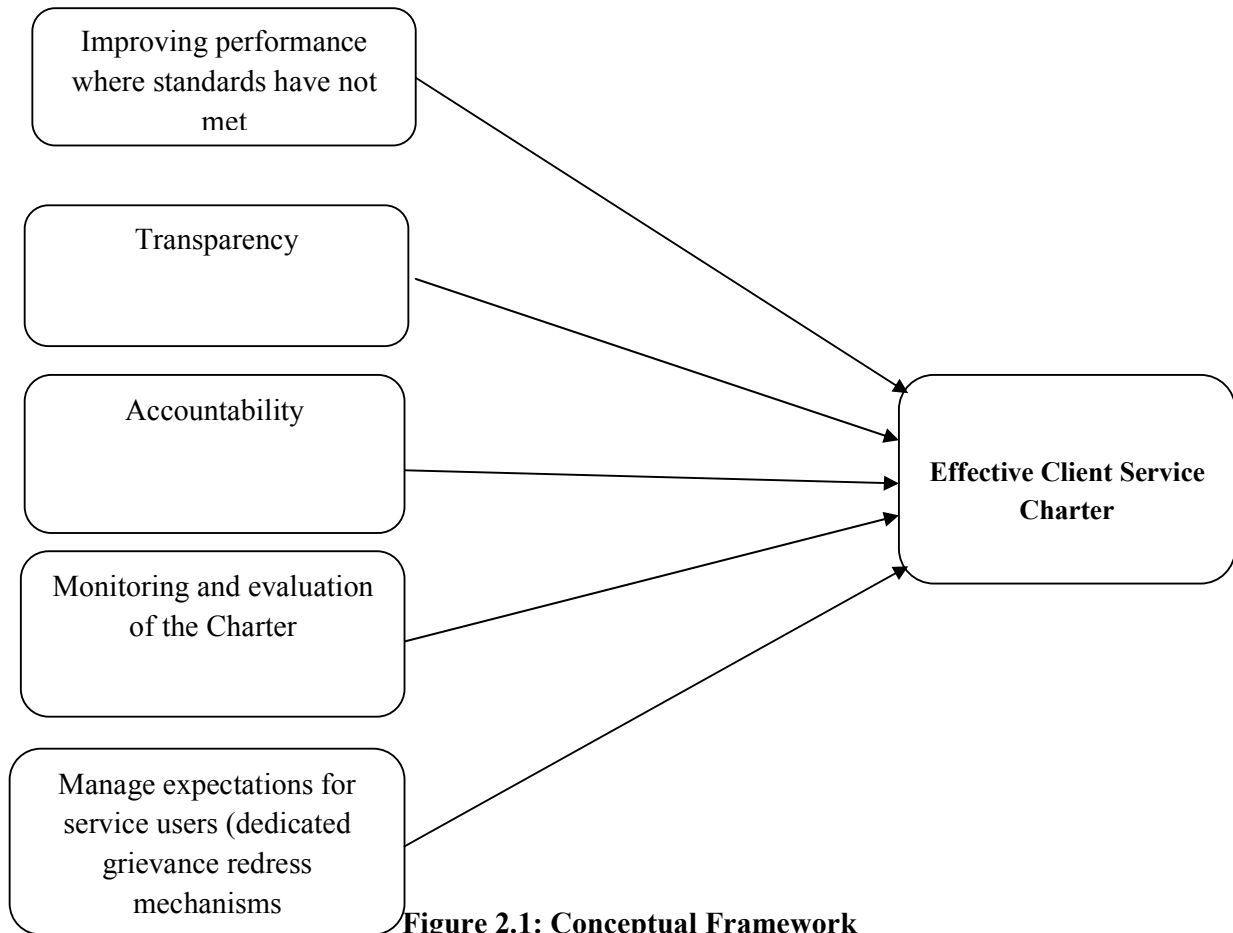


Figure 2.1: Conceptual Framework

Source: Researcher Own Construct, (2016)

Traditionally Local government Institutions often have been facing the problem of continued low expectations of service users. While some staff may consider this as a good thing. Citizens with low expectations are unlikely to complain. This is because local Institutions have no incentives to improve quality.

Client Service Charter encourages Local government Institutions to assess and monitor performance. Without a performance measurement system the charter will remain a paper tiger. The performance measurement systems help also to set meaningful service standards.

Furthermore, effective Client service Charter makes Local government Institutions more transparent by communicating standards and performance against them to the public.

2.6 Research Gap from Literature

During the past few decades, improving efficiency in the public sector has been a challenge. Globally, governments have been associated with long bureaucratic procedures marred with inefficiency, lack of accountability thus high level of corruption and wastage of resources which translate into poor economic performance. Many governments have, however, been trying to put in place measures to reverse this trend and the attitude towards governments in service delivery that comes along with it. Tanzania, like other developing countries continued to register poor service delivery for many years.

The need for quality service is being realized by many organizations today whether private or public. Citizens as customers of the government are expecting public services to be delivered in a more transparent and accountable manner. With this understanding, Ministries, Departments and Agencies (MDAs) within the government have established client service charters. These charters are pacts between service providers and service users which specify standards of service delivery in the form of a series of commitments or promises. The charters are there to inform users of the level and timeliness of services they can expect to receive and provide guidance on procedures to be followed should services fail to meet these standards.

Since 1999 the government has taken different measures to overcome such problem by establishing policies such as Local Government Reforms Programme, Civil Service Reform and Legal Reform which aimed at transforming principles, ethics and practices which guide the transformation of Tanzania public service at high quality service Ngowi (2013). All these Reforms aimed at improving quality of services that the service institutions offer. Among tools established to overcome the complaints raised by the citizens over poor service offered is the establishment of client service charter which aimed at building a basis for customer's satisfaction and

helps build relationship between customer and institutions through letters, verbal conversation and suggestion box. In its efforts to continuing improving quality of service, in 2011 the government produces the circular on establishment of complaints desk to every public institution.

Again the reason for establishment of complaints desk is to enable the government to have mechanism feedback from citizens and working on the complaints and views provided. Despite of availability of these two tools, there are challenges on the use of client service charter and complaints desk because the feedback mechanism does not address the real applicability of the service such as, the tools are not known to different stakeholders because of lack of publicity, standards set are overambitious and unrealistic, lack of monitoring and evaluation of public institution over their charter, most of the citizen do not use the client charter service to demand their services.

As far we know, the problem has not been considered before to assess the effectiveness of these tools as a result the government again decided to provide a circular on establishing a help desk which has no any different with the complaints desk. Hence a researcher decided to undertake this study on assessing the effectiveness of those tools and probably suggesting the best tools to be used by the government institutions to get feedback from the customers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design employed in realizing the study, area of the study, population of the study, sample size and sampling techniques, data collection methods and finally data analysis techniques.

