

**ROLE OF GOVERNANCE IN PROMOTING CLIENT SERVICE CHARTER TO IMPROVE
SERVICE DELIVERY IN LOCAL GOVERNMENTS IN TANZANIA
A CASE OF ARUSHA CITY COUNCIL**

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Abstract: *This project is about role of governance in promoting Client Service Charter to improve service delivery in local government authorities in Tanzania. The study was conducted in Arusha City Council. The research investigated the roles played by governance to promote client service charter to improve service delivery in local government in Tanzania. The research evaluated the influence of good governance, citizen perceptions, and council staff awareness on Client Service Charter in improving service delivery. Two theories were used: principle agency theory and the efficiency school theory. A case study research design using mixed methods techniques of research where by both quantitative and qualitative data were collected. Primary data was collected through questionnaire, focus group and from key informers. Secondary information was obtained from published documents and literatures related to the problem. Data were analysed both quantitatively and qualitatively. Results show that there is high relationship between good governance, client perception and staff awareness in promoting client service charter to improve service delivery. Therefore, the study concluded that; good governance promotes client service charter and improves service delivery in local government authorities in Tanzania.*

Keywords: *Good governance, Citizens Perceptions, Client Service Charter, Service Delivery*

Background of the Study

Municipal research and services center (MRSC, 1993) defines service delivery as the actual producing of a service such as collecting refuse and disposing it or lighting the streets. Staus, (2005) supports this view and suggest that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than physical resources. Whitaker, (1980) observes that depending on the kind of service being offered each service has primary intention of transforming the customer and that the client himself/herself is the principal beneficiary. As a crucial responsibility of government and government institutions, the public service sector should deliver services that a society requires to maintain and improve its welfare. Ghatak, (2007) argues that public services are a key determinant of quality of life that is not measured in percentage income. The authors stress that service delivery is an important feature of the poverty reduction strategy.

According to the Organization for Economic Cooperation and Development (OECD, 2010) throughout the world cities face the most acute challenge of service delivery because of fast growing population. Khalid, A. (2010) supports this view when he states that local council continues to face pressure to improve their service delivery. Thus, the problem of service delivery is not unique to any particular country alone; it is a problem

that is faced by many countries of the world, especially in Africa and other developing countries. Humphrey, (1998) alluded to the fact that, delivery of services has a direct and immediate effect on the quality of the lives of the people in a given community. Poor services can make it difficult to attract business or industry to an area and it will also limit job opportunities for residents. Hence, as Besley and Ghatak, (2007) indicate, improving public service delivery is one of the biggest challenges worldwide.

Public services need to be delivered with integrity, centred around citizens, and responsive to their needs, particularly the needs of the most vulnerable. Promoting greater transparency and enabling ordinary citizens to assess the quality, adequacy and effectiveness of basic services, to voice their needs and preferences and to become involved in innovation offers an opportunity to enable better use of public funds, and improve service delivery Ringo et al, (2013).

Public services account for a large proportion of government budgets, but increased spending has often not been matched by improvements in outcomes. In the worst case, public services can be surrounded by corruption which leads to money intended for a particular service such as; books, teachers, dispensaries, medical supplies and infrastructure being syphoned off by officials or private contractors and hence poor service delivery, World Bank, (2004). Around the world, children still leave school unable to read and do basic arithmetic, and the quality of healthcare remains uneven.

Sibusiso Nkomo, (2017) In Afrobarometer survey found that: Half or more of South Africans said municipalities performed “fairly badly” or “very badly” in maintaining roads (56%), maintaining marketplaces (55%), managing land use (54%), and maintaining health standards (50%). Local governments scored slightly better on keeping communities clean (52%) said this was handled “fairly well” or “very well”.

The Local Government Reform Programme (LGRP) in Tanzania aims 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 complement the LGRP by focusing on specific sectors. This brief compares citizens' perceptions of service delivery in key sectors by local authorities in 2003 and 2006, based on findings from two comprehensive surveys covering 1260 respondents in 42 localities across Tanzania.

