



ISSN: 0975-833X

RESEARCH ARTICLE

CLIENT SERVICE CHARTER IN PUBLIC INSTITUTIONS IN TANZANIA. A MYTH OR REALITY? (AN ASSESSMENT OF METHODS AND TECHNIQUES OF AWARENESS BUILDING TO CITIZENS)

*Hussein Lufunyo

Tanzania Public Service College, P.o Box 750, Tanga, Tanzania

ARTICLE INFO

Article History:

Received 09th June, 2013
Received in revised form
11th July, 2013
Accepted 04th August, 2013
Published online 14th September, 2013

Key words:

Client service Charter,
Public Institutions,
Service delivery,
Methods/ technique and
Citizen awareness.

ABSTRACT

In the contemporary world citizen demands on quality, quantity, economy and timely service delivery from public institutions has become a norm. Citizens are no longer passive and inactive subjects in the society and cannot be under estimated. Noting this assumption, this paper makes an attempt to assess the methods and techniques for building public awareness on existence and value of Client Service Charter as a tool of managing performance and service delivery in Tanzania. Documentary review on reforms in Tanzania was done to build the case. The study gathered information using existing reform documents, research papers, journal articles and complimented with interviews to few purposively selected individuals. The study has observed that client service charter in Tanzania is not a reality rather a Myth. The methods and techniques for building public awareness has not yielded much of the expectations in terms of improving governance process and service delivery to the citizenry. The study concludes that there is a need for the government to take more initiatives in terms of publicity for awareness building, resourcing, more involvement of stake holders, redefining the approach on donor dependency and having a proper enforcement framework to restore hope and legitimacy from the citizens.

Copyright © Hussein Lufunyo. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

Tanzania like any other country of Africa in 1980's faced both leadership crisis, economic crisis, political crisis and social which eroded the quality, quantity and the mode of service delivery in most of the public institutions. In late 1980's serving the citizen better became a major agenda so as to re-instate the legitimacy from the populace. Njunwa M. (2011:59) opined on the same position alluding that, serving the citizen better has become a major pre- occupation of Public institutions in both developed and developing countries in 1980's. Public institutions had to change the notion of serving the public as abstract and passive subjects hence treating the same as recognizable and respectable actors, capable of influencing policy, processes and making public institutions more responsive to the citizenry needs, demands and concerns (Ibid). At a global level these challenges received a notable initiative so as to improve efficiency and effectiveness in service delivery by public institutions. According to OECD (1993) and Mutahaba, (2006) the initiatives includes the following examples; The national Institutions Renewal of Ghana, The public service reform Programs in most of the African countries, Financial Management improvement in Australia, Administrative Management Project in Australia, Public Service 2000 in Canada, Renewal of Public Service in France etc.. Alternative jargons were used but all aimed at improving happiness in terms of goods and Services rendered to the public. The recorded jargons includes Results oriented management, Modernization of public Administration, creating a Government that works better and costless, performance contracting open performance Review and Appraisal systems (OPRAS), citizen Charters (CC), Client Service Charters (CSC) etc. (OECD,1993)

Tanzania as part of the developing nations was not left outside the wind of change. The history is evident that the country had also embarked in addressing those leadership, economic, political and social crisis through reforms which were aimed at bringing back hope and legitimacy to the populace. However it should be noted that the 1990's reforms in Tanzania were not the only reforms in the history of the nations. Literature is rich and substantial that reforms in Tanzania have a long history dating back to independence in 1960's. (URT: 2000) The 1990's and 2000's reforms in Tanzania had a number of objectives aiming at promoting efficiency and effective delivery of goods and services.(Mushi:2000). In order to achieve those ends, various instruments were put in place and were heavily funded by Donors and Tax payers money (URT, 2007). The instruments focused on financial Management, Human capital Management, procurement of properties and Assets, Installation of ICT Systems instituting PMS, Creations of institutions of accountability for promotions of ethics and professionalism within the public sector institutions.