3.2 Research Design

The researcher employed a case study design which dealt with single unit and it involved head of department and other common employee from different department. The researcher decided to employ case study design because data from case studies are great comprehensive and reliable because of their ability to explore instances in depth, and enable researchers to get information which is purposive and comprehensive and it is easy to have an access to more information on the topic under field. This research design enabled the researcher through investigation and analysis on the assessment of the research problem. However the choice of this research design based on fact that the researcher will come up with specific findings that will improve the implementation of client service charter as proposed by the government of Tanzania. The researcher was flexible in acquiring data as it employed more than one technique including interviews, questionnaires historical method, and documentary review, as well as non-expensive because it did not need any movement from one organization to another during research study.

3.3 Area of the Study

The study was carried out at Temeke Municipal Council in Dar es Salaam Region. The researcher preferred to undertake the study at Temeke Municipal Council since it is large in terms of population compared to other councils. According to 2012 census Temeke covers 728.71 km² areas, with a population of 1,368,881 compared to Kinondoni Municipality which covers only 537.44 km² and Ilala which covers only 364.97 km² with population of 634,924. Also it is a public organization with a reasonable number of employees and office materials that enabled the researcher to collect the required data for realization of the study purpose.

3.4 Population of the Study

The population for this study was only employees from Temeke Municipal council with focus on the departments dealing with the implementation of client service charter. The study targeted 200 respondents as the population of the study. It included departments such as Administration and Human Resource, Agriculture, Irrigation and Co-operatives, Livestock and Fishing, Finance and Trade, Community Development, Planning and Statistics, Information and Technology, Health, Waste Management, Procurement, Legal and Security, Internal Audit, Primary Education, Secondary Education, Works and Water.

Table 3. 1: Distribution of targeted population on the basis of departments

SN	Departments	Targeted Population	Sample size	Distribution of sample size	
				Heads of Departments	Middle and low cadres
1	Administration and Human Resource	22	11	1	10
2	Agriculture, irrigation and Co-operative	12	6	1	5
3	Finance and Trade	14	7	1	6
4	Community development	10	5	1	4
5	Planning and statistics	9	4	1	3
6	Information and technology	7	3	1	2
7	Waste management	20	10	1	9
8	Primary Education	20	10	1	9
9	Secondary Education	20	10	1	9
10	Works	10	5	1	4
11	Health	18	9	1	8
12	Water	10	5	1	4
13	Internal Audit	5	2	1	1
14	Legal and Security	7	3	1	2
15	Procurement	10	5	1	4
16	Livestock and Fishing	10	5	1	4
		200	100	16	84

Source: **Field Study (2015/2016)**

3.4 Sample Size and Sampling Techniques

3.4.1 Sample size.

In this study, the determination of sample size was considered in the light of population size, budget constraints and the time available to complete the study.

The researcher used a sample size of 100 respondents out of 200 of the target population. This sample was much related with the study as it collected the respondents, who was not easily be reached by the researcher, and collection of data was very simple, also a researcher used this to avoid errors as the larger sample the larger possibility of making errors in generating the population and data analysis.

Table 3. 2: Distribution of sample size and target

SN	Department	Population	Sample size
1	Administration and Human Resource	22	11
2	Agriculture, irrigation and Co-operative	12	6
3	Finance and Trade	14	7
4	Community development	10	5
5	Planning and statistics	9	4
6	Information and technology	7	3
7	Waste management	20	10
8	Primary Education	20	10
9	Secondary Education	20	10
10	Works	10	5
11	Health	18	9
12	Water	10	5
13	Internal Audit	5	2
14	Legal and Security	7	3
15	Procurement	10	5
16	Livestock and Fishing	10	5
		200	100

Source: Field Study (2015/2016)

Table 3. 3: Distribution of targeted population on the basis of departments

SN	Departments	Targeted Population	Sample size	Distribution of sample size	
				Heads of Departments	Middle and low cadres
1	Administration and Human Resource	22	11	1	10
2	Agriculture, irrigation and Co-operative	12	6	1	5
3	Finance and Trade	14	7	1	6
4	Community development	10	5	1	4
5	Planning and statistics	9	4	1	3
6	Information and technology	7	3	1	2
7	Waste management	20	10	1	9
8	Primary Education	20	10	1	9
9	Secondary Education	20	10	1	9
10	Works	10	5	1	4
11	Health	18	9	1	8
12	Water	10	5	1	4
13	Internal Audit	5	2	1	1
14	Legal and Security	7	3	1	2
15	Procurement	10	5	1	4
16	Livestock and Fishing	10	5	1	4
		200	100	16	84

Source: Field Study (2015/2016)

3.4.2 Sampling Techniques

In conducting the study the researcher used random sampling as probability sampling because it is free from bias and it is suitable for small sample population. Purposive or judgment sampling was used to the resourceful person such as top management team as non-probability sampling.

3.4.2.1 Random Sampling

In this study the researcher used random sampling technique in order to get the representative from all selected departments from Temeke Municipality. It was used

to ensure that a good number of representatives is involved since the technique provides an equal chance of selection for all elements in the population.

A researcher decided to use random sampling to sample 90 employees who working on various departments including Head of Administration and Human Resource, Head of Agriculture, Irrigation and Co-operatives, Head of Livestock and Fishing, Head of Finance and Trade, Head of Community Development, Head of Planning and Statistics, Head of Information and Technology, Head of Health , Head of Waste Management, Head of Procurement Unit, Head of Legal and Security Unit, Head of Internal Audit Unit, Head of Primary Education, Head of Secondary Education, Head of Works and Head Water.

The researcher used this technique because it gives chance to the researcher to get data from whoever selected, this means as a respondents possess some information about client service charter activities at Temeke Municipal Council and they are the one who operate day to day activities within the organization, it was easier for the researcher to gather required data about the topic and enabled her to acquire a lot of information.

3.4.2.2 Purposive Sampling

The researcher used purposive Sampling for the need of getting the inner information that will help the researcher to get real findings.

The technique employed about 16 respondents who were applied by the researcher. The respondents were Head of Administration and Human Resource 1, Head of Agriculture, Irrigation and Co-operatives 1, Head of Livestock and Fishing 1, Head of Finance and Trade 1, Head of Community Development 1, Head of Planning and Statistics 1, Head of Information and Technology 1, Head of Health 1, Head of Waste Management 1, Head of Procurement Unit 1, Head of Legal and Security Unit 1, Head of Internal Audit Unit 1, Head of Primary Education 1, Head of Secondary Education 1, Head of Works and Head Water 1.

Purposive sampling is described as non-random sampling (or judgmental sampling) in which health and waste management. This technique brought about 16 respondents, who were the Heads of Departments (HODs) of Temeke Municipal Council. This technique is very relevant to the study as it gives researcher the chance to make choices on whom to sample basing on the information he or she possesses.

