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ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF PUBLIC ADMINISTRATION

AND DEVELOPMENT MANAGEMENT

**“PUBLIC SERVICE DELIVERY REFORM TOOLS: THE CASE
OF CITIZEN’S CHARTER IN BOLE SUB CITY”**

Prepared By: Mikias Tilahun

Advisor: Jemal Abagissa (PhD)

Addis Ababa University

Addis Ababa, Ethiopia

October, 2021

CITIZEN'S CHARTER IN BOLE SUB CITY



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**A Thesis Submitted to the School of Graduate studies of Addis Ababa
University in Partial fulfillment of the requirements for the Degree of Masters
of Arts in Public Management and Policy (MPMP)**

Addis Ababa University

Addis Ababa, Ethiopia

October, 2021

DECLARATION

I Mikias Tilahun, the under signed, declare that this thesis entitled: “Service Delivery Reform tools: The case of Citizen’s Charter in Bole sub city” is my original work. I have undertaken the research work independently with the guidance and support of the research work advisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis has been duly acknowledged.

Name: Mikias Tilahun Kassaye Signature: _____ Date: _____

This is to certify that the thesis entitled: “Service Delivery Reform tools: The case of Citizen’s Charter in Bole sub city” submitted in partial fulfilment of the requirements for the degree of Masters in Public Management and Policy (MPMP) of the Postgraduate Studies, Addis Ababa University and is a record of original research carried out by Mikias Tilahun Kassaye, under my supervision, and no part of the thesis has been submitted for any other degree or diploma. The assistance and help received during the course of this investigation have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

Name of Supervisor _____ Signature: _____ Date: _____

CERTIFICATE OF APPROVAL

School of Graduate Studies

This is to certify that the thesis prepared by Mikias Tilahun Kassaye, entitled, "Service Delivery Reform tools: The case of Citizen's Charter in Bole sub city" and submitted in partial fulfillment of the requirements for the Degree of Masters of Science in Public Management and Policy complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Name of Candidate: Mikias Tilahun Kassaye. Signature: _____ Date: _____

Name of Advisor: Jemal Abagissa(PhD). Signature: _____ Date: _____

Board of Examiners:

External Examiner: _____ Signature: _____ Date: _____

Internal Examiner _____ Signature: _____ Date: _____

Dean of School of Graduate Studies _____ Signature: _____

Date: _____

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ACRONYMS

BPR: Business Process Reengineering

BSC: Balanced Score Card

CGG: Center for Good Governance

CSAP: Civil Service Action Plan

CSPR: Civil Service Reform Program

EPRDF: Ethiopian People's Revolutionary Democratic Front

ERC: Ethiopian Railway Corporation

FEACC: Federal Ethics & Anti-Corruption Commission

MCS: Ministry of Civil Service

MDGs: Millennium Development Goals

NPM: New Public Management

OECD: Organization for Economic Co-ordination and Development

OGP: Open Government Partnership

QCC: Quality Control Circle

SAP: Structural Adjustment Program

TIDI: Textile Industry Development Institute

TQC: Total Quality Control

TQM: Total Quality Management

UNDP: United Nation Development Program

ABSTRACT

The study was conducted on the Public Service Delivery reform tools: the case of Citizen's Charter in Bole sub city. The main purpose of this study is to map the achievement and challenges of citizen's charter in Addis Ababa city government the case of Bole sub city and to map citizen's level of satisfaction with services after the implementation of the citizen's charter in the sub city. For the purpose of the study the researcher collected both the primary secondary data from different sources especially, from the sub city's land management and administration office in order to assess the overall practice of the charter. The primary data was collected by using a questionnaire for the customers of the office and interview conducted with the concerned bodies of the office. In this study, the survey method is applied by using quantitative method and in a descriptive way and qualitative method for interview part of the study. The correlation results of the study revealed that, all dimensions (principles of the charter) have a significant and positive relation with customer's satisfaction. Given the overall performance of the institution, the change does not mean that the reform process will be carried out efficiently and effectively. Although the institute is relatively tries to be transparent and accountable in the implementation of the basic process change study, rent seeking attitudes and practices are widespread, according to study participants and office staffs. Based on the findings of the study, the researcher points out different solutions in order to resolve the problems faced by the office including: providing technology based services on the service delivery, provision of superior service, testing institutional work culture and effectiveness, conducting periodic surveys to determine the status of service delivery improvements, making the reform tool to be continuous, conducting experiences with other institutions and capacity building of employees.

Key words: Citizen's charter, Reform, Public Service, Customer satisfaction, quality services

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Public services can be understood as all the interactions between government and citizen's, businesses and other service users, whether directly or by proxy through an intermediary. Public 'services' are mostly intangible, but they also can involve construction works, or the supply of equipment or items. The motivation for improving service delivery can be manifold – whether in response to demands from citizen's and businesses for higher quality or greater accessibility, or due to an internal search for more cost-effective ways of working and better organization. (European Union,2017).

In designing and delivering services, public administrations should not only rely on their own expertise and insights. Public service users should participate in expressing their needs and expectations, and they are already more and more. When traditional relationships with citizen's users bureaucratic and hierarchical, new relationships are more pluralistic and neutral to the user. This requires a focus for public administrations to keep citizen's and companies, with the aim of obtaining information about their perceptions, expectations and obligations through active participation (European Union,2017).

Governments with good performance public sectors can implement good policies on development outcomes. The suggestive government suggestion may also be appropriate for citizen's in a reasonable way to make the country. In a way that is widely just and impartially perceived. Improving, or altogether transforming, the performance of the public sector means finding ways to provide better services more efficiently. This may involve enhanced delivery systems, better managed public finance, a more skilled and accountable public workforce, as well as finding new ways to monitor services and coordinate the agencies that provide them (World Bank,2018).

the search for citizens for the delivery of efficient and effective public services, economic and tax pressure in the 70s and the 80s and the rebirth of the new proper guidelines must change the way in which the public sector is operated in Western countries. Management ideas have

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been increased, packed and marked by international management consultants, promoting donors and loan conditions of international financial institutions (Negussa,2014).