Statement of the Problem

It should be noted that, Ministries, Local Government Authorities, Executive Agencies, Independent Departments of Government and Regional Secretariats in Tanzania have developed launched and adopted Client Service Charters for their institutions to be used as one amongst tools that are in place to improve service delivery to their esteemed clients. The main thrust of this paper therefore is to make an assessment on whether the institutionalization of Client Service Charter (CSC) in public sector institutions is a myth or reality on service delivery. The paper is more focused on whether the populace (citizens) are aware of this instrument and its resultant effect on service delivery, hence calling for an assessment on the methods and techniques for awareness building.

*Corresponding author: Hussein Lufunyo,
Tanzania Public Service College, P.o Box 750, Tanga, Tanzania

Conceptual issues on Reform and the institutionalization of client Service Charter (CSC) in Tanzania

Overview of public sector Reforms in Tanzania

Public sector reforms in Tanzania like elsewhere in the world have been a response to the needs of the society; these needs categorically are political, economic and social. In Tanzania the reforms were affected at two levels, the first level was the Central Government including Ministries, Executive Agencies and Independent departments and sectoral reforms. The second levels was at the Local Government level (grass root government), focusing on bringing the government and services closer to the citizen and also increasing citizen involvement in policy processes and actions (Hussein L. 2013)

Reforming the central Government in Tanzania

Since independence a number of reforms which are political, economic and administrative have been effected. All these reforms were a result of the increasing demand from the society. Also these reforms were effected with a focus to ensure that the public sector is able to deliver quality, effective and efficient public services to the citizens. In 1961 up to 1966 the nation took a nationalistic approach and commanded all major means of the economy, decolonization of administrative system, politicization of the army and proclamation of one party state under TANU in 1965 (Mushi: 2000). The Arusha Declaration of 1967 up to the late 1980s was the philosophy guiding politics, economy and culture. Due to this initiative, Tanzania witnessed a dramatic expansion in the role of the state in all areas of the economy. State enterprises, whether newly created or expropriated from the private sector, were heralded as the driving force of economic growth. Wealth generated by these enterprises was intended to finance the expansion of a Civil Service, which would provide free health care, education and other public services to create a well-educated and healthy socialist utopia. Initial results were encouraging with impressive improvements in indicators such as literacy and child mortality rates. However the growth of the Civil Service, though apparently unstoppable, was evidenced more in terms of employment than productivity. (Graham and Richard; 1999).

At the same time, the institutional environment for the Civil Service declined resulted to governance deficit. Political interference increased, and the Civil Service became a source of patronage, nepotism, corruption and influence. Increasingly, the civil service became major source of employment, particularly for graduates. Results, in terms of the delivery of services, became less important than political influence or self-enrichment, as civil servants ceased to be held accountable for nonperformance and non-compliance with financial and administrative regulations. Public confidence in the competence and integrity of the Civil Service plummeted deteriorated hence the government institutions lost legitimacy and integrity from the public. As the socialist economy failed to deliver the expected dividends, public finances were squeezed and real pay levels in the Civil Service worsened year by year. Hence the legitimate rewards of working for the Civil Service - status and salary – were devalued, and overtaken by illegal (and if not officially condoned, then at least overlooked) benefits from the abuse of public office. Not surprisingly high quality professional and managerial staffs, who are the backbone of any competent public service, sought careers elsewhere. In the late 1980s, the Tanzania Government attempted to address the disastrous state of the national economy by breaking with the old socialist model. It attempted to redefine the role of the state and give greater space to the private sector and third sector institutions. However it lacked any effective implementation mechanism. Graham and Richard (1999) argues that, the Civil Service, despite employing more staff than at any time in its history (350,000 in 1990), no longer had the capacity or the resources to develop and implement new policies. The reform of the Civil Service became a priority, and the Civil Service Reform Program was launched in 1991.