Table 3.4: A Summary of Purposive Sampling

Title	Total	Selected	Percentage
Administration and Human Resource	1	1	100%
Agriculture, irrigation and Co-operative	1	1	100%
Finance and Trade	1	1	100%
Community development	1	1	100%
Planning and statistics	1	1	100%
Information and technology	1	1	100%
Waste management	1	1	100%
Primary Education	1	1	100%
Secondary Education	1	1	100%
Works	1	1	100%
Health	1	1	100%
Water	1	1	100%
Internal Audit	1	1	100%
Legal and Security	1	1	100%
Procurement	1	1	100%
Livestock and Fishing	1	1	100%
Total	16	16	100%

Source: Field Study (2015/2016)

3.5 Data Collection MethodsIn this study the researcher used both primary and secondary sources of data. It was worthwhile noting that primary source of data comprised of observation, questionnaire, interviews, and various discussion and meetings for the purpose of generating information. Secondary source of data in turn, included journals, documents, official reports, internet sources and thesis. These were visited during the survey of literature review. The reason for the adaptation of

several techniques is the. The building of data collection tools was based on the research objective and research questions.

3.5.1 Questionnaire

In conducting this study 90 questionnaire were used to obtain information with the help of set of open ended questions that were distributed to the employees working on various departments including Administration and Human Resource, Agriculture, Irrigation and Co-operatives, Livestock and Fishing, Finance and Trade, Community Development, Planning and Statistics, Information and Technology, Health, Waste Management, Procurement, Legal and Security, Internal Audit, Primary Education, Secondary Education, Works and Water.

The questions were of two categories, structured and closed-ended and unstructured or open ended. In so doing 90 respondents from lower and middle cadre out of 100 respondents were distributed to fill the questions so as to provide the required and desired information. Questionnaires were distributed to all staff members and feedback received, allowed information to be obtained, flexible, and secrecy which helped the researcher to get required details about service client charter at Temeke Municipal Council.

3.5.2 Observation

The researcher participated in observation process due to the facts that she was among of the member of the organization (Temeke Municipal Council). The researcher was physically in the organization participating and being involved in the execution of day to day activities. This involvement enabled her to collect possible, relevant and sufficient data by observation directly the behaviour and attitude of employees and activities being done in various departments in the organization. Also the method was always working in the sense that it had a tendency of crosschecking all other method of data collection.

3.5.3 Interview

During the study there was a direct conversation between the researcher (interviewer) and the respondent (interviewee). It involved two people, one asking a set of questions (interviewer) and the other answering the questions (respondent or an interviewee). This is mainly used for the collection of primary data. Depending on circumstances in the area of the study, the researcher may use both structured and unstructured questions during the time of conducting the interview.

This method was used to fill loop holes, which were left by questionnaire, and to get additional information. A researcher made a total number of 16 interview to the Heads of Departments (HODs) of Temeke Municipal Council namely; Administration and Human Resource, Agriculture, Irrigation and Co-operatives, Livestock and Fishing, Finance and Trade, Community Development, Planning and Statistics, Information and Technology, Health, Waste Management, Procurement, Legal and Security, Internal Audit, Primary Education, Secondary Education, Works and Water. These were among top management team who held the key information about day to day operations in managerial activities and strategic planning of the organization of Temeke Municipal Council.

3.6 Documentary Review

During the study, the researcher went through the documents that were relevant to the study. This method was applied to collect secondary data mostly from the organization document such as, minutes from the management meeting (**Management Minutes Na. 39 Of July 2004**), procedures where by different stakeholders discussed and manuals (**Temeke Municipal Council Client Charter of 2005**). Documentary source provided related and right information concerning the Service Client Charter. This source helped provide most of necessary information kept for future reference.

3.7 Data Analysis

In making data analysis from the study, the researcher used a description of findings to show relationship between the objectives of the study and the result of the study.

In data analysis, the researcher used using both qualitative and quantitative techniques. Quantitative analysis involved computation of some mathematical measures such as percentages. Qualitative data analysis on the other hand involved factual and logical interpretation, comparison and explanation of study, findings and showing that the work mathematically improved hence scientifically calculated. Findings from the data analysis process were used to answer the stated research question.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSIONS

4.0 Introduction

This chapter focused on the presentation, analysis and discussion of the findings obtained from the field in (Temeke Municipal Council) based on research title concerning “an assessment on the effectiveness of the tools used by the government institutions to get feedback from the customers (citizen).

This chapter presents genesis and establishment of client service charter; rationale for client service charter; enforcement of client service charter to meet the client and its effectiveness to achieve accountability and its challenges and ways to redress the client service charter in Temeke Municipal Council. Finally this chapter will provide conclusion concerning the findings and discussion of the thesis.

So this chapter explains client service charter as a means to prove the existent of accountability to the citizens through it at Temeke Municipality. The findings are based on the data collected through questionnaire, interview, observation and documentation methods. In undertaking this study the researcher interviewed 10 respondents and distributed 90 questionnaires.

4.1 The genesis and establishment of client service charter at Temeke Municipal Council

Client Service Charter of Temeke Municipal Council was established in 2005 as implementation of government effort to ensure that all its Institutions uses the Client Service Charter in the provision of services to its clients. Client Service Orientation is one of the areas of the reforms in the public service in the year 2000 under the Public Service Reform Programme (PSRP). The Charter was established in order to create an agreement between service provider (the Council) and service user (citizens). It is a promise to the provision of quality service, duty and responsibility for both service provider and service user. It enables the Council to monitor and evaluate citizen’s needs.

4.2 The rationale for client service charter at Temeke Municipal Council

The rationale for having client Service Charter at Temeke Municipal Council is to establish a commitment by Temeke Municipal Council to constantly improve service delivery to its clients as well as to continually improve the quality of public services for the people and other stakeholders of Temeke Municipal Council. The Client Service Charter sees Public services through the eyes of those who use them. Most of respondents indicated that CSC allows people to hold organizations as well as separate officers responsible for quality, timely and receptive services, lessens corruption, changes culture and attitude at work place through concentrating energies to client satisfaction, guarantees public officers stand aware about quality of services provided and allows systems to constantly re-engineer service procedures.

CSC is meant to raise quality, secure better value and extend accountability. Therefore the rationale for Client Service Charter emanates from the necessity of ensuring accountability of the providers of public services to the service users. According to Temeke Municipal Council Client Charter (2005) justification is based on the following factors:

On the recognition of the fact that all public services are paid for by the citizens, either directly or indirectly. Therefore, they are entitled to provide quality and standard services. The citizens must be able to secure better value for their money. Make services more responsive and service providers more accountable to service users. Enhance accountability by providing citizens with a clear understanding of delivery standards, including time tables, user fees for services and options for grievance and redress.

Increase organisational effectiveness and performance by making a public commitment to adhere to measurable service delivery standards.

Create a way for both internal and external actors to objectively monitor service delivery performance.

Create a more professional and client responsive environment for service delivery.

Foster improvement in staff morale.