Overall, citizens perceive that there have been improvements over time in the general quality of public services. Primary and secondary education stand out as the services rated as satisfactory and improving by the majority of the citizens interviewed. Although the average data for the councils indicate that there have been improvements in health services in recent years, the progress is still slow, and the differences in service delivery both between and within councils are increasing. Access to clean water is a major problem mirrored in deep dissatisfaction by citizens. While some areas have experienced improvements in water supply through donor funded water supply schemes, much remains to be done in this sector. Although improved water supply is priority number one by citizens in many councils this is not reflected in the development plans of the local government councils; plans which to a large extent reflect central government priorities. Ngalewa et al., (2008)

Data from WB, (2004) show that just increasing resources, equipment, financial, or personnel, does not guarantee that the quality of education or health care will improve. Even where the integrity of public resource flows can be secured, approaches to public service delivery designed for a previous age struggle to respond to present day needs driven by complex challenges, such as those created by aging populations, chronic health conditions, mega cities and poverty and inequality.

Governments are experimenting with redesigning parts of the system so that citizens can play a more active role as a user community for public services. This can mean participative processes and forums, community

monitoring and citizens' budgets, or new forms of commissioning. Technology and open data enable a different kind of participation. Open government data APIs allow.

To improve service delivery different government across the world introduced e government system as a means of trying to increase efficiency, effectiveness as well as quality in delivering government services. Barr, (2001), defines e-government as the use of internet technology and protocols to transform government and its agencies, effectiveness, efficiency and service quality. Gartner Group, 2000 describe e government as the continuous optimization of service delivery, constituency participation and improvement of government relationship through the use of technology.

According to Mahoo M., (2016) numerous adjustments and reforms in ensuring that quality services are delivered to the public, numerous governments around the world have instituted mechanisms such as client service charters (CSC). In Tanzania the concept of CSC came into light in 2000 as broader reforms to ensure improvement in performance in service delivery by government were taking place under PSRP in managing 1999 policy URT, (1997). Ministries, Departments and Government Agencies, Local Government Authorities were required to strengthen accountability and transparency through the use of CSC as a tool in guiding public service delivery Ngowi, (2013).

Problem Statement

In order to improve service delivery to its customer and its stakeholders, improve efficiency, transparency, participation and accountability; Tanzania government instituted a lot of reforms that includes: Local government reform 2002, Vasquez et al., (2003). Other measures include; the introduction of different tools such as Client Service Charters (CSC), Common Measurement Tool (CMT) as well as Open Performance Review and Appraisal System (OPRAS). Despite the tremendous efforts and resources that have been allocated to these reforms, service delivery in the public service sector leaves much to be desired in terms of quality and productivity. Unpleasant work environment, mismanagement of resources, frustrating service delivery, delay of services, poor documentation and record keeping are among the challenges still persisting in service delivery Lufunyo, (2013).

Although local government authorities in Tanzania play a significant role in the delivery of key government services, the resources which government provides to the local level are tightly controlled by the central government. To improve efficiency, transparency and equitable service delivery in LGA; government instituted a series of reforms. One of the reforms to ensure improved service delivery is: Local government service reforms; (2002), improved quality of services in the government.

Mahoo (2016)., Observed that; only one service delivery survey on the utilization of CSCs to some LGAs in Tanzania has been undertaken and has never been widely publicized and used as a basis for performance improvement Hosea, (2009) found that, less than 30 % of the LGAs have managed to establish CSC committees to give information on the operationalization of the CSC within the institutions. Therefore, while local institutions assure customers and the central government that everything is being done as stipulated in the CSCs, questions arise as to whether these changes improve service provision and customer satisfaction or not by the officials and customers themselves.

Despite government efforts to introduce tools like CSC to improve service delivery, there is still little information on its efforts to promote to its staff as well as its client and other stakeholders. This study, therefore, investigated the contributions of good governance, citizen perceptions as well as awareness of civil servants

on the existence of tools/mechanisms such as Client Service Charter that facilitates governance in improving service delivery in LGA in Tanzania.

Purpose of the Study

The purpose of the study was to assess role of governance in promoting client service charter to improve service delivery in local government authorities in Tanzania.