Civil Service Reform Program (CSRP) implementation did not actually start until 1993, when the overall objective of achieving a smaller, affordable, well-compensated, efficient and effectively performing civil service was identified. (POPSM; 2000). The program was supported by several donors, including IDA, UNDP, DFID (then ODA), SIDA, NORAD, FINNIDA, DANIDA, USAID, EU, Switzerland and the Netherlands (URT, 2000). Mutahaba and Kiragu (2002), during this period, the CSRP focused on restructuring the overall machinery of government, regaining control over the payroll and the size of the establishment, recapturing the control of costs, retrenching surplus staff, and beginning the move towards commercialization, privatization and agencyfication with the assumption that the new efforts would cater for improved public service delivery such as education, health, clean and safe water supply, roads and security services and hence improve the welfare of the citizens as key clients of Government institutions. Given the limited impact on the quality of public service delivery under the Civil Service Reform, the Public Service Reform Program (PSRP) was launched by the Government in 2000. The Public Service Reform Programme (PSRP) has been designed in the pursuit of the vision, mission, core values and guiding principles that have been promulgated in the new Public Service Management and Employment Policy of 1999 (URT, 2000). The common mission of every public service organization under the ongoing reforms was to “To deliver quality services to the people of Tanzania, with efficiency, effectiveness and the highest standard of courtesy and integrity” (ibid).

The reforms were targeted to be implemented in three distinct phases. The first phase involves the installation of Performance Management Systems (PMS) in all Ministries, Departments and Agencies; Regions and Local Government Authorities. The objective of this phase was to improve accountability, transparency and resource management for efficient and effective delivery of quality services to the public. In 2000, the Tanzania government embarked on a serious 11 years Public Service Reform Program (PSRP). The program had four core areas; a pay reform which was focused to improve salaries, working conditions and other fringe benefits to government employees in order to enhance motivation and reduce corruption; downsizing of the Public Sector through privatization to limit government inefficiencies; rationalization of the government bureaucracy and introduction of performance monitoring systems to reduce the size of bureaucracy and finally; decentralization of powers to local government to increase efficiency and effectiveness in service delivery and developmental planning which reflects the needs of the people for their sustainable development and hence improve the social welfare and the economy of the public. According to the government “the aim of these reforms was to implement a shift from the state centered management approach to market economy and re-organize the government by changing its past practice of directly involving itself in the management of the economy to that of regulating the economy, supervising the market, managing the social affairs and providing efficient public services. (URT; 2000)

The reforms, also aimed to create a new public administrative system and structures featuring compliance on legal instruments, coordinated operation, fairness, transparency, honesty and high efficiency for improved public social service delivery, management and hence promote sustainable economic growth. The vision was that the public service in Tanzania would be transformed to an institution of excellence to play a pivotal role in achieving sustainable national economic growth and prosperity and the eradication of poverty” (URT 2003:7). The changes envisioned by the reforms included; First a shift from discretionary administration to service oriented administration by government improving legislation and push forward the effort to put the government work under the control of law and to establish improved social services; Second a shift from administrative control system to law-ruling and regulatory administration system. The government was argued to carry its

official duties in accordance with the principles of Good Governance which include observance of rule of law and human rights; and Lastly, to establish a sound public administration to bring about sustainable social economic development and social welfare of the public. In order for the Government to achieve those goal undertook other reforms to support the comprehensive public sector reforms with similar aims and objectives. The reforms included Local Government Reform Programme - for quality services delivery in the local Authorities, Public Financial Management Reforms - to ensure efficient use of resources in spite of resource constraints, Legal Sector Reform Programme- to ensure rule of law and human rights are observed within public institutions and Other Sectoral reform Programs such as. Education, Agricultural, Health, security, economic etc were undertaken so that they can complement each other in service delivery to the public (Rugumyamheto; 2005)