Decrease opportunities for corruption and graft by increasing transparency and educating citizens about their rights.

Increase government revenues by ensuring that the money citizens pay for services goes into government coffers and not employee's pockets.

4.3 Enforcement of Client Service Charter at Temeke Municipal Council

In order for Temeke Municipal Council to meet legal framework of the government of the United Republic of Tanzania, there is a need for quality service to be realized by many organizations today whether private or public (including Temeke Municipal Council). Citizens as customers of the government are expecting public services to be delivered in a more transparent and accountable manner. With this understanding, Ministries, Departments and Agencies (MDAs) within the government have established Client Service Charters. These Charters are pacts between service providers and service users which specify standards of service delivery in the form of a series of commitments or promises. The Charters are there to inform users of the level and timeliness of services they can expect to receive and provide guidance on procedures to be followed should services fail to meet these standards. The following are ways used by Temeke Municipal Council to reinforce client service charter to be well achieved as expected.

4.3.1 Introduction of OPRAS to measure employee's performance

Public Service Management and Employment Policy (PSMEP) of 1998 and the Public Service Act No. 8 of 2002, both emphasize on institutionalization of result oriented management and meritocratic principles in the Public Service. Introduction of OPRAS is a key part of the Government's commitment to improve performance and service delivery to the public. It is a key accountability instrument for individual employees that emphasize the importance of participation, ownership and transparency through involving employees in objectives setting, implementing, monitoring and performance reviewing process.

In Temeke Municipal OPRAS is used to awake employees on their responsibilities especially in provision of services to the customers as client service charter advice them to do so. Failure to fill OPRAS forms is translated that an employee is not committed to fulfil the duties as a result poor service delivered hence go contrary to client service charter.

4.3.2 Establishment of municipal mass media

Temeke Municipal Council should establish mass media (either radio, television, or newspaper) through which customers (citizens) will be allowed to have free chance to express their ideas that will enable Temeke Municipal staffs to receive feedback from customers. The feedback received will be used to improve services as agreed in the client service charter. by Tanzania government after independence in 1961 the political leadership committed itself to wage and win the war against poverty, disease and ignorance where the public service strong arm of the government as well as engine for growth and development. These mass media will work hand in hand with the management of Temeke Municipal Council to collect and work on all the feedback provided by the customers (citizens).

4.3.3 Customers to be allowed to meet with staffs

There is a need to all public organizations to prepare and arrange program that will enable the citizens to meet with public staffs in order to express their complaints

where necessary. Recently, in some of the public offices, it is difficult to meet with top officials due to bureaucratic system. For instance if you have a problem and you want to meet with a public officer, you will be required to explain to the personal secretary concerning your issue before be allowed to see a specified officer. The personal secretary has a mandate on either to allow or reject you to see the officer. This system can hinder a customer to give out the complaints fearing to be noticed by middle or low cadres before presented the problem to the proper officer. Therefore if the Municipal Council establishes a system of allowing customers (citizens) to meet with required officers without any bureaucracy, they will be motivated and more citizens will come to express their problem against service provided by Temeke Municipal Council

4.3.4 Preparing general meeting with citizens

Due to questionnaires distributed to the middle and low cadres and interview with Heads of Department found at Temeke on the best tools which will be used to get feedback from the citizen, together suggested that there must be a prepared general meeting with customers within and outside the organization. Within the organization, the general meeting will enable employees to express their challenges on receiving feedback from the customers and if possible receiving suggestions from top management. Outside organization the meeting will be used to collect direct feedback from the citizens hence to be used to clear problem from the citizens.

Table 4. 1: Responses from HODs and Lower and middle staff on Preparing General Meeting with Citizen

Item	No of Respondent	percentage
Accept	94	94%
Did not accept	6	6%
Total	100	100%

Source: Field Data 2015/2016

4.3.5 Should staffs have job rotation

At Temeke Municipal Council receiving feedback through staffs job rotation will improve performance and accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfilment of an obligation, in a manner that releases the performer from all liabilities under the contract of receiving feedback from citizens as provided by client service charter. This will be appreciated depending on ability and motivation of feedback receiving from the customers. The research shows that **83%** of respondent asked about having job rotation as a tool for accountability, accepted it. While only **17%** did not support to have job rotation. When Temeke Municipal Council and other Local Government decided to have job rotation among staffs, they will ensure customer that all feedback provided to the staffs is confidential maintained and used for organizational and development purpose and not otherwise since even staffs who responsible to collect that feedback are rotated in time and workplace.

Table 4. 2: Responses from HODs and Lower and middle staff on staffs to have job rotation

Item	No of Respondent	Percentage
Accept	83	83%
Did not accept	17	17%
Total	100	100%

Source: Field Data 2015/2016

4.4 Client Service Charter at Temeke as a means of accountability to the Citizens

The questionnaires collected from respondents showed **100%** of respondent accepted Client Service Charter as a means of accountability. None of respondent did not accept. The results shows that, Temeke Municipal Council demonstrates commitment to be accountable through client service charter to implements data privacy policies linked to recognize outside criteria, and establishes performance mechanisms to ensure responsible decision-making about the management of data consistent with organization policies. The essential elements articulate the conditions that must exist in order for an organization to establish demonstrate and test its accountability. It is against these elements that an organization’s accountability is measured.

Table 4. 3: Responses from HODs and Lower and middle staff on the use of Client Service Charter at Temeke as a means of accountability to Citizen

Item	No of respondent	Percentage
Accept	100	100%
Did not accept	0	0%
Total	100	100%

Source: Field Data 2015/2016

4.4.1 Temeke commitment to accountability and adoption of internal policies consistent with external criteria.

Through questionnaires distributed to HODs of Temeke Municipal Council. **75%** of HODs agreed that, the Council should demonstrate its willingness and capacity to be both responsible and answerable for its services provided. **12.5%** did not accept and **12.5%** were not sure. The Municipal implements policies linked to appropriate external criteria (found in law, generally accepted principles or industry best practices) and designed to provide the individual with effective privacy protection, deploy mechanisms to act on those policies, and monitor those mechanisms. Those policies and the plans to put them into effect must be approved at the highest level of the organization, and performance against those plans at all levels of the organization must be visible to senior management. Commitment ensures that implementation of policies will not be subordinated to other organization priorities. An organizational structure must demonstrate this commitment by tasking appropriate staff with implementing the policies and overseeing those activities. For example the vision of Temeke Municipality is that, population should achieve a better livelihood for all. So the client service charter came to fulfil the vision of Temeke Municipal Council.