In Ethiopia, during the rule of Emperor HaileSilassie I, the need for a modern public service to promote social and economic development became clear in Ethiopia. In the construction of the Imperial institute of public administration in 1953.1953 manifested itself in 1953 and at the Ethiopian staff agency of No.28/1962. This indicates the contribution to the economic progress of socioeconomic progress, which was the same as the public service institutions the interest of the monarchy. Civil rights and responsibilities to access the public sectors demonstrate from the public sectors were not well articulated and facts. Negussa ,(2014).

The military junta, which reached state strength after the fall of Emperor HaileSilassie in 1974, took different reforms in 1974.It replaced government owned companies which would maintain in the emperor's regime and created new ones. In any case, the Derg kept up the working and administration of the as of now acquired gracious benefit controls sanctioned amid HaileSilassie's rule was kept as administering body of respectful benefit. Motivated by the Soviet's centralized financial arranging, the Derg administration denied citizen's journey of productive and viable public service conveyance (World Bank,2014).

The framework was full of degenerate hones, exceedingly politicized, routinely by-passed essential laws, needed conducive environment for benefit conveyance and wasteful (Ayinew &Chanie,2000). Taking after the drop of the Derg administration within the early 1990s, the EPRDF- coalition government set out on a long-term procedure of "State transformation" characterized by strong endeavors to actualize different changes in parallel, the gigantic scale up of organization advancement endeavors over levels of government and the ponder development of the scope of open segment capacity building activities. Traversing about a decade, Ethiopia's change plan has advanced over three stages in reaction to developing mindfulness that unavoidable shortfalls in capacity have hampered the capacity of the state to secure the basics of destitution decrease and law-based improvement such as responsive benefit conveyance, citizen strengthening, and great administration (World Bank,2004).

Since 1991, Ethiopian People's Revolutionary Democratic Front (EPRDF) driven government set out on a genuine of change programs pivoted on the ideological move happened within the nation from centralized command economy to free advertise economy. Within the early 1990s, the government propelled Structural Adjustment Program (SAP)

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comprising of Civil Service Reform Program (CSRP) as one of the components (Negussa,2014).

The authority to deliver services is heavily decentralized to regional and sub-regional tiers of government. While the federal institutions have largely policy making functions, regional levels have both policy making and service delivery functions. Since 2001, regions have significantly devolved their service delivery functions to woreda (district) level. At the root of the drive for decentralization is the need for ensuring effective and responsive public service delivery, with the aim of encouraging government responsiveness, citizen participation and greater accountability. One of the major objectives of decentralization was promoting the participation of citizen's in issues affecting their life. It is to primarily ensure that development plans are adapted and responsive to local realities and to enhance efficient delivery of public services (Ministry of Information, 2004).

The focus of the citizen's charter for the provision of services is one of the systems that are introduced to ensure the quality service of citizen's and to promote transparency and responsible between service providers. To ensure the quality of the supply of services and the responsibility of the delivery system, the efficiency, the effectiveness and the economy of the needs of the public service. Analyzed by letters of the public service. Analyzed by letters of citizen's and several external audits, such as social audit, audit of peoples and balls (Negussa,2014).

Ministry of Civil Service launched citizen's charter in February 2012, with a deliberate to empower gracious workers to serve the community in an made strides and in a better way. The charter would be anticipated to guarantee government's responsibility to the public and openness and straight forwardness as well. As to the service, each government organization is anticipated to have its posse's charter. All things considered, it is rarely to discover organizations which have delivered their claim citizen's charter and publicized. Without a doubt, there have been trainings for distinctive specialists and mid- level authorities around the quintessence and advancement of the charter. Still conceptual challenges and disarray with charters presented so distant (Group charter of BPR and BSC) have been watched (Negussa,2013).

To provide clear, efficient and effective services and to ensure the satisfaction of the customer community in all public sector offices, sub cities, woredas and institutions

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completely implemented different reforms in the city administration such as: Business Process Reengineering/BPR/, Balanced Score Card/BSC/ and citizen's charter. The citizen's charter, which is believed to have the potential to address service delivery issues in government offices, is being implemented in all government offices in conjunction with other tools of change. Most researches were done on public reforms and good governance in general, but there is rare or almost insignificant specifically on citizens' charter. Therefore, the study is conducted to investigate the status of citizen's charter implementation in public service providing institutions by taking Addis Ababa, Bole sub city as a case study.

1.2. Description of the Study Area

Bole is one of the ten sub cities in Addis Ababa city administration. It situated in the east part of Addis Ababa, bounded from south by Akaki, from west by Kirkos and Nifas Silk, from North Yeka and from east by Oromia region. At present, the sub city is divided into 14 woredas 152 sub-woredas, 498 sefers and 1603 blocks. Bole is characterized by a homogeneous type of topography with insignificant elevation difference. In the sub city, the altitude ranged from 2408 to 2120 meters above sea level which has a range of 288 meters (Atlas of Bole,2014).

According to the 2007 census report, Bole has a total population of 308,714, from which 145,057 are males and 163,657 are females. This constitutes 11.27% of the entire population of the city which makes Bole in the 4th place in population covered from the 10 sub cities. Lots of people live in woreda 13 with population number of 32,253 which is 10.44% of the sub city population and relatively few people live in woreda 11 with population number of 7510 which is 2.43% of the sub city's population. According to condominium sites, a total of 141 sites which covers an area of 1902.58 hectare are found in the city. Among these 19 sites which covers an area of 670.64 hectare are found in Bole. This constitutes 35.3% of the entire condominium area coverage of the city which makes Bole in the 1st place in condominium coverage from the ten sub cities (Ibid).