Reforming the Local Government in Tanzania

Local Government Reform Program in Tanzania is considered as second level approach to reforms in the Public Sector. The Local Government Reform Programme (LGRP) in Tanzania aimed to restructure local government authorities so that they can respond more effectively to local priorities of service delivery in a sustainable manner. Various sector reform programmes are undertaken in line with the Local Government reforms to complement the LGRP by focusing on specific sectors. These are such as the Health Sector Reform and the Primary Education Development Program are subsequently targeted to improve service delivery directly. (Katera and Ngalewa; 2008) The Tanzania Government Poverty Reduction Strategy (TGPRS) document clearly spells out these reforms and the main objective being to improve service delivery to the public.(URT;2000). According to Ngwale (2005) and Lukamai (2006), the Local Government Reforms as part of the major public sector reforms are used as a driving vehicle of Decentralization by Devolution (D-by-D) policy to strengthen the local government authorities with the overall objective of improving service delivery to the public .Thus, made it through transferring power of the decision making, functional responsibilities, and resource from central government to local government authority (ibid). Shukuru (2006) however, points out that there have been cases including lack of involvement of stakeholders in planning process, on the side of the human resources involved in the process.

Article 146 (1) of the Constitution of the United Republic of Tanzania also clearly mandates powers and resources to all Local Government levels to ensure service delivery to the people there to. This is geared towards making them largely autonomous, democratically governed and deriving legitimacy through services which they deliver to people in accordance to grassroots level dwellers priorities as communicated to government decision-makers. These reforms have been implemented and a number of tools including Client Service Charter (CSC), The Open Performance Review and Appraisal System (OPRAS) have been put in place, but the questions that remains interesting and relevant to many scholars and stake holders in this area includes; What has been achieved by these reforms in recent years since when they were adopted and implemented? Have there been any changes in the provision of basic services to the public? What factors may explain distinct challenges and improvements in service delivery? Typically, such reform programs targeted service delivery primarily through capacity building of the 'supply' side of service provisioning, such as institutional strengthening, strategic planning, training and increased budgetary allocations. On all these accounted reforms public service delivery and management is still plunged with inefficiency and unsatisfactory delivery of service. Corruption which was declared as the main targeted enemy and empowering it by establishing a special institution by law seems to be alarming and consolidating its roots (Hussein, 2013). Corruption is still widespread, in spite of the national anti-corruption policies and instruments. Tanzania maintained its position in Transparency

International Corruption Index between 2011 and 2012 (ranked as 102), despite Government's apparent commitment to mitigate if not eradicate it, as demonstrated by recent increases in official support for the apex anti-corruption agency, the Prevention of Corruption Bureau. This condition undermines the service delivery strategies and economic progress generally and retards the growth of democratic values of openness and accountability in the use of public resources. Although the current Administration appears to re-energize the anti-corruption agenda with fresh exhortations, the agenda still stands elusive. The public service through Local Government reforms and institutionalization of Client Service Charter is still far from providing the much needed service delivery to the citizens. It was asserted that public sector reforms would improve the way government institutions operates and hence improve service delivery as a result of implementing the reforms within public sector. This study is envisioned to be part of the search for the answers to these questions and contribute to the current body of knowledge.

Rationale for Client Service Charter (CSC) in Tanzania Public Institutions

Client Service Charter (CSC) in other literature has been referred to as citizen charter (CC) (Njunwa, 2011). Client Service Charter (CSC) is a written commitment by an institution with its client. It describes all the services the institutions offers, set standards, time for processing such service, duties and responsibilities for both client and institutions. It also sets out feedback mechanisms including a system of handling public complaints. The charter is developed in consultation with its clients, staff and stakeholders that continually grow with an institution. (URT, 2012). According to Njunwa (2011), Client Service Charter (CSCs) is one category of several non electronic innovations that many Governments have adopted as part of their public sector reform programs. He further more alluded that, in almost all cases the desire behind these reforms has been to do more with less, empower citizens, enhance transparency and hold public servants accountable and enrich good Governance. To achieve this end he opined that Client Service Charters was one of the options by many governments including Tanzania. Most of the Client Service Charters (CSCs) documents categorically and explicitly provides the duties and responsibilities between the service provider(who could be a person), a government Agency, or private organization) and clients as users of the services/ goods. A service provider makes commitment to serve users as per set and acceptable standard of improved service quality, frequency openness and timeliness. (URT, 2005). The communication mechanisms through which clients can give feedback on satisfaction or dissatisfaction are also made available. These mechanisms includes Telephone, Fax Postal Address, E-mail addresses, suggestion Boxes, Online Portal etc.