Table 4. 4: Responses from HODs on Temeke commitment to accountability and adoption of internal policies consistent with external criteria

Item	No respondent	Percentage
Accept	12	75%
Did not accept	2	12.5%
Not sure	2	12.5%
Total	16	100%

Source: Field Data 2015/2016

4.4.2 Mechanisms to put privacy policies into effect, including tools, training and education

100% of respondents agreed on the Temeke Municipal establish performance mechanisms to implement the stated privacy policies. The mechanisms include tools to facilitate decision making about appropriate data use and protection, training about how to use those tools, and processes to assure compliance for employees who collect, process and protect information. The tools and training must be mandatory for those key individuals involved in the collection and deployment of personal information. Accountable organizations must build privacy into all business processes that collect, use or manage personal information. Hence establishment of various methods like suggestion box, direct customer visiting etc in order to make staffs to be accountable and answerable to the services they offered to their customers.

Table 4. 5: Responses from HODs and Lower and middle staff on Mechanism to put privacy policies into effect

Item	No of respondent	Percentage
Accept	100	100%
Did not accept	0	0%
Total	100	100%

Source: Field Data 2015/2016

4.4.3 Systems for internal ongoing oversight and assurance reviews and external verification.

Research shows that **67%** of respondent accepted Using risk management analysis; enterprises that collect and use personal information must monitor and measure whether the policies they have adopted and implemented effectively manage, protect and secure the data. Only **33%** of respondents did not accept on the matter. Accountable organizations establish these performance-monitoring systems based on their own business cultures. Performance systems evaluate an organization’s decisions about data across the data life cycle – from its collection, to its use for a particular application, to its transmission across borders, to its destruction when it is no longer useful – and must be subject to some form of monitoring. The organization should establish programs to ensure that the mechanisms are used appropriately as employees make decisions about the management of information, system security and movement of data throughout the organization and to outside vendors and independent third parties. The organization should also periodically engage or be engaged by the appropriate independent entity to verify and demonstrate that it meets the requirements of accountability. Where appropriate, the organization can enlist the services of its internal audit department to perform this function so long as the auditor’s report to an entity independent of the organization being audited. Such verification could also include assessments by privacy enforcement or third-party accountability agents. The results of such assessments and any risks that might be discovered can be reported to the appropriate entity within the organization that would take responsibility for their resolution.

Table 4. 6: Responses from HODs and Lower and middle staff on System for internal ongoing oversight and assurance reviews and external verification

	No. of respondent	Percentage
Accept	67	67%
Did not accept	33	33%
total	100	100%

Source: Field Data 2015/2016

4.4.4 Transparency and mechanisms for individual participation

To facilitate individual participation, Temeke Municipal information procedures must be transparent in all departments. . Articulation of the organization’s information procedures and protections in a posted privacy notice remains key to individual engagement. The accountable organization develops a strategy for prominently communicating to individuals the most important information. Successful communications provide sufficient transparency such that the individual understands the organization’s data practices as requires. The accountable organization may promote transparency through privacy notices, icons, videos and other mechanisms. When appropriate, the information in the privacy notice can form the basis for the consumer’s consent or choice. While the accountability approach anticipates situations in which consent and choice may not be possible, it also provides for those instances when it is feasible. In such cases, it should be made available to the consumer and should form the basis for the organization’s decisions about data use. Individuals should have the ability to see the data or some types of data that the organization collects, to stop the collection and use of that data depending on the situation. All these were done to ensure that customers are satisfied with the service provided by the whole management of Temeke Municipality.

Table 4. 7: Responses from HODs and Lower and middle staff on Transparency and mechanisms for individual participation

Item	No of respondent	Percentage
Accept	100	100%
Did not accept	0	0%
Total	100	100%

Source: Field Data 2015/2016

4.5 Tools (mechanisms) of client service charter at Temeke Municipal Council

4.5.1 Client heartbeat

Through questionnaires distributed to the low and middle cadres from various departments including Administrative and personnel, Agriculture and livestock, Finance, Community development, Planning and statistics, Information, procurement and technology, Health and waste management, Primary Education, Secondary Education, Works and Water supply department argued that Client heartbeat is a customer feedback tool that enables to send surveys to customers via email and measure customer satisfaction over time. Employees from some of departments like land, Education, Administrative and Personnel departments used this method to get data as a benchmark to compare the customer satisfaction scores against similar companies, organisations, industry and regions.

A total of 10 interviews sessions were conducted between a researcher and Heads of departments, and altogether argued that Client heartbeat can create a positive emotions state resulting from experience.

A researcher revealed that even though there are many methods that always used to collect and receive feedback from customer; client heartbeat is the common way to collect feedback. This method is a based on those customers who have access to internet and leave majority without receiving feedback and having their complaints against the organization. However the feedback always received at confidential registry and therefore other employees from different offices cannot access information concerning feedback or complaints from customers because they are not allowed to enter or work in the confidential registry. This is revealed through answers provided by respondent of which only **25%** accepted about the use of the tool and **75%** did not accept.

Table 4.8: Responses from HODs and Lower and middle staff on the use of Client Heartbeat

Item	No of respondent	Percentage
Accept	25	25%
Did not accept	75	75%
Total	100	100%

Source: Field Data 2015/2016

4.3.1 Meeting method

Meeting means a gathering of two or more people at which some things is discussed. On the other hand, 90 questionnaires distributed to the low and middle cadres whereby **88%** they argued that meeting is a good way of receiving feedback from the citizens because employees meet and show their grievances. Also it promotes communication within the employees as well enhance good relationship among them. Only **12%** did not accept.

The interview between a researcher and top management said that there is a management time table which enable management under Municipal Director to meet with employees to discuss various issues concerning the Municipal. During meetings also various customers' feedback might be received from employees and other customers from external organization hence all complains received are discussed and suitable solutions agreed to increase organization development.

The study revealed that, meetings are the method preferred by the management of Temeke Municipal Council, because it is easier method to receive feedback from customers especially citizens and also a good way of resolving conflict when they arises. For example, Temeke Municipal is used to conducting employee's general meeting in order to know the problems facing their employees. Also, the researcher review public complains file and saw different meetings conducted for maintaining customer satisfaction.

Table 4. 9: Responses from HODs and Lower and middle staff on use of Meeting method

Item	No of respondent	Percentage
Accept	88	88%
Did not accept	12	12%
Total	100	100%

Source: Field Data 2015/2016

4.3.3 Complains desk method

A total of 10 interviews sessions were conducted with the Municipal Director and Heads of Departments from various departments found at Temeke Municipal Council and they argued that due to Honourable President Magufuli slogan “HAPA KAZI TU” .Temeke Municipal Council introduces and administers a Complains desk in order to enable customers (citizens) to be free when they express their feelings on social, political and economic ideas. Complain desk helps them to understand the problems that face both employees and citizens when they provide or receive service from Temeke Municipal Council as assignment given by the government of the United Republic of Tanzania.

Questionnaires came to conclude all views provided by the low and middle cadres employees and said that in Temeke Municipal complains desk might be planned to serve external customers and not internal customers because when internal customer go there and report any issue it is being translated as a conflict and not as part of services offered by Municipal. This is revealed by results from respondents which shows that only **35%** accepted about the practicability of complain desk.