Research Methodology

This study used the case study research design. The design allowed the researcher to select a small geographical area and investigate the matter closely. The study used the sample size of 100 respondents drawn from the population of 416,442 people by using Yamane, (1972) formula ($n = \frac{N}{1+N/ (e^2)}$) with 0.9 confidence level and degree of significance 0.1. A convenient sampling method was used because systematic mobilization and enrollment of participants into the research had challenges given the socio economic characteristics of the population. Convenient sampling was cost effective for the researcher because it enables the researcher to gather information easily and avoid the official bureaucracy which might have caused delay and hence failure to accomplish the work with the resources available. Stratification sampling process was employed to develop the related cohorts followed by p purposeful sampling to obtain respondents in departments offices where the heads of departments were selected as respondents and in the case were they were not available convenient sampling was applied where by the acting/designee officer was requested to be the respondent. Both quantitative and qualitative data were collected. Quantitative data was collected by using questionnaire with closed ended questions whereas qualitative data was obtained through key informant interview and focus group discussion. In this study data collected in each questionnaire were coded and put into computer and analyzed by using SPSS software package, version 25. Descriptive statistics was used for interpretation of the information after analysis. Measure of central tendencies such as; Mean, Median and Mode were used as well dispersion such as standard deviation as well as variances and percentages were used.

Results and discussion

This study receives a response rate of 100% in each stratum. Out of 51 staff involved in the study 56.9% which is 29 were female while 43.1% which is 22 were male. 66.7% were aged between 18 to 35 years, 25.5% were aged between 36 to 55 years and 7.8% were aged between 56 to 65 years. Marital status was: 51% were unmarried, 47% were married and 1.9% was divorced. 29.4% were college degree holder, 27.5% had college diplomas, 17.6% had college certificate, and 15.7% had secondary education while 9.8% had primary education. The results from the study shows that 74.5% had college education and therefore they were expected to provide better services unlike few who had secondary and primary education. Moreover, the results show that more women are employed in the council 56.9% than men who are only 43.1%. There is also higher employment of youth aged between 18 to 35 years 66.7% as compared to 36 to 55 years who were 25.5% and between 56 to 65 years were only 7.8%. Higher percentage of staff were unmarried which translates that there is higher number of youth within employment 51%, married staff were 47% while there was only 1.9% who were divorced.

Table: 4.1 Distribution of Staff by Demographic Characteristic (N=51)

Demographic Characteristics	Frequency	Percent
Sex		
Male	22	43.1
Female	29	56.9
Total	51	100.0
Age		
Between 18 -35	34	66.7
Between 36 to 55	13	25.5
Between 56 to 65	4	7.8
Total	51	100.0
Marital Status		
Unmarried	26	51.1
Married	24	47.0
Divorced	1	1.9
Total	51	100.0
Education Level		
Primary Education	5	9.8
Secondary Education	8	15.7
College Certificate	9	17.6
College Diploma	14	27.5
University Degree	15	29.4
Total	51	100.0

Source: Field work data 2020

Table 4.2 next page shows the distribution of client socio-economic characteristic. Out of 50 respondents: Female were 56% while Male were 44%. Either 44% were aged between 36 to 55 years, 30% between 56 to 65 years while only 26% were between 18 to 35 years of age. This indicates that majority of clients who seeks service in the council are more than 35 years of age. Higher percentages of the clients interviewed were married 80% and only 20% were single. 58% had secondary education, 26% college certificate while 16% had primary education which shows that the respondents were literate enough to be able to conceptualize what were asked and gauging the kind of service provided by the council.

Table: 4.2 Distribution of Clients Demographic Characteristic (N=50)

Demographic Characteristics	Frequency	Percent
Sex		
Male	22	44.0
Female	28	56.0
Total	50	100.0
Age		
Between 18 to 35	13	26.0
Between 36 to 55	22	44.0
Between 56 to 65	15	30.0
Total	50	100.0
Marital Status		
Married	40	80.0
Single	10	20.0
Total	50	100.0
Primary Education	8	16.0
Secondary Education	29	58.0
College Certificate	13	26.0
Total	50	100.0

Source: Field work data 2020

The Influence of Good Governance in promoting Client Service Charter

The Tanzania vision 2025 was rolled out in 1999, which strategized in transforming the nation into a middle income country. Good governance is a major component in ensuring the realization of the vision Mdee., (2016). Institutions different policies and tools such as NFGG which focuses on increasing capabilities of public to deliver services efficiently and effectively. Implementation of key cross cutting government reforms such as use of CSC to fast track the improvement of service delivery was done.