Moreover Client Service Charters (CSCs) in Tanzania are implemented in line with the code of ethics for public servants which also categorically spells out ethical standards to public servants during service delivery. It is a none deniable fact that Client Service Charter is an economic, social and managerial tool which is instrumental to both individuals and groups as service users and providers where exchange of duties and responsibilities is made possible. A client service charter (CSCs) in the marketing context can be considered as a tool for persuasion with all its associated ethical values and issues (Roberts and Rowley, 2004), allude on the charter to provide and allow customers to be aware of the products quality, uses, benefits and price of the service/products. Client Service Charter from its philosophy are made to create happiness, enjoyment of service by users, value for money, quality of services, timely service delivery, economic prosperity and social equity to this regard client service charter (CSC) have to be brought out of shade because there is not much of public awareness on its potential value on service delivery. Client Service Charters contain valuable information items of duties and responsibilities between government institutions and the society they serve. The literature is very rich and

has documented a lot on the issues of reforms and the objects, prospects and challenges, impact of reforms on service delivery, success and challenges of client service charters etc. However it should be noted that the level of adoption, implementation, success and challenges of reforms and the adopted tools has been varying from one nation to another and among institutions for various reasons. On the issue of Client Service Charter most studies have investigated on the impact of it on service delivery, there is no study that has done enough on assessing the awareness of the public on client service charter and its significance effect on service delivery. It is from this setting therefore, this paper consider that the question of awareness "being reformed" on the existence and role of client service charter by the citizen is imperative and relevant to be assessed critically.

METHODOLOGY

In order to assess and unpack a question whether the citizen are well informed and are aware on existence and the role of client service charter towards service delivery, a triangulation of instruments such as review of documentary sources for content analysis and extensive reading of journal articles, research reports, published presentation papers, on line sources were used to collect information. Interviews were done to validate information gathered from documentary source. In order to accomplish the interview a purposive sample of 10 interviewees was done. These were senior and middle level officers from public institutions.

Findings of the study

This section documents the results of the study. The presentations and discussion is categorically on the following thematic areas, functions and Benefits of a client service charter, method and techniques for public awareness, challenges, and opportunities for effective use of Client Service Charter, Conclusions and Recommendations.

Functions and Benefits of Client Service Charters (CSCs)

The study findings indicate that, client Service Charters (CSCs) do serve to achieve among others a clarifications of services the institution provides, sets service standards, time for processing such services, duties and responsibilities of both Client and Service Provider. It also sets out feedback mechanisms including a complaints handling mechanism. Above all Client Service Charters (CSCs) are aimed at improving efficiency and effective service delivery in terms of quality, quantity and Economy. According to Government of Tanzania Reform agenda (2000), a Client Service Charter performs critical functions where by public institutions publically declare their vision, Mission, Core value products and service, Mode of delivery, Communication Mechanisms and expectations of clients. The following is one example of phrases used in some of Client Service Charter (CSCs) as extracted from Ausha Urban Water and Sewerage Authority as a commitment to clients:

Our clients and stakeholders expect services as follows:

- Adequate, clean and safe water supply at affordable tariffs;
- Hygienic and efficient waste water disposal services at affordable tariffs;
- Prompt and accurate billing;
- Prompt response to their complaints;
- Shortest time at the pay point;
- Prompt sewage blockage removal;
- Our staff to be professional, and treat clients and stakeholders with courtesy, helpfulness, friendliness and on a case-by-base basis;
- Giving prior information/notice regarding service interruption/tariff changes;
- Providing reliable and adequate water for firefighting services;
- Protection of water sources

- Creating and maintaining a good public image;
- Harmonious co-existence with other Authorities and stakeholders;
- Carrying out our functions in an environmentally friendly manner;
- Good utilization of funds and proper financial record keeping;
- Timely payment of suppliers' invoices;
- Our staff to exercise a high degree of integrity and transparency in all of our transactions;
- Adherence to laid down Government Policy and guidelines;
- Involvement and consultation with stakeholders when our Authority is making important decisions;
- Impartiality in all our undertakings;
- Ensuring adequate coverage by the media on development activities of water and sewerage services and be willing to release information;
- Impart practical knowledge for students who come for field training;
- Paying Taxes timely, and
- Proper maintenance and upkeep of the Authority's infrastructure to achieve sustainability.