65% of respondents revealed that even though it was believed that complains desk might be used as a method of receiving complains, suggestions and giving solution to any conflict but complain desk seems to favour outside employees and not insiders something that diminish the whole reason for establishing the desk. The researcher advices employees to use complaints desk in order to have effective method of receiving feedback from the customers (citizens).

Table 4. 10: Responses from HODs and Lower and middle staff on the use of Complain desk method

Item	No of Respondent	Percentage
Accept	35	35%
Did not accept	65	65%
Total	100	100%

Source: Field Data 2015/2016

4.3.4 Direct customer visit

A total of 10 interviews conducted between a researcher and top management. They revealed that direct customer visit is one of the method used by the Municipal Director to receive feedback from customers. At Temeke Municipal there are two days per months in which Municipal Director and Heads of Department be present in the organization for the purpose of listening to the customers.

Also 90 questionnaires were distributed to the middle and low cadres employees exist in Temeke Municipal concerning the issue of direct visiting of customers to the respective area of workplace and homestead in order to collect information that will be used to receive feedback from customers (citizens) about the issue and services that provided by the Temeke Municipal council.

The researcher revealed that **50%** of respondent accepted the tool, while **50%** challenged it. Although directing visiting to customers (citizens) is said to be a best way of receiving feedback from the customers but the method is selective because only top management (HODs, Municipal Director, MHRO) are being given the budgeted to visit customers whenever necessary and leave middle and low cadre employees who are responsible to attend all customers (citizens) who need service from the organization without any budget. Hence leaving low and middle cadres employees during direct visiting to customers and fail to meet the aim of receiving feedback because targeted and office attendant being left during customer visiting day.

Table 4. 11: Responses from HODs and Lower and middle staff on the use of direct customer visit

Item	No of respondent	Percentage
Accept	50	50%
Did not accept	50	50%
Total	100	100%

Source: Field Data 2015/16

4.3.5 Suggestion box method

Due to questionnaires distributed to middle and low cadres from various department including Administrative and personnel, Agriculture and livestock, Finance, Community development, Planning and statistics, Information, procure and technology, Health and waste management, Primary Education, Secondary Education and Work and water supply department. They suggested that suggestion box is simple method of receiving feedback from customers and being used in long time and many organizations prefer to use it.

A researcher conducted an interview with Heads of Department from various departments of Temeke Municipal Council, together they revealed that having suggestion box in each office door, exit gates and in gates will give customers a chance to put in their complains and if possible to give out solutions in order to improve service provided by the Municipal Council.

A researcher observed that there were many suggestion boxes within Municipal area but some of them being locked for long time without being opened to look inside. Some of the keys of suggestion boxes were either lost or misplaced, something that made it too difficult to make the method be successful.

A researcher revealed that only **25%** of respondents accepted the tool, they believed that suggestion box is a good way of presenting customers (citizens) feedback about the services provided, but the method seemed to be biased because only educated customer had a chance to submit their views through this method and leave majority (normal customers) who did not know how to read and write failed to present their views concerning the services served by Temeke Municipal Council. The researcher observed that **75%** of respondents said suggestion box was a worse way of receiving feedback due to bureaucrat system of the government and in fact employees were busy and overloaded with the assigned duties which hinder them to collect, read and take actions to those feedback received through suggestion boxes.

Table 4. 12: Responses from HODs and Lower and middle staff on the use of Suggestion box method

Item	No of respondent	Percentage
Accept	25	25%
Did not accept	75	75%
Total	100	100%

Source: Field Data 2015/2016

4.7 Challenges for client service charter at Temeke Municipal Council

4.7.1 Client service charter remain theoretically

The government orders a client service charter in public organization as a part of broader reforms under the Public Service Reform Programme (PSRP) to meet customer satisfaction. The objectives were to improve performance of Public Service Institutions and service delivery to the public with stronger emphasis on customer focus and needs.

The issue of client service charter at Temeke Municipality seems to remain theoretically and not practically as suggested before by the government. It has been proved through meeting method which showed **90%** of selected population said that client service charter is theoretical and not practical since when employees and non-employees meet together to discuss about it, it most of them were not serious on it and they discuss other issues different from client service charter hence limit and wrecked the whole program and cause the government desire to meet citizens satisfaction through client service charter to be futile. Only **10%** of selected population said CSC is practical.

Table 4. 13: Responses from HODs and Lower and middle staff on perception of Client service charter used theoretically

Item	No of respondent	Percentage
Accept	90	90%
Did not accept	10	10%
Total	100	100%

Source: Field Data 2015/2016

4.7.2 Poor tools and equipment

Client heartbeat is a customer feedback tool that enables to send surveys to customers via email and measure customer satisfaction over time. The use of this method to get data as a benchmark to compare the customer satisfaction scores against similar companies in the industry and region.

This method is always used to collect and receive feedback from customer and is a common way to collect feedback mostly from those customers who have access to internet and leave majority without receiving feedback and having their complaints unsolved by the organization. Since that feedback always received at confidential registry it denied other employees from different offices to have it or complaints from customers because of no access to enter or work in the confidential registry. For instance research shows **85%** of respondents do accept that there is poor tools and equipment in terms of internet. Only **15%** agreed on the matter.

Client heartbeat faced with problems of having access to provide their opinions on how to run the organization and general desire to meet citizen's satisfactions. At Temeke Municipal Council there are internets like EPICA, LAWSON and other which are dominated and controlled by staffs for official use only and there is no any website established for customer to give out their suggestion and also most of citizens do not being in internet access.

Table 4. 14: Responses from HODs and Lower and middle staff on perception towards availability of tools and equipment

Item	No of respondent	Percentage
Accept	85	85%
Did not accept	15	15%
Total	100	100%

Source: Field Data 2015/2016

4.7.3 Ineffectiveness of Complains desk

Temeke Municipal Council introduces a Complains Desk in order to enable customers (citizens) to be free to express their feelings on social, political and economic ideas. Complain desk helps them to understand the problems that face both employees and citizens when they provide or receive service from Temeke Municipal Council. A complaints desk conclude all views provided by the low and middle cadre employees and it is said that in Temeke Municipal, complain desk might be planned to serve external customers and not internal customers because when internal customer go there and report any issue it is translated as a conflict and not as a part of services offered. It was believed that complains desk might be used as a method of receiving complains, suggestions and giving solution to any conflict but complain desk seems to favour external employees rather than internal employees and reduce the whole reason of establishing complain desk. Client service charter will be effective implemented when people report what happened during and when service being delivered. This was observed on the responses from questionnaires where **65%** of respondents complained about the ineffective of complaints desk. It is only **35%** who accepted that the complaints desk is effective.