The land area covered by Bole sub city is 11849.49 hectares. This constitutes 22.8% of the total land area of the city which makes Bole in the 2th place next to Akaki in land area covered from the ten sub cities. Among the fourteen woredas, the large area is covered by woreda 10 with 2752.31 hectares that is 23.23% of the sub city land area, and woreda 02

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covers the smallest land area of 117.22 hectares which is 0.99% of the sub city land area (Ibid).

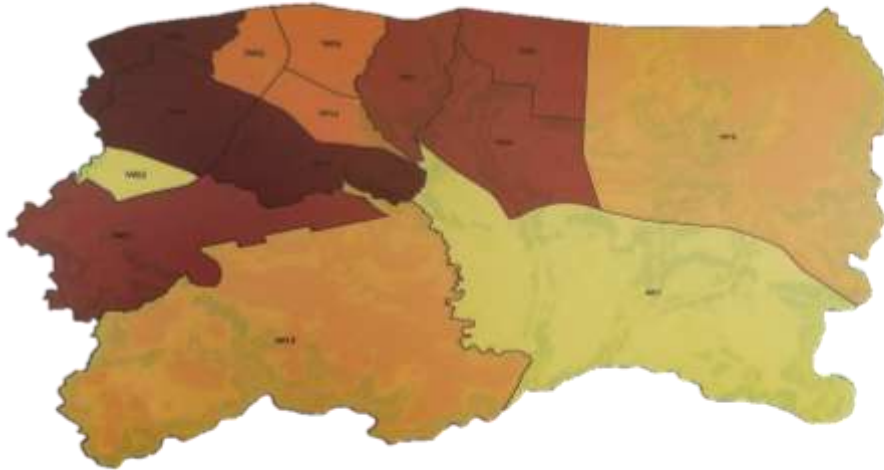


Fig 1.1. Map of Bole Sub city Source: Atlas of Bole,2014

1.3. Statement of the Problem

In recent days, the concept of quality administration was ended up imperative in open division as the individuals have gotten to be mindful of their rights for quality in services (Hao & Lee,2010). Public administrations are characterized as those administrations which are primarily or totally, supported by tax assessment. As such, they can vary uniquely from commercial private division administrations in a number of ways. These contrasts ought to be both recognized and talking about, since of their potential curses for the advancement of conveyance frameworks. Most ordinarily, open administrations would incorporate the taking after regions of open administration: central and nearby government, the wellbeing specialists, instruction, defense, equity domestic issues and non-commercial semi state organizations (Peter,1998).

giving administrations require interaction between the benefit supplier and the client and the benefit supplier ought to be responsive to the require of the individuals. Commitment to alter the organization course of action for changing the conveyance framework is the pressing require for moving forward administrations to the destitute. The part of the government and the businessmen has gone parcels of change within the later a long-time conveyance of

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different open merchandise and administrations is the essential obligation of the state. The state encompasses exceptionally critical part to play in making accessible the fundamental open products and administrations that guarantee certain least level of well-being to everybody in require of those (Ramakrishnan,2013).

The motivation for improving service delivery can be manifold-whether in response to demands from citizen's and businesses for higher quality or greater accessibility or due to an internal search for most cost-effective ways of working and better organization. Every country organizes its public services in its own way, in accordance with its institutions, culture, traditions and its choices regarding the boundaries between public and private provision and state community and individual (European Union,2017).

It has been recognized world over that good governance is essential for sustainable development, both economic and social. The three fundamental perspectives emphasized in great administration are straightforwardness, responsibility and responsiveness of the organization. Citizen's charter activity may be a reaction to the journey for fathoming the issues which a citizen experiences, day in and day out, whereas managing with the organizations giving public administration (CGG,2008). Citizen's charter is a public document that specifies the services a transacting public may look forward to from a public office. It describes the step-by-step procedures for availing a particular service and the guaranteed performance levels that they may expect, for that service (James,2005). It demonstrates the rights and administrations accessible to the citizen's strategies how these will be conveyed, cure that will be accessible in case of non- deliverance and commitments of citizen's in return (Haque,2005).

The central government of Ethiopia accepted that one of the prerequisites for service conveyance change within the respectful service was the presence of clearly characterized arrangement that would reflect government's eagerly and desires with respect to benefit conveyance and quality of administrations as well as the rights and commitments of service providers and beneficiaries within the prepare of benefit conveyance. Hence, the approach was particularly outlined to: form mindfulness among respectful benefit educate and the common open almost government eagerly and desires with respect to benefit conveyance and quality of administrations, publicize the rights and commitments of both benefit suppliers and beneficiary, guarantee that respectful benefit educate endeavor to convey superior administrations inside the same system, energize and advance benefit conveyance change all

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through the respectful benefit; and guarantee proceeding enhancement in service delivery(Bekele,2009).

Currently, the public service delivery trend in Ethiopian public service institutions can be regarded as inefficient. More specifically, it is characterized as time consuming, costly, incompetent, nonresponsive and non-dynamic. The civil service reform program is one of the reform programs that the current government has seriously considered. As part of the civil service reform program, the public service delivery reform sub program deals with the improvement of service provision in the country. Since, this sub program is embedded in other public administration reform programs, its success or failure has a huge impact on the overall performance of the public administration, (Yehuala,2016).

According to a study conducted by World Bank (2016), on civil service reforms in Ethiopia concerning on the civil servants, it classified the reforms into two categories: i) successful reform tools and ii) unsuccessful reforms. From the World Bank report, the civil servants highlight the change army as a reform tool that they feel has been successful (55% nationally). Conversely, appreciation for the BSC is especially pronounced at the federal level (48% relative to 25% at regional levels and 28% at woreda levels). When we come to the unsuccessful reforms the citizen's charter is mentioned as the most when respondents are asked to highlight less successful reforms (33% nationally). This is highest at the regional level (42%), followed by federal (36%) and woreda (34%) levels.