To find out the extent to which good governance promotes CSC and hence improves service delivery to the citizens, staffs from different department of the CC were asked questions on good governance and their relationship in promoting CSC and improvement of service delivery in the CC.

Out of 51 CC staff asked, 52.9% agreed strongly that good government promotes CSC and hence influence the delivery of services in the council. However, 47.1% did agree that good governance have influences in promoting CSC and influences the improvement of service delivery to their clients making the total percentage of 100%. This shows that there is strong relationship between good governance in promoting CSC and improvement of service delivery within the Arusha CC. (Table 4.3).

The results corresponds to those of Saada, (2017) study on awareness of good governance and service delivery in TANESCO where by 44% of respondents strongly agree that good governance enhances service accessibility, 28% agree, 19% disagree and 9% strongly disagree. Overall, 72 of the respondents either strongly agree or agree that good governance enhances service accessibility at TANESCO.

Table 4.3: Good governance promotes CSC and improves service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
I agree	24	47.1	47.1	47.1
I strongly agree	27	52.9	52.9	100
Total	51	100	100	

Source: Field work data 2020

Accountability

Theoretically LGAs can be held accountable for service delivery through the 2000 Client Service Delivery Charter (CSC). CSC is a social agreement between public service provider and the user, i.e Citizens. It was developed in the 1990’s as part of public sector reforms process in Tanzania Njunwa, (2011). It specifies what standard should be offered, and it also gives users information on how to redress services providers if they fail to meet standards. However, CSC is not widely used by either individual or civil society as information about it is still lacking even to most LGAs staff both at the district as well as to the wards level. Furthermore, it is not legally binding to implement what it is in the charter to either the LGA staff or the Citizens who are the client of the services delivered.

Table 4.4: Accountability promotes CSC and improves service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
I agree	27	52.9	52.9	52.9
I strongly agree	24	47.1	47.1	100.0
Total	51	100.0	100.0	

Source: Field work data 2020

In table 4.4, 51 Arusha CC staff was asked on the role of accountability in promoting CSC and improves service delivery in the CC. The results show that 52.9% agree, 47.1 strongly agree making the overall total of those who agree and strongly agree to be 100%. By being accountable LGA staffs are responsible for every action and decision they take in delivering service to its client. Though utilization of CSC in CC is not legally binding, by being accountable staff implements and promotes CSC unknowingly.

In an assessment of local government service delivery in Kaduna North LGA Obaje, (2015) asked respondents on their views on transparency and accountability in the identification, formulation and execution of government projects in the states. 23.3% were of the view that there is transparency and accountability in the identification, formulation and execution of projects, while 76.7% disagree. In further FGD with some key staff in the finance departments, he found out that most of them were not aware of the project executed; rather they just conform to orders from above. In the situation like this where accountability is questionable, service delivered to the citizen is very likely to be poor unlike where accountability is high like in Arusha CC as shown in the table 4.2.

Furthermore, in Muro and Namusonge, (2015) cited out several reasons as the cause of poor and inadequate accountability and governance within LGAs such as: lack of infrastructure and corruptions, poor access to information, technocratic procedure, a culture that does not promote transparency, low capacity and lack of citizen participation and hence deliverance of poor service to the citizen.

Citizen Participation

In table 4.5 CC staff was asked on whether citizen participation promotes CSC and hence influence improvement on service delivery to the clients this case the citizens of the CC. On analyzing the data from the respondents, the feedbacks were as follows; 56.9% agree that citizen participation promotes CSC and hence improvement of service delivery, while 43.1% strongly agree on the same making the total 100% staff that agree citizen participation promotes CSC and improves service delivery in LGA. During focus group discussion with clients/Citizen in Muriet, Sakina and Sokon I wards with regards to them being involved in understanding of different tools used with CC one being CSC. High numbers of citizens have no knowledge of it. One has this to say: “This council staff will only come when there is disease outbreak to enforce laws and during election period no other time and therefore they don’t create awareness on tools they are using in making sure that service delivery are improved such as CSC”.