The study has observed that a Client Service Charter also spells out who are the institutions Clients/Stakeholders. Most of Client Service Charters (CSCs) indicate categorically the internal clients and external ones. For example a client service Charter for Arusha Urban Water Supply and Sewerage Authority indicates her clients as External customers who include domestic, commercial, institutes, industrial and the general public, financiers/Donors, Suppliers Government and Municipal councils, politicians Non Governmental organizations, the media just to mention a few. In the case of Ministries the clients have been categorically spelt out as the high Government officials, the Public Employees of the ministry, citizen representatives, private sector, Non Governmental institutions, Diplomatic missions and politicians (<http://www.foreign.go.tz>) Furthermore the study has observed that a Client Service Charter is a marketing tool for economic, trade, investments attraction and business opportunities for a nation. Reference is drawn from the Client Service Charter for the Ministry of Foreign Affairs and International Co-operation, Ministry of Trade and Industry of Planning, Finance and Economic Affairs, Ministry of Transport to mention just a few. Also public training institutions use the same as a marketing programming strategy, where Clients are persuaded based on the mode, manner and service standards spelt out by respective institutions. These include admission, Examination and certifications standards.

In this regard, the public or citizen and other stakeholders can use Client Service Charter (CSCs) to exploit various opportunities for improving their livelihood. Not only opportunities but the guest for promoting governance process can be made possible through citizen engagement in the day today governance process hence consensus building is made possible. Client Service Charters as per study findings are useful when it comes to defining the duties and responsibilities and hence negating the notion that citizens are mere passive subjects. Citizens becomes part and active actors/subjects of government policy process and actions hence quality, quantity and economy in service delivery is realized. The study also noted that government programs and projects have in certain cases have faced obstacles to be accepted and implemented where public ownership and awareness on the benefits and motive is not clear to them, but if the Charter is publicized and understood the scenario seems to differ.

Method and Techniques for Publicity

Under this thematic area, the study sought to find out the methods and techniques that public institutions publicize their Client Service Charters for public awareness on the information contained in those charters. This thematic area is core with regard to an assessment of whether the citizen are aware on the existence and the information

and value of Client Service Charters (CSCs). The study finding observed that most of the Government Ministries, Agencies and independent institutions use the following methods and techniques.

Launching ceremonies

After the Client Service Charter has been developed and adopted by the management of the institution and stakeholders, A launching ceremony is organized where a few stakeholders are invited including the media. Few copies of the Client Service Charters (CSCs) are distributed for circulation to the public.

Use of web sites

Uploading Client Service Charters (CSCs) into institution's website for public consumption, the document is made available on line and citizen can access the same and the content there in. This is done by few Ministries, Agencies and institutions. The study observed that even some of the key ministries and institutions such as Ministry of Tourism, National Board of Tourism and Tanzania National Parks have not made such document available in their websites or link. The study considers that innovation in service delivery using this tool is still at remote. This ministry of example and her sister institutions is very key for tourism and hospitality industry in the country.

Trade fairs

Government Ministries do exploit and use such opportunity whereby public institutions make such documents available for public consumption. Client Service Charter (CSCs) are one among other service that are display in such occasions.

The public service week and the International public service week

Participating public institution also do use this opportunity, where such documents are made available for citizen and other stakeholder's consumption. Government Ministries and Agencies make use of these days to inform the public about their services, products and mode of delivery.

The use of Radio and Television programs

Under the ongoing reforms Ministries have been using such media to inform the public on their duties and rights. In a nutshell, the media has had some significant role to sensor public institutions with regard to what is ought to be done and the actual undertakings, the study has observed that, such radio program and Television initiatives of media sector and not the government.