In order to improve the service provision, the government tries to implement different reform tools. From those tools the citizen's charter was implemented in order to get the desired goals. Since citizen's charter is a recent phenomenon in Ethiopia, it seems that there is not enough study in the area in general and specifically Bole sub city. According to Tadesse (2019), citizen's charter is an agreement between the public service provider and service users(customers) on how to deliver and receive the service. But, as he states, there is no systematic research conducted to monitor and evaluate the impact of the charter. There are researches conducted in civil service reforms in general whereas there is not enough study related to this area specifically. Citizen charter is unique from other reform tools because, it is not only engaging the public/civil service but also the customer. This is the research gap which will be addressed by this study.

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Bole sub-city, like other offices, has been implementing its service delivery tool (Citizen's Charter) since 2017 to meet customers satisfaction and service quality. The researcher selects the area/ location of the study (Bole sub city) because of its large area it covered next to Akaki Kaliti sub city its large number of service users and number of complaints raised by service users and the sub city is hub for international and national organization. Thus, this study attempts to analyze the service delivery reform program tools as Citizen's charter achievement and challenges in Bole sub city.

1.4. Research Questions

The study will give answers for the following questions:

- What are the achievements gained from the implementation of citizen's charter?
- What are the challenges faced by the service users and employees of the sub city?
- How the sub city tries to resolve problems related to citizen's charter?
- What is the perception of customers of the sub city on the existing citizen's charter practice?
- What mechanisms did the sub city uses to create awareness about citizen's charter?

1.5. Objectives of the Study

1.5.1. General Objective

The general objective of the study is to analyze service delivery reform program tools: the case of: Citizen's charter impact on both service provision organization and service receiver in Addis Ababa city government, Bole sub city.

1.5.2. Specific Objectives

- To identify the role(achievements) gained from the implementation of the citizen's charter.
- To assess the challenges faced by the service users and the sub city in general.
- To assess problem resolution mechanisms of the sub city related to citizen's charter.
- To assess the perceptions of customers on the implementation of citizen's charter that is put in use.

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- To assess the mechanisms of the sub city in awareness creation about citizen's charter and to provide possible recommendations in improving effectiveness, efficiency and how to solve those challenges.

1.6. Significance of the study

The main purpose of this study is to map the achievement and challenges of citizen's charter in Addis Ababa city government the case of Bole sub city and to map citizen's level of satisfaction with services after the implementation of the citizen's charter in the sub city. This study will be supportive in creating awareness about citizen's charter for service users and also for service providers to know the needs of their customers related to their services they provided. In addition, this study will try to examine the performance of the charter towards the achievements of its objectives.

1.7. Scope of the Study

As the concept of public service delivery tools are broad in its nature and implemented in most of civil service bureaus of Ethiopia it is difficult to cover all of them. The study has been restricted to citizen's charter accomplishments and challenges in Addis Ababa city government, Bole sub-city. There are numerous other minister bureaus and local administration level bureaus within the city which actualized the citizen's charter. But it is incomprehensible to cover those all-public bureaus with the researcher's capacity. It is beyond the capacity of the researcher capacity to cover all service delivery improvement tools. Rather the study has been conducted on the service delivery reform tools special focus on citizen's charter in Addis Ababa, Bole sub city bureaus with large number of customers and advanced experience with the implementation of citizen's charter.

1.8. Limitation of the Study

To conduct this study there are numerous challenges that will influence the quality of the paper and ruin the advance of the research. The absence of adequate studies and organized information particularly empirical literary works, both subjective and quantitative information with respect to the study, has been valuable to lay a more pertinent genuine base for the study. The respondents' unwillingness to fill the questionnaires due to lack of time, and lack of understanding the value of the study. Due to constrained time, money, insufficient

information related to the subject and other boundaries, it does not cover all the sub city administration bureaus. So, it may have an impact on the generalization of the study. In arrange to generalize almost the benefit conveyance apparatus all the public organizations must be conducted by other analysts or organizations.

1.9. Organization of the Study

The study has been divided into five chapters. Chapter one was deals with the introduction and background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study and organization of the study. The second Chapter has contained the theoretical, empirical and conceptual part of literature review. The third chapter has contained the methodological part of the study describes about the overall methods in which the study has been conducted for the success of the study. Data analysis, presentations and interpretations has been presented in chapter four. At the last chapter five has included results, conclusions and recommendations part of the study.

CHAPTER TWO

LITERATURE REVIEW

This chapter explores both the underlying theoretical as well as empirical studies that are of relevance to this research problem. Furthermore, in this chapter, analysis of the conceptual framework on which this study was built and the underlying assumptions as well as providing the definitions and describe the relationship between variables

2. Theoretical Literature

2.1. Civil Service Reform

The civil service is ordinarily caught on as a subset of the more extensive public service. This subset comprises of government services, offices, and offices, counting individuals who prompt on, create, and actualize government approaches and programs, and those who oversee day-to-day exercises. Transforming the civil service is vital in progressing administration, benefit conveyance, financial arrangement and public monetary administration. Civil service reform exercises have included endeavors to create government more organized, reasonable, legitimate, and responsive; to bring government closer to the grassroots; and to form government perform and convey way better (Rao, 2013). Civil service reform is a long-standing endeavor. It is of course simply a means to an end which involves 'deliberate changes to the structures and processes of public sector organizations with the purpose of getting them to run better (Panchamia and Thomas,2014).

A thorough understanding of context has assisted planning and implementation of reform. Evidence indicates that successful reform requires strong domestic political leadership. Political economy analysis tools can be useful for understanding context. Both whole-of-system and incremental approaches have been fruitful. An incremental approach is most likely to be maintainable and politically attainable. Approaches for change incorporate recognizing 'windows of opportunity' and 'islands of adequacy to construct on. Diverse change models or approaches may be fitting depending on the setting. Presenting merit-based frameworks through wide-ranging organizational changes has moved forward execution and responsibility and the capacity to draw in better-educated staff, has decreased debasement, and is related with higher development rates. Mediations that are barely centered on moving

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forward pay and conditions, execution administration or execution checking have been troublesome to execute, and have not continuously given clear benefits (Rao, 2013). As stated by (2014), civil service reform is one of the foremost unmanageable however critical challenges for governments and their supporters nowadays. It touches not as it were on government’s exceptionally reason for presence but too or a few of its most touchy defensive ranges. The gracious benefit is the spine of the state, supporting or undermining the whole framework of administration. The history of civil service reform can be broken into three stages. Within to begin with phase, roughly talking put within the 1980s, beneficiaries uphold different angles of regulation improvement as they started to recognize the respectful services vital part in changing arrangement. It is the aspect of public administration or public sector reform which also includes public financial management, leadership and policy making and service delivery.