Saada, A. (2017) in her study of citizen participation in service delivery in TANESCO found out that, 52% agreed that there is participation in service delivery at TANESCO while 16% strongly agree, 27% disagree while 5% strongly disagree. 68% either agree or strongly agree that there is client participation and hence improvement of service delivery in the organization.

Table 4.5: Client participation promotes CSC and improves service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
I agree	29	56.9	56.9	56.9
I strongly agree	22	43.1	43.1	100.0
Total	51	100.0	100.0	

Source: Field work data 2020

Citizens/Client Perceptions on the improvement of services after the introduction of CS

Service Quality

To compliments to what CC staff responded on good governance, accountability and client’s participation on promoting CSC to improve service delivery in LGA, 50 clients were interviewed on how they perceived on the services delivered by the CC in terms of quality, time taken, staff behavior and courtesy/ extra mile shown by staff in delivering service to its clients. Table 4.6 shows the results of 50 clients who were asked on the extra effort or initiative taken by council staff in ensuring the delivery of good service. Out of 50 respondents 82% indicates there is good initiative taken by staff in making sure that services are delivered to the clients, 7% indicated that there is very good initiatives taken while 4% indicated that the effort taken by CC staff to ensure good serve delivery is not good.

The results above are contrary to what Kanunu, (2016) found in the Assessment of CSC implementation in LGAs in Tanzania, a case of Tabora Municipal Council where 51.1% of the respondents were not satisfied with the service delivered by TMC, 40.2% were satisfied while 8.7% were neither satisfied nor dissatisfied. Since most of the clients were not satisfied with CSC implementation at TMC, the researcher concluded that the service at TMC were poor and does not meet the client’s desires as provided in TMC CSC. However, it might also be the different in socio economic disparities between the clients in the study area.

Table 4.6: Initiative taken by CC staff to ensure good service is delivered to its client

	Frequency	Percent	Valid Percent	Cumulative Percent
Not good	2	4.0	4.0	4.0
Good	41	82.0	82.0	86.0
Very good	7	14.0	14.0	100.0
Total	50	100.0	100.0	

Source: Field work data 2020

Staff Courtesy

The reasons for the introduction of CSC within the LGAs were to ensure that services are delivered to the clients as specified in the charter. LGAs staff communicate in a manner that promotes CSC and hence ensuring that good service is delivered to the client in terms of timing, quality and the language and efforts shown by staff during delivery of service. In an interview conducted to clients of Arusha CC in different wards, clients were asked to give their perceptions on the language used by staff during service delivery within the council. The results were as presented in table: 4.7 whereby 56% of the respondents were of the opinion that the languages used by staff during service delivery were very good, 32% were of the opinion that the languages used were good, while 12% were of the opinion that the language used was not good. The overall response shows that 88% agreed that the language used by staff during service delivery were good while only 12% were of the opinion that the language was not good. However, during discussion with clients, especially women in all the wards visited, complained of the use of abusive language by staff in the health department especially when they visit for antenatal and postnatal services.

Mahoo, (2017) in her study on utilization of CSC in Morogoro council, she interviewed 100 citizens on the language used by staff when communicating with citizen during service delivery before and after the introduction of client service charter. The following were the results from respondents before and after the introduction of CSC respectively. 34% were unsatisfied, 35% were neutral and 31% were satisfied. Moreover 13% were unsatisfied, 14% neutrals while 73% were satisfied after being served by the same staff after the introduction of CSC in the council. The increase in the satisfaction of the client on the language used by staff after the introduction of CSC in the MC indicates that there is improvement in the service delivered after introduction of CSC as compared to when the CSC was not place.

Table 4.7: Language used by staff during service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Not good	6	12.0	12.0	12.0
Good	16	32.0	32.0	44.0
Very good	28	56.0	56.0	100.0
Total	50	100.0	100.0	

Source: Field work data 2020

Timely Service Delivery

Table 4.8: How fast CC staffs deliver service to its client

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than five minutes	11	22.0	22.0	22.0
Five to ten minutes	34	68.0	68.0	90.0
More than ten minutes	5	10.0	10.0	100.0
Total	50	100.0	100.0	

Source: Field work data 2020

In table 4.8 citizens who are the clients to the city councils were asked to give their opinions on the time taken by CC to determine how fast they provide service to clients when they visit their offices in demands of service. Out of 50 interviewees in the 8 wards visited; 68% of the respondent responds that it took them between five to ten minutes to get service they needed from CC offices, 22% responded that it took them less than five minutes' while only 10% responded that it took them more than 10 minutes to be served by staff when they visit the CC in demand of different service.