Table 4.15: Responses from HODs and Lower and middle staff on Ineffectiveness of Complains desk

Item	No of respondent	Percentage
Accept	65	65%
Did not accept	35	35%
Total	100	100%

Source: Field Data 2015/2016

4.7.4 Poor attendance customer visit

Research shows that **50%** of respondents said that there is poor attendance customer visit. While **50%** of them did not accept if there is Poor attendance customer visit. The argument is that in Temeke Municipal there is a tendency of Municipal Director and Heads of Department decided to visit wards that found at Temeke and receive citizens' complaints.

Although direct visiting to customers (citizens) is said to be the best way of receiving feedback from the customers but the method is biased because only top management (HDs, Municipal Director, MHRO) were being given the budget to visit customers whenever necessary, while leaving middle and low cadres employees who are responsible to attend all customers (citizens) who need service from the organization without any budget to enable them. This situation leave low and middle cadres employees to be lugged behind during direct visiting to customer hence reduce their morale of receiving feedback because targeted officers and office attendant were left during customer visiting day. Also poor transport seemed to limit the main aim of client service charter.

Table 4. 16: Responses from HODs and Lower and middle staff on perception towards poor attendance of customer visit

Item	No of respondent	Percentage
Accept	50	50%
Did not accept	50	50%
Total	100	100%

Source: Field Data 2015/2016

4.7.5 Failure of suggestion box as a method

Suggestion box is simple method of receiving feedback from customers and is being used in a long time and many organizations prefer to use it to enable the customers to have a chance to write their complains and if possible to give out solutions in order to improve services provided by Temeke Municipal Council.

Table 4. 17: Responses from HODs and Lower and middle staff on Failure of suggestion box as a method

Item	No of respondent	Percentage
Accept	75	75%
Did not accept	25	25%
Total	100	100%

Source: Field Data 2015/2016

Having many suggestion boxes at Municipal but most of them being locked for long time without be opened to look inside is also a problem. Some of keys of suggestion boxes being either lost or misplaced something that make it too difficult achievement the aims of this method. This was revealed by the results from questionnaires where by 75% challenged that suggestion box is not effective. Only 25% of respondents acknowledged that the suggestion box method is effective. As we know suggestion box is a good way of presenting customers (citizens) feedback of services provided but a method is seems to be biased because only educated customer have a chance to submit their views through this method and leave majority (normal customers) who do not know how to read and write fail to present their views concerning the services served by Temeke Municipality. This fact proved that suggestion box at Temeke Municipal is not a good way of receiving feedback due to bureaucratic system of the government. Employees are busy and overloaded with the assigned duties to fulfil which hinder them to collect, read and take actions to the feedback received through suggestion boxes.

4.8 Ways for redressing the client service charter challenges at Temeke Municipal Council

4.8.1 Client service charter should be real practically

Temeke Municipal Council should apply the client service charter practically and not theoretically. If things go wrong they may be solved through consultation with customers and staffs. When service providers at Temeke Municipal delay to provide goods or services it will result into poor relationship between staffs and citizens hence a state of good governance will not be effective applicable.

4.8.2 There should be enough budgets

There is a need for the government to plan and arrange Ministerial budget in order to increase power on fulfilment of client service charter in Local Government Authorities especially in Temeke Municipal Council. During the study a researcher observed that Temeke Municipal Council had no enough tools and equipment like motor vehicles and electronics machine to support service delivery. If the Temeke Municipal have enough budget it will reduce all problems that limit effective implementation of client service charter in the area and other Municipalities found in Tanzania as ordered by Public Service College report 2013 (TPSC). It describes all the service that officers, set service standards time for processing such service duties and responsibility of both clients and institutions. It also set out feedback mechanism including a system of handling public complaints. Moreover, CSC is a public document developed by institution in consultation with its clients, staffs, and stakeholders that continually grows with institution.

4.8.3 Complaints desk should be strong

At Temeke Municipal Council introduces complains desk (in Kiswahili we call it as Dawati la Malalamiko). A desk was introduced with the aim of listening to people complains resulted from dissatisfactory with service provided by Temeke Municipal. Complaints desks meet with customers (citizens) directly and listen to their problems and try to solve them whenever necessary in order to improve service delivery.

All suggestions collected from a complaints desk are presented fully to management council meeting where by all Heads of departments together with Municipal Director come together and discuss all problems brought by customers. Finally they agreed together what to be done in order to meet citizen satisfaction. A complaints desk receive many social problems arise in the community, like noise pollution from bar through music, illegal cattle husbandry, immoral behaviours etc which occur in daily life. In real situation a complaints desk used to maintain peace and harmony in daily life to people at Temeke Municipal.

Also complains desk might be used as a method of receiving complains, suggestions and giving solution to any conflict but complain desk seems to favour external employees and not internal employees and reduce the whole reason for establishing it. The researcher advised the employees to use complaints desk in order to have effective method of receiving feedback from the customers (citizens).

4.8.4 There should be good customer visit

In Temeke Municipal Council there is attendance of direct customer visit used by the Municipal Director to receive feedback from customers from the respective area of workplace and homestead in order to collect information that will be used as received feedback from customers (citizens) on the issue and services that provided by the Temeke Municipal council.

Although direct visiting to customers (citizens) is said to be the best way of receiving feedback from the customers but the method is biased because only top management (HDs, Municipal Director, MHRO) were being given the budget to visit customers whenever necessary, while leaving middle and low cadres employees who are responsible to attend all customers (citizens) who need service from the organization without any budget to enable them. This situation leave low and middle cadres employees to be lugged behind during direct visiting to customer hence reduce their morale of receiving feedback because targeted officers and office attendant are left during customer visiting day.

A Municipal should provide enough budgets in order to allow low and middle cadres to have chance of direct visiting the customers to collect feedback from citizens.

4.8.5 There should be effective use of suggestion box

It is believed that suggestion box is a good way of presenting customers (citizens) feedback of services provided but a method is seems to be biased because only educated customer have a chance to submit their views through this method and leave majority (normal customers) who do not know how to read and write fail to present their views concerning the services served by Temeke Municipal.

A researcher observed that most of the citizens prefer to use suggestion box to give out their views through writing letters to the respective staffs and department. A researcher advised that instead of depositing letter in the suggestion boxes, there is a need for these letters to be directed to the Open registry office in order to reduce the problem of delay which occur due to failure to open the boxes on time.

Table 4.18: Responses from HODs and Lower and middle staff on Ways for redressing the client service charter challenges at Temeke Municipal Council

Item	No of respondent	Percentage
Accept	75	75%
Did not accept	25	25%
Total	100	100%

Source: Field Data 2015/2016

The above results shows that 75% of respondents do accepts that there is a need to effectively apply the above ways in order to address Client Service Charter. Ways such as effectively use of suggestions box, good customer visit, complaints desk to be strong and budget should be available.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Client Service Charter has a crucial significance in assessing accountability in the Local Government institutions in service delivery. It is not easy to meet customer satisfaction if the Charter is not well assessed. The effectiveness of Client Service Charter is used as a measure to customer service provision which leads to customer satisfaction.