Public Service Reform Problems and Approaches

Problems	Approaches	Main action period
✓ How can we put government on an orderly & efficient footage?	Weberian public administration & capacity building	Post-independence period in South Asia & Sub-Saharan Africa
✓ How can we get government closer to the grassroots?	Decentralization	1970s to present
✓ How can we make government more affordable?	Pay & employment reform	1980s and 1990s
✓ How can we make government perform better & deliver on our key objectives?	New Public Management	1990s to present
✓ How can we make government more honest?	Integrity & anti-corruption reforms	1990s to present
✓ How can we make government more responsive to citizen’s?	Bottom-up reforms	Late 1990s to present

Table 2.1. Public service Reform Problem and Approaches

Source: McCourt, 2013

2.2. Initiatives for Civil Service Reform

2.2.1. Good Governance

The concept of good governance appeared into development agenda by World Bank twenty years ago. In the 1989 World Bank study “Sub Saharan Africa from crisis to sustainable growth good governance is indicated as a public service that efficient, a judicial system that is reliable and an administration that is accountable to the public (World Bank, 1989). According to Qudrat (2009), which is stated by the UNDP’s policy paper of 1997 defined governance as: “the exercise of political, economic and administrative authority in the management of the country’s affairs at all levels. It comprises the mechanisms, processes and institutions through which citizen’s and groups articulate their interests, exercise their rights, meet their obligations and mediate their differences. The term governance has by now become a more or less neutral or less neutral concept that focuses on steering mechanisms in a certain political unit, emphasizing the interaction of state, business and society players. Good governance, on the other hand, isn’t all neutral rather it could be a regulating concept that once more epitomizes a solid esteem judgment in favor of the conservation of the state, which is gathered to surrender to business standard principles and not slightest interface (Drechsler,2005). Within the 1994 report entitled “Governance: The World Bank’s experience”, the four components of good administration are open division administration, responsibility, legitimate system for improvement and straight forwardness and data.

United Nations (2012), stated about the two broad concepts of governance:

The first: pertains to institutions of governance, including public administration and public services connected, in particular with the sound management of resources, delivery of and equitable access to public services, responsiveness to the views of citizen’s and their participation in decisions that concern them. Strategies adopted in response-including better personnel management, transparency in public finance, a curb on corruption, citizen participation and enhanced accountability.

The second: broad governance issues are concerned with concepts of democracy and the rule of law, including with rights-based claims to equitable before the law, judicial independence, participation in the conduct of public affairs, electoral integrity, political plurality, freedom of

expression and media independence. Integral to effective implementation is an informed and empowered citizenry engaged in transparent and accountable governance processes.

Since the early 1990s, the notion of Good Governance as necessary for sustainable development and poverty reduction has gained widespread currency, especially among international organizations. Domestic concerns over what would later be labeled good governance had long been present in all regions of the world. Good governance is meanwhile specified as one of the targets of the Millennium Development Goals (MDGs), an agenda for reducing poverty and sustainable development (Simonis,2004).

2.2. Elements of Good Governance

The World Bank has identified four basic elements of good governance:

2.2.1. Rule of Law

Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible policy force.

2.2.2. Participation

Participation could be either direct or through legitimate intermediate institutions or representatives. The principle of participation derives from an acceptance that people are at the heart of development. They are not only the ultimate beneficiaries of development, but are also the agents of development. Participation is often related to accountability, but not necessarily. In representation democracies, where citizen's participate in government through the electoral process, public officials are indeed, accountable ultimately to the electorate. Participation in economic life by agents other than the state would cover not only the role of private sector, but also the activities of Non-Government Organizations (NGOs).

2.2.3. Transparency

Transparency means the decisions taken and their enforcement are done in a manner that follows rules and regulations. Transparency refers to the availability of information to the general public and clarity about government rules, regulations and decisions. The difficulty

with ensuring transparency is that only the generator of information may know about it and may limit access to it. Transparency in government decision making and public policy implementation reduces uncertainty and can help inhibit corruption among public officials. To this end, rules and procedures that are simple, straight forward and easy to apply are preferable to those that provide discretionary powers to government officials or that are susceptible to different interpretations.

2.2.4. Accountability

Accountability is a key requirement of good governance. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization or institutions. In general, an organization or institutions is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law. Accountability is imperative to make public officials answerable for government behavior and responsive to the entity from which they derive their authority.

Accountability also means establishing criteria to measure the performance of public officials, as well as oversight mechanisms to ensure that the standards are met. Lack of accountability tends in time to reduce the state's credibility as an economic partner. The accountability of public sector institutions is facilitated by evaluation of their economic and financial performance. Economic accountability relates to the effectiveness of policy formulation and implementation and efficiency in resource use.

2.3. New Public Management (NPM)

According to Polidano (1999), NPM can be defined as a management philosophy used by the governments since the 1980's to modernize the public sector. New public management refers to a cluster of ideas and practices that seek, at their core, to use private sector and business approaches in the public sector. (Denhardt and Janet, 1999). The NPM movement began in the late 1970s and 1980s. Its first practitioners emerged in the United Kingdom under Prime Minister Thatcher and in the municipal governments in the U.S that had suffered most heavily from economic recession and tax revolts. Next, the governments of the New Zealand and Australia joined the movement (OECD, 1995).