Staff Awareness of existence of client service charter as a tool in improving service delivery in Arusha City Council

One of the objectives of instituting a CSC to the Arusha CC in to ensure that there is improvement of service delivery to its clients which are both staff as well as citizens. The indicators of awareness of the charter includes; being able to know the contents, relevance, efficiency and effectiveness, reasons of instituting a charter, how is it promoted as well as being able to recommends areas of improvement when required to do so. If staffs are not aware of the existence of CSC in their LGA, there is higher chance of continuing to deliver service as usual and hence reduce the chances of service delivery improvement. If council staffs have little knowledge of CSC, the chances of them promoting it are very little.

The Contents of CSC

In the following section 51 council staff was asked for opinion on their awareness of not existence of CSC alone, but the contents of the charter. The following were the results obtained from the respondents as displayed in table: 4.9. 60.8% indicated that they were aware of what is contained in the Arusha CC client service charter, 35.3% indicated that they were not aware of the content of the charter, while 3.9% were not sure if they are aware or not aware of the content of the charter. Combining those who are aware and those who are not sure make the number of staff who are unaware of the contents of CSC to be 39.4% which is more than quarter of all staff interviewed. The number of staff who are unaware the contents of CSC is high, which make effective utilization of CSC to be low and therefore less delivery of good services to its clients.

In his study of customer awareness on the implementation of CSC in TMC Kanunu, (2015) found out that, 41.4% strongly disagrees that the objectives of CSC are implemented in TMC, 47.4% disagree, 6.2% were neutral while 2.6% strongly agrees and the remaining 2.4% agreed that the objectives were implemented. The variation between the two studies can be attributed to the fact that, there is increase in awareness increase of the CSC and its content of the charter since the fifth government took over, where higher accountability is demanded from the civil servants.

Table 4.9: Awareness of the contents of CSC

	Frequency	Percent	Valid Percent	Cumulative Percent
I'm aware	31	60.8	60.8	60.8
I'm not aware	18	35.3	35.3	96.1
I'm not sure	2	3.9	3.9	100.0
Total	51	100.0	100.0	

Source: Field work data 2020

The Relevance of Client Service Charter

Having the charter without it being relevant to that particular environment is as good as having a tractor without a hoe and the farming season is around the corner. In the following section, CC staffs were asked to give their opinions on the usefulness of CC in Arusha CC. The respondent's results in table: 4.10 shows that 41.2 % agreed that, CSC is useful in ensuring that there is improvement in service delivery while 49% said it was not useful and 5.9% were neutral. When asked why they think it's not useful, the key respondents from the CC council acknowledge the existence of several other reforms in the quest to improve service delivery such as a government which make work easy and faster and therefore improves service delivery to its client.

Table 4.10: Usefulness of CSC to the Arusha CC

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	21	41.2	42.9	42.9
No	25	49.0	51.0	93.9
3.00	3	5.9	6.1	100.0
Total	49	96.1	100.0	
Missing System	2	3.9		
Total	51	100.0		

Source: Field work data 2020

Table 4.11 show the results from the staff who were asked why they think Arusha CC instituted a CSC. The followings were the results from the respondents. 27.5% responded that, the CSC was instituted in order to improve service delivery, 41.2% said that it was instituted to increase management power to demand better service from it staff while 27.5% said that it was instituted to improve relationship between staff and clients and 3.9% they don't know the reason why CSC was instituted in the CC.