Use of Libraries

The study findings have realized that some Public institutions have made some strides to distribute Client Service Charter documents in some libraries. A point to note is that this has been done by very few institutions and respondents during the interview admitted hence complimenting the information to what the researcher found during his study.

Opportunities and Challenges

An effective use of Client Service Charter is a potential tool for governance in terms of quality, quantity, timely and accessible goods and Services by the Public. Bana (2009:15) rightly observed that, client Service Charters were institutionalized and installed with an intent to support peoples demand for accountability at institutional level. However he further noted that implementation of the same has been characterized by and large by sad stories. The issues considered as sad stories includes

- None operational of charters in Government Ministries and Agencies.
- Citizens are not using them for demanding service.

- Public campaigns to publicize the same were inadequate.
- Monitoring and Evaluation of charters is done and some of the charters are outdated and no amendments are effected to make them current and relevant.

Njunwa (2011:64) also pointed out that, there has been a mixed feeling on the introduction, adaptation and implementation of Client Service Charter in Tanzania. He also noted that Ministries, Agencies and Independent departments have introduced the innovation and the level of awareness at the level of institutions Head Quarters is relatively better compared to the lower levels of such institutions. Urban dwellers do make use of Client Standard Charters to demand services due to information and awareness. The observations above do complement the findings of this study as per methods and techniques on awareness building to the citizen for effective use of Client Service Charters. The methods and techniques outlined above most of them are suitable and relevant for citizens living in urban areas where the media facilitates are available networks for internet surfing is available Library services, Trade Fairs and Public Service week events normally is held in urban areas. To this regard therefore, public awareness on Client Service Charter remains a challenge though is an opportunity for improving the quality of service delivery to citizen and improve their lively hood.

Another worthy point to note is the issue of reading culture among citizens. The study observed that some individuals, senior officers middle and junior have a copy of their organization charter, but are not aware of what is contained in the charter. This argument is not on the issue of charter alone but also critical and important documents such as the Nation constitution of the United Republic of Tanzania of 1997 and other statutes (Legal Instruments) such as laws, regulating labor and employment Relations at work place. The question of literacy and general level of education cannot be under estimated. Njunwa (2011) point out that at that only 15% of adult Tanzania knew how to read and write where 75% who most of them are rural residents do not have such knowledge. This point is key and critical with regard to the methods and techniques used by Government institutions to build public awareness on Client Service Charter in Tanzania. Those methods and techniques require a person to have a certain level of education and ability to analyze. Faisal (2011:20) pointed out the issue of dependence on external finance for the reform program. Dependency has affected agenda setting and mode of adoption and implementation. It is the opinion of this study that, such situation has significance effect on ownership of Client Service Charter by users hence creating a vacuum at the level of implementation, enforcement and awareness building.

Conclusions and Recommendations

The study has been able to establish that Client Service Charter in Tanzania is not a reality at this juncture. At the face of design the objectives are straight forward with a philosophy of improving governance processes in terms of performance and service delivery. The paper considers charters are a useful tool in managing performance with a purpose of improving service delivery and creating a strong bond between the ruling elite and the citizens. Consideration of an environment in which the charter is operationalized cannot be ignored, levels of literacy Resourcing, awareness campaigns methods and technique, scope and coverage remains imperative for the same to bear fruition. Dependency on local resource can enhance and improve agenda a setting, ownership and easy the adoption, enforcement and execution. From the above observation it is correct to point out that public institution especially ministries and Agencies whose scope of service is broad should strive to make the documents available in their websites for publicity within and outside the nation. The digital world pushes the state actors and non – state actors to be part of the global village; hence there is no point public sector institutions can de-link from that fact. More intervention initiatives have to be taken to address the noted challenges and creating opportunities for growth in terms of service

delivery by upholding public institutions accountable to the citizen. This has to be done from the central level of government to the local levels of government.