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NPM has variously been defined as a vision, an ideology or a bundle of partial management approaches and techniques, based on ideas generated in the private sector and imported into the public sector (Hood, 1991). The New Public Management is not just the implementation of new techniques, it carries with it a new set of values largely drawn from the private sector. There is a long-standing tradition in public administration supporting the ideas that “government should be run like a business.” For the most part, this recommendation has meant that government agencies should adopt practices, ranging from scientific management to total quality management that has been found useful in the private sector. The NPM takes this idea one step further, arguing that government should not only adopt the techniques of business administration, but should adopt certain business values as well (Denhardt & Janet, 1999).

NPM also derives from the economics approach which has its theoretical foundation in public choice, transaction cost and principal agent theories. These public sector reform themes are based on ideas of market, competition, contracting, transparency and promoting efficiency in public service delivery. NPM theory is an influential model for public sector for effective service delivery, encouraging government to be more efficient and responsive. It basically emphasizes on efficiency, centrality of the citizen or customer as well as accountability for results. As citizen's charter is keen to the efficiency, accountability and transparency in public service delivery, NPM has therefore its own finger print in the development of the concepts of citizen's charter and related initiatives (Negussa, 2014).

As stated by Diefenbach (2009), NPM is not only about new strategic orientations and objectives of public sector organizations but also changes of their internal structures and processes. According to its proponents, one of the primary organizational objectives is decentralization in order to achieve more flexible structures and less hierarchy. This is accompanied by a concentration on processes, particularly intensification of internal cross boundary collaboration, faster decision-making processes and the realization of projects. Thirdly, these attempts shall be supported by standardization and formalization of strategic and operational management through widely accepted management concepts such as scenario planning, SWOT- analysis, business and unit plans and the like. Again, there might be good reasons for change.

This is particularly the case if one-rightly or wrongly thinks about old public sector organizations as over- formalized, slow, compartmentalized (Silo-mentality) and inefficient

red tape producing bureaucracies. According to such a position, many organizational structures and processes could be improved dramatically. The change initiative would produce positive outcomes such as faster decision making, reduced compartmentalization and internal barriers, intensification and improvement of internal communication and cross boundary collaboration, faster delivery of products and services (Diefenbach, 2009).

2.4. New Public Service

Theorists of citizenship, community and civil society, organizational humanists, and postmodernist public administrations have helped to establish a climate in which it makes sense today to talk about a New Public Service. An increasingly important role of the public servant is to help citizen's articulate and meet their shared interests, rather than to attempt to control or steer society in new directions. Those policies and programs that give structure and direction to social and political life today are the result of the interaction of many different groups and organizations, the mixture of many different opinions and interests. In this new world, the primary role of government is not merely to direct the actions of the public through regulation and decree, nor it is simply establishing a set of rules and incentives through which people will be guided in the proper direction (Denhardt & Janet, 1999).

The public interest is the aim, not by –product. Public administrators must contribute to building a collective, shared notion of the public interest. The goal is not to find quick solutions driven by individual choices. Rather, it is the creation of shared interests and shared responsibility. The New Public Service demands that the process of establishing a vision for society is not something merely left to elected political leaders or appointed public administrators (Bryson & Crosby, 1992).

The new public service is a reaction to the New Public Management which focuses on the mission of government, and how to determine the collective public interest. Some considerations that should come before cost and efficiency and that citizen participation are a major factor in decisions to fasten new public services. There is no single best model of public management, but what stand out most clearly are the extent broadly common approaches to public management reform. The model for governance can be to build upon and expands the traditional role of the public administrator, which is called the old public administration and contrasts with the New Public Management/NPM/. Following the structure of reinventing government for public service, the Denhardt divide their argument

into seven principles: 1) serve citizen's, not consumers, 2) seek the public interest, 3) value citizenship over entrepreneurship, 4) think strategically act 5) recognize that accountability is not simple, 6) to serve rather than steer, 7) value people not just productivity (Islam,2015).

2.5. Quality Public Service Delivery

The delivery of public services is typically a highly complex undertaking, which involves a large number of transactions between service providers and recipients. To deal with such complexity, standardized and impersonal systems of public administration have been adopted by developing countries based on Western bureaucratic models. Implementing such models elsewhere can be highly problematic because they restrict the discretion of service delivery staff, which is essential for the delivery of transaction-intensive services such as education. These models also downplay the idiosyncrasies of context and underestimate indigenous knowledge and tradition, which are crucial for effective uptake of supplied services (UNDP, 2016).

Different countries manage their public services in different ways, in particular with regards to the degree to which services are centralized or decentralized, the involvement of private and voluntary sector delivery partners and the extent to which users have choice between different providers. Whichever way services are delivered, the state has a key role in defining outcomes, setting standards for public service users are able to access the services they are entitled to. Increasing focus is being put on transparency over how services are performing, both as a means for enabling service users to effectively exercise choice, and to allow them to influence the services they rely on and hold government accountable (OGP,2013).

Improving service delivery systems has often been an integral component of wider moves to reform existing approaches to public service management more generally. And, just as it was possible to trace in broad terms the development of service provider relationships over time, from that of dependency as clients to one of much greater involvement and empowerment as citizen's, so it is possible, in similar manner, to place initiatives to improve public service delivery systems within a wider framework of a threefold typology of public service reform strategies (Peter, 1998).

A desirable public sector is the one that offers the citizen services which are of high quality and consistent with the needs of the citizen's. It must also encourage growth by prudent use

and management of the resource endowment with a critical focus on ways of alleviating poverty among its citizen's. In the recent past, governments in various countries have redirected their attention to restructuring of the public sector in order to address problems of growing debt burdens and growing dissatisfaction of citizen's (Wahida, 2016).

2.6. Summary of the Theory

The civil service is ordinarily caught on as a subset of the more extensive public service. This subset comprises of government services, offices and organizations, counting individuals who prompt on, create and actualize government approaches and programs and those who oversee day to day exercises. Transforming the gracious benefit is critical in making strides administration, benefit conveyance, financial approach and open money related administration. Civil service reform activities have included endeavors to form government more composed, reasonable, fair and responsive: to bring government closer to the grassroots and to create government perform and provide superior.