Table 4.11: Reasons for instituting CSC Arusha CC

	Frequency	Percent	Valid Percent	Cumulative Percent
To improve service delivery	14	27.5	27.5	27.5
To increase the management power to demand better service from staff	21	41.2	41.2	68.6
To improve relationship between staff and clients in service delivery	14	27.5	27.5	96.1
I don't know	2	3.9	3.9	100.0
Total	51	100.0	100.0	

Source: Field work data 2020

Table 4.12 Ways in which Arusha CC promotes its CSC

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Distributions of copies		41.2	41.2	41.2
Through putting the CSC to the Website	12	23.5	23.5	64.7
Through Radio and Newspapers	13	25.5	25.5	90.2
4.00	3	5.9	5.9	96.1
5.00	2	3.9	3.9	100.0
Total	51	100.0	100.0	

Source: Field work data 2020

Promotion of CSC

In table 4.12 respondents were asked on different ways which they think will be useful in promoting CSC in LGA and help in the improvement of service delivery. A number of ways were proposed as presented here. 41.2% proposed promotion through distribution of CSC hard copies to staff and clients who come for the service in the city. 23.5% proposed use of Arusha CC website where by the CSC will be put there and staff as well as clients will be able to view electronically stored document, a lot of young customers and staff will be able to access this easily through the use of technology. 25.5% proposed the use of radio and newspaper with network within the CC

Table 4.13: Ways in which Arusha CC promotes its CSC

	Frequency	Percent	Valid Percent	Cumulative Percent
To improve service delivery	14	27.5	27.5	27.5
To increase the management power to demand better service	21	41.2	41.2	68.6
To improve relationship between staff and clients	14	27.5	27.5	96.1
I don't know	2	3.9	3.9	100.0
Total	51	100.0	100.0	

Source: Field work data 2020

Table 4.14: The Best Ways to use to promote CSC

	Frequency	Percent	Valid Percent	Cumulative Percent
Through training and seminar		62.7	62.7	62.7
Brochures	2	3.9	3.9	66.7
Through medias such as radio	3	5.9	5.9	72.5
Television and News papers	2	3.9	3.9	76.5
All of them	12	23.5	23.5	100.0
Total	51	100.0	100.0	

Source: Field work data 2020

Conclusions

It is therefore concluded from the findings that; governance has a very big role in promoting CSC charter through LGA in Tanzania as a tool to improve service delivery to its clients. When accountability is high and citizen participation is encouraged tools for improving service delivery such as CSC are promoted and hence service delivery is improved within LGA. Nevertheless, having high number of CC staff that are not aware of the existence of CSC and staff who were unsatisfied with the service offered by CC staff leaves doubts as to whether promotion of CSC as tool designed to accelerate LGA improvement in service delivery will be fully attained.

Recommendations

Embracing the culture of good governance: Findings shows that more than half CC staffs agree and remaining CC staffs strongly agree that accountability help to promote CSC and improvement of service delivery to the council. By being accountable LGA staffs are responsible for every action and decision they take in delivering service to its client. The utilization of CSC in CC is not legally binding and therefore leaves room for promoting and utilizing it at CC staff discretion. To increase accountability and citizen participation on promoting CSC to improve service delivery the researcher recommends formations of special committee to be formed throughout LGA to formulate and supervise the implementations of bylaws that will enforce both staff and clients to abide and hence increase accountability and citizens participations.

Improving the staff competence and quantity: Despite the fact that, citizen perception on the service delivered and initiatives taken by council staff being high, this does not warrant that it will continue to remain the same throughout. The few citizens who were of the opinion that the services and initiatives taken by council staff in improving service delivery after introduction of CSC is not good is still a high number and therefore staff aptitude and quantity need to be updated to be able to utilize effectively what is in CSC and improve service delivery to the Citizen. The realization of this can be done through regular appraisal of the council staff to find out the training needs and prepare plans and allocate resources for actualization.

Increase awareness and promotion of CSC to both council staff and clients: Good number of staff and clients know what entails good governance in promoting client service charter and hence improving service delivery. However the findings shows that there are staff who are neither aware of the existence nor the content of CSC within the CC protocols and hence chances of fully embracing principles of good governance is reduced. The percentage above shows a high number of staff who are not aware of the CSC and therefore promoting the tool will be difficult for them. Therefore the researcher recommends the CC authority to increase the promotion of different governance tools such as CSC to its staff in order to subscribe more to good governance and hence improves service delivery within the City Council. The awareness training can be achieved through council allocating budget in its annual budget for short term training in institutions that offers governance training or bringing experts from government institutions and offers training to staff at their work stations and hence reduces cost to the government.

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