The genesis and rationale of client service charter at Temeke Municipal Council begun because of a need to have a service delivery mechanism which can be improved can be made transparent, accountable, simple and responsive to the needs of the people.

5.1.1 Genesis and Rationale of CSC at Temeke Municipality

The service charter was developed as a tool to improve the quality of services, address the needs of citizens' rights and set clear standards of performance because traditional Weberian bureaucratic administration is regarded as rigid, rule-bounded, slow moving, costly, inefficient and unresponsive to their users. The main objective for the implementation of Client Service Charter is to have a service delivery mechanism which can be improved, can be made transparent, accountable, simple and responsive to the needs of the people.

Key issues to be emphasized include people should hold organizations and separate officers should ensure quality of services, lessens corruption, changes culture and attitude at work place through concentrating energies to client satisfaction, guarantees public officers stand aware about quality of services provided and allows systems to constantly re-engineer service procedures.

5.1.2 Enforcement of CSC at Temeke Municipality

The reinforcement of client service charter at Temeke Municipal Council was blessed much by the government of the United Republic of Tanzania. The Charters are there to inform users of the level and timeliness of services they can expect to receive and provide guidance on procedures to be followed should services fail to meet these standards. The ways used by Temeke Municipal council to reinforce client service charter is well achieved as expected are introduction of OPRAS to measure employee's performance, establishment of municipal mass media, Customers to be allowed to meet with staffs, preparing general meeting with citizens.

Key issues to be emphasized include the introduction of OPRAS to measure employee's performance, establishment of municipal mass media, customers to be allowed to meet with staffs, preparing general meeting with citizens, and ensure staffs have job rotation

5.1.3 Mechanisms of CSC at Temeke Municipality

Also Temeke committed itself to have client service charter with accountability to the citizens and demonstrates commitment to accountability through client service charter implements data privacy policies linked to recognize outside criteria, and establishes performance mechanisms to ensure responsible decision-making about the management of data consistent with organization policies. The essential elements articulate the conditions that must exist in order that an organization establish, demonstrate and test its accountability. It is against these elements that an organization's accountability is measured.

5.1.4 CSC Challenges at Temeke Municipality

In fulfilment of the of client service charter Temeke Municipal faces with Challenges including Client service charter remain theoretically, Poor tools and equipment's, Ineffectiveness of, Complains desk, Poor attendance customer visit, Failure of suggestion box as a method also a researcher analyse the ways for redressing the client service charter challenges at Temeke Municipal Council and suggested the following ways namely Client service charter should be real practically, There should be enough budgets, Complaints desk should be strong, There should be good customer visit, There should be effective use of suggestion box.

5.2 Recommendations of the Research

- i. Temeke Municipal Council should deliberately sensitize their customers on their rights to be served and the timeframes within which a given service should be rendered. This is because the more knowledgeable the service seekers are, the easier it will be for them to access information hence satisfaction with the services offered.
- ii. Temeke Municipal Council needs to display more service charters at strategic positions within and outside their offices in order to reach out to more service seekers.
- iii. Temeke Municipal Council should mainstream its grievance handling mechanism by the way of sensitizing its service seekers on the need to lodge complaints on non-delivery of services. This study has shown that majority of the service seekers do not bother to complain. A framework on grievance handling mechanism will ensure consultation with service seekers.
- iv. Charter development process requires some policy framework that will guide standard setting and put in place systems for performance measurement monitoring and evaluation.

5.3 Area for Further Research

Based on the findings of the study, the researcher recommends

1. Further studies in the area of Influence of service charter adoption on the service delivery in other companies.
2. Further studies on Influence of service charter adoption on staff motivation in public sector

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APPENDICES

APPENDIX I: QUESTIONAIRES

MZUMBE UNIVERSITY

Dear sir/ Madam I ZAITUN Y. HASSAN, a student at Mzumbe University of pursuing Masters Degree Human Resource Management. Currently, I'm conducting a research in your organization 'TEMEKE MUNICIPAL COUNCIL'. The research topic is *"The role of Client Service Charter as a means of accountability in Local Government Authorities"*.

So I would like to request you to respond positively on answering the questions that follows bellow according to the instructions given in each question. However all information to be collected will be for the academic purpose and not otherwise. I assure you that confidentiality will be highly maintained.

Note that this study is limited with time so may you please return the questionnaire within three weeks with effect from today.

Yours truly,

ZAITUNI Y. HASSANI,

Date.....Signature.....

All communications should be addressed to the researcher named above through the following contacts:

Mobile:

E-mail address:

1. Gender.

- a) Female. ()
- b) Male. ()

2. Marital Status.

- a) Single. ()
- b) Married. ()
- c) Divorced. ()

3. Age.

- a) 18 – 30 years ()
- b) 31 – 45 years ()
- c) Above 45 years ()

4. What is the highest education level you have attained?

- a) Master degree ()
- b) First degree ()
- c) Postgraduate Diploma ()
- d) Certificate or Diploma ()
- e) Advanced Secondary Education ()
- f) Ordinary Secondary Education ()
- g) Primary Education ()

5. What is your Job Status?

- a) Permanent ()
- b) Contract ()

6. For how long have you worked at Temeke Municipal Council and other government institutions?

- a) 0 – 5 years ()
- b) 6 – 10 years ()
- c) 11 years and above ()

7. What is your job rank or position?

.....

DETERMINANTS OF CLIENT SERVICE CHARTER

8. What do you understand client service charter

.....
.....

9. Do you practice client service charter at Temeke Municipal Council?

If Yes, Explain

brief.....

.....

10 What are the factors for the effectiveness of client service charter at Temeke?

(ii).....

(iii).....

...

(iv).....

(v).....

11 What are the tools used by the government institution / Temeke Municipal Council to get feedback through client service charter

(i).....

(ii).....

(iii).....

(iv).....

12 Do you have a complaints desks in your Organization?

Yes/No.....

13 Do you have a help desk in your office?

Yes/No.....

14 What are the best tools do you think will be used to get feedback from the citizen

(i).....

(ii).....

(iii).....

...

(iv).....

...

THANK YOU FOR YOUR COOPERATION

APPENDIX II

INTERVIEW FOR HEAD DEPARTMENTS

1. For how long have you worked at Temeke Municipal Council and other government institutions?
2. What is your job rank or position?
3. What do you understand client service charter?
4. Do you practice client service charter at Temeke Municipal Council?
5. What are the factors for the effectiveness of client service charter at Temeke?
6. What are the tools used by the government institution / Temeke Municipal Council to get feedback through client service charter?
7. Do you have a complaints desk in Temeke Municipal council?
8. Do have a help desk in Temeke Municipal Council?
9. What are the best tools do you think will be used to get feedback from the citizen?
10. Do you think client service charter will facilitate solving employee complaints?

THANK YOU FOR YOUR COOPERATION