There are different initiatives to reform the civil service of a nation. The first and the most important initiative of a civil service reform is related with good governance. As the world's political, social, economic and other perspectives changing from time-to-time citizen's expected more from public institutions in order to get better services. The significance of good governance within the public sector is to energize way better benefit conveyance and responsibility by setting up the benchmark for good governance within the public institutions. The standards of good governance such as participation, rule of law, straightforwardness, accountability, fairness and proficiency empowers representatives to be more compelling and productive in giving high quality service to the public.

The other initiative deals with the New Public Management (NPM) approach. It focuses on the disappointments and insufficiencies of public sector execution over time and the issues lying decisively within the nature and forms of public segment movement and conventional public administration. It has been created as a helpful shorthand and rundown depiction of the way of recognizing public division bodies to bring their administration approaches closer to commerce strategies. After the implementation of NPM, public institutions try to implement the concept (approach) of New public service in which the preface of the approach is almost the center of public administration ought to be citizen's, community and gracious society.

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Citizen's see past contract self-intrigued to the more extensive public intrigued and the part of public authorities is to encourage opportunities for reinforcing citizen's engagement in finding arrangements to societal problems. The essential part of public hirelings ought to be to assist citizen's verbalize and meet their shared interface instead of to control the society.

2.7. Characteristics of Public Sectors

As stated by IFAC (2013), in order to fulfill its wide range of functions, the public sector must satisfy a complex range of political, economic, social and environmental objectives. These subjects into a different set of external and internal constraints and incentives from those in the private sector, all of which affects its governance arrangements. Public sector entities often: have a coordinating and leadership role to draw support from or foster consensus among all sectors and society, possess the power to regulate entities operating in certain sectors of the economy to safeguard and promote the interests of citizen's, residents, consumers and other stakeholders and to achieve sustainable benefits and undertake activities on a basis other than by fair exchange between willing buyers and sellers because they have the ability to exercise sovereign powers.

Financing public sector activities also has an important impact on governance: the principal source of revenue for governments and indirectly, many other public sector entities is generally taxation. Taxation and other income streams are often separate from, and have little causal relationship with expenditure and service streams. Public sector services may be provided in a noncompetitive environment because alternative providers often do not exist, and the bottom line does not normally determine the types of goods and services to be provided and service recipients, unlike consumers in the private sector, may have little or no option to use a different service provider or to withhold payment. Stakeholders are therefore interested in issues such as: a) whether the planned outputs have been delivered and outcomes achieved and b) whether this has been done in an efficient, economic, effective and equitable manner (Ibid).

2.8. The concept of Citizen's Charter (CC)

The basic premise in governance is to treat the Citizen's in a Royal manner by government& organizations. They do exist to serve the citizen's. Measuring or quantifying public services in order that a better one could be demanded in providing a Charter Mark. Citizen Charter is a

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document of commitment made by a government organization to the citizen/ clientele /users which involves a huge number of populations. To bring efficacy in services, Prime Minister John Major in U.K., initiated reforms in 1991. He addressed the challenge of service delivery and citizen centric administration. The Citizen's Charter Programme became more popular in various countries among Governments /Departments to channelize the services. Uniformity amiss yet nomenclature vary with their own specific features. Further, the public management policy was on the agenda of the Conservative government that lead to the implementation of the Next step initiative. Others include the citizen's charter initiative, competing for quality, resource accounting and budgeting and the private finance initiative. A citizen's charter is basically a set of commitments made by an organization regarding the standards of service it delivers. It is a public statement that defines the entitlements of citizen's to a specific to a specific service, the standards of the services, the conditions to be met by users and remedies available in case of non-compliance of standards. The concept empowers citizen's to demand the standards of services committed by the organization. The basic thrust of citizen's charter is to make public services citizen centric by ensuring that these services are demand driven rather than supply driven (Bhramara, 2018).

According to Ramakrishnan (2013), Citizen's Charter is that a document specifies and publishes the standards of service delivery. A charter is an explicit statement of what a public agency is ready to offer as its services, the rights and entitlements of the people with reference to these services and the remedies available to them should problems and disputes arise in these transactions. It is a mechanism for augmenting the accountability and transparency of the public agencies interfacing with the people. It has eleven different tasks as: implementation, monitoring, review, receipt redress, prevention, customers, employees, and infrastructure.

2.9. The tasks of Citizen's Charter

Care guidance note (2016), points out the steps in preparing for the Citizen's Charter.

2.9.1. Identifying stakeholders:

Stakeholder mapping makes a difference to distinguish all the key partners that are required for the work out of creating the Charter. A distinguishing proof organize has got to be embraced in arrange to guarantee that no stakeholder who is imperative to the success of the CC activity is left out of the work out. There are a few instruments for recognizing partners, among them the Stakeholder Mapping Device.

2.9.2. Raising awareness amongst stakeholders

This step of the CC activity is pointed at mobilizing all the important partners in arrange to urge their back and input within the activity. Partner is somebody who encompasses a stake or intrigued – coordinate or circuitous – within the service being conveyed. There are three wide categories of partners,

Users – these include representatives of the users, user groups, citizen advocacy groups, consumer organizations, parents (in the case of schools), users themselves, and past and potential users.

Providers – those involved in delivering services set out in the Charter: managers, employee representatives and employees themselves.

Suppliers – those involved in providing parts of the services

2.9.3. Making a decision to support the cc by those with political authority

A Citizens' Charter could be a report that looks for to progress the way administrations are provided to clients/public by an office to form them friendlier to clients. As such, it may request a alter of organizational culture to gotten to be more affable and conscious towards citizen's. These changes are not conceivable without the support of those with decision-making specialist inside the office. As such, sometime recently the method of creating the CC commences, it is critical that those with specialist inside the office give the vital political bolster that can guarantee that the CC is actualized once it has been created.