REFERENCES

- Bana, B. A. (2009). Performance Management in the Tanzania Public Service, Paper Presented at the Conference on Governance Excellence: Managing Human Potential” held at Arusha International Conference Centre, United Republic of Tanzania, from 2nd – 4th March, 2009
- Doherty and Horne (2002). The New Public Service: Service rather than steering. Public Administration Review Number.60.
- Gore A (1994). Creating a Government That Works Better and Costs Less: Status Report, Washington DC: Government Printing Office.
- Graham T, Richard H (1999). Paper on Tanzania Civil Service Reform Programme. Case study.
- Hair JF, Anderson RE, Tatham RL, Black WC (1998). Multivariate data analysis. New Jersey: Prentice Hall, Inc..
- Hussein L (2013) Impact of public sector reforms on service delivery in Tanzania. JPAPR Vol. 5(2) pp. 26-49, May, 2013 DOI: 10.5897/JPAPR12.014 ISSN 2141-2480, Academic Journals. Available at <http://www.academicjournals.org/> . Accessed on 29th July, 2013.
- Katera L Ngalewa E (2008). The Local Government Reform Programme (LGRP) in Tanzania, REPOA
- Lane JE (1994). Ends and means of public sector reform'. Staatswissenschaften und Staatspraxis, 5:459-473.
- Lukumai EC (2006). The Implementation of civil service reforms in Tanzania. University of Norway.
- Mushi SS (2000). Privatization and the fate Public Sector in Tanzania. Occasional Paper (Redet-UDSM) Njunwa M.H.M (2005). Public Sector Reforms in Tanzania. Mzumbe University
- Mutahaba G, Kiragu K (2002). Lessons of International and African Perspectives on Public Service Reform: Examples from five African Countries. Afr. Dev. 27(3 and 4):48-75
- Njunwa, M.H.M. (2011). Achieving the Millennium Development Goals through innovative public service delivery: A critical assessment of implementing client service charters in Tanzania, JOAAG, Vol. 6. No. 1 available at <http://www.joaag.com/> Accessed on 19th August, 2013
- Norman I AS, Massoi L (2010). Decentralization by devolution: Reflections on community involvement in planning process in Tanzania. Mzumbe University.
- OECD (2005) Modernising Government. OECD Paris:
- Osborne D, Gaebler T (1992). Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector from Schoolhouse to State House, City Hall to Pentagon. Reading MA: Addison-Wesley.
- Pollitt C, Bouckaert G (2004). Public Management Reform: A Comparative Analysis; second edition, Oxford: Oxford University Press.
- Rob L, Richard N (2007). Imitation and Inspiration in Public Sector reform: Lessons from Commonwealth experiences. International Review of Administrative Sciences.
- Roberts, S. and Rowley, J. (2004). Managing Information Services. London: Facet Publishers
- Rugumyamheto J (2005). Paper on Reforming the Public Service in Tanzania. A critical prerequisite to economic growth, wealth creation and poverty reduction. African Association for Public Administration and Management (AAPAM). Willis O (2005). Writing Research Proposal and Report. Makerer University
- United Republic of Tanzania (1999). Public Service Management and Employment Policy, Dar es Salaam: PO-PSM.
- United Republic of Tanzania (2003). The Public Service Act, No. 8 of 2002, Dar es Salaam: Government Printer.
- United Republic of Tanzania (2003). The Public Service Amendment Act of 2007, Dar es Salaam: Government Printer.
- United Republic of Tanzania (2005). Public Service Reform Programme-Phase Two (PSRP II (2008-2012), Dar es Salaam: PO-PSM.
- United Republic of Tanzania (2005). The State of the Public Service Report 2004, Dar es Salaam: PO-PSM.
- URT (2000). Government of the United Republic of Tanzania (President’s Office, Civil Service Department), Public Service Reform Programme 2000-2011, Tanzania: Mkuki na Nyota Publishers.
- URT (2007) Public Service Reform Program Phase II, Medium Term Strategy Volume I, 2008-2012, President’s Office Public Service Management, Dar es Salaam
- URT, (2012). Tanzania Public Service College Client Service Charter. Dares Salaam
- URT. (2000). PO-PSM PRSP Review Committee: Comments and Response to the Mid-Term Review, Draft version, May 19, 2005.
- Robert BS (2002) Value Optimization for Project and Performance Management.