2.9.4. Delegating authority to initiate the cc process to a coordinating entity

This includes recognizing groups to work on the Charter and giving them the fundamental assets counting political back and authorization to create the Charter. The teams/roles included in this prepare are the Task Force, the Center Gather and the Nodal Officer. Each of the teams/roles incorporates a particular obligation within the CC activity.

2.9.5. Refining the rationale, aim and scope of cc

Once all the partners are on board, it is essential to refine the basis and point of the CC. Their input within the prepare makes a difference to include unused perspectives and measurements to the method and this makes a difference in making the basis, point and scope of the CC wealthier and more responsive to desires of a more extensive extend of partners.

2.9.6. Setting up teams

The CC activity requires a committed gather of actors to execute it. There are three distinctive teams/roles that are included within the prepare of creating and actualizing the CC. These are: A Task Force that in fact defines the CC, a Center Bunch that supervises the detailing and endorsement of the CC, a Nodal Officer (facilitator) from the office to guarantee compelling usage of the CC.

2.9.7. Consultation with stakeholders

Meeting with partners ought to be steady and efficient in all stages of the CC. In arrangement, the distinguished partners ought to be included within the discourse to get ready the territory. In plan, they ought to be setting the measures. In execution, partners ought to be included in setting up criticism and complaint components and raising mindfulness. In checking, they ought to give input, counting on their claim utilize of the administrations. And in assessment, they ought to be included in outside assessment. The partners ought to be counseled at slightest twice amid the period of creating the Charter.

2.9.8. Preparation of the draft CC

Once the stakeholders have been identified and consulted and the teams for developing the CC are in place, preparation of the draft CC can commence.

Vision and mission: The Charter should begin with a statement of the agency's vision and mission. The vision statement is what the agency wishes to achieve as an ultimate goal. The mission statement declares the agency commitment to the general public and comprises the activities through which the vision can be achieved.

Details of services: It identifies the services to clients that the agency provides. This will help users decide what type of services they can expect from a particular service provider, and what is within the responsibility of another provider.

Details of the citizen's/clients: This section provides a detailed description of who the service recipients are, what services they are entitled to, what their relationship with service providers is, and what they have to do to access and use the service.

Statement of standards: Setting standards is the backbone of the Charter. In this section the agency should include a statement of services, standards, quality and timeframes. In essence, service users should be able to judge the quality of services before, during and after the Charter is introduced.

Designing information and facilitation counters: Information plays a major role in ensuring the functionality and success of a Citizen's Charter. It is information that will tell users the extent and scope of the services to expect from providers. In designing a CC,

therefore, designers must ensure that relevant and concise information will be available to users at the right time and at the right place throughout the life of the CC.

Designing a feedback, complaints and redress mechanism: Related to accessibility of data in a CC is the accessibility of a instrument for accepting criticism and complaints and reacting to them. Without this instrument, the Charter will not make any contrast in making strides get to and conveyance of administrations. The plan of this component must be portion of the method of creating the Charter.

Expectations from clients: This segment ought to give points of interest of what the service-providing office anticipates of the clients of their administrations. Indeed, on the off chance that the service providers have a key part in executing the Charter or progressing the quality of service, the part of the service beneficiaries cannot be disregarded. It ought to contain a depiction of what the service beneficiaries ought to do to induce quality service and what behavior the institution anticipates from its clients.

Raising awareness of the Charter: A successful mindfulness campaign on the Charter among all the partners is basic for guaranteeing success in its execution. There's regularly a parcel of skepticism around vows of changes in public service arrangements. As such, the issuance of the Citizen's Constitution may be seen by numerous individuals as fair another work out in public relations. To overcome the skepticism, customary and diligent endeavors are required to bring almost attitudinal changes among all the partners.

Training staff: Staff individuals are at the center of a effective Charter. In any case, one of the major sources of disappointment in actualizing the Charter emerges from their need of understanding almost the Charter and the need of their buy-in: Actuating citizen-friendly Data and Help Counters, enacting a criticism, complaints and change instrument, setting up a execution estimation framework, normal inside and outside assessments, routinely distributing and communicating performance results.

2.10. Empirical Literature

2.10.1. Civil Service Reform in Developing Countries

As expressed by Repucci (2014), civil service reform can be expensive in terms of both cash and human assets. As a result, it can be challenging to preserve in a setting that, nearly by definition, is looking that capacity. Hence, donors must guarantee that the effect of changes proceeds after they have turned their consideration somewhere else. The foremost self-evident way to form change financially sustainable within the long run is to decrease the entire wage charge of the respectful service through pay change and downsizing. The wage charge is reliably one of the biggest components of the national budget, and so, its estimate features a major effect. Decreases can make issues. In any case, when a leaner civil service does not or cannot hold the gifted people required to proceed with change.

There's a strong agreement within the worldwide development community on the requirements for civil service reform in developing nations. The civil services of the more progressed nations appreciate justify determination, separator from undue political impact and to the degree conceivable courses of action to advance the efficiency of respectful workers. The civil services of the developing nations tend to be expansive, come up short on, and politicized. Senior cadres lack proficient depth and regularly fail to supply any chain of coherence in government over the longer term. As a result, the conveyance of public services tends to be wasteful and frequently, plague by debasement. Numerous developing nations have, regularly with the assistance of the donors, looking to advance justify- based changes along the lines of the wealthier nations: entrance to the benefit based on competitive exams, assurance of civil servants from self-assertive expulsion, and assurance of their political nonpartisanship and policing of this service by an autonomous body (Shepherd,2003).

The New Public Service point of view, established in equitable hypothesis, emphasizes the responsibility of authorities to citizen's, whereby authorities serve and react to citizen's instead of directing society. It expects that public authorities will be propelled to serve by ethicalness of a commitment to the public intrigued and will react to citizen's desires of a solid and responsive public benefit (Osborne, 2006; Denhardt and Denhardt, 2011). Numerous creating nations have taken after a comparable direction of approaches and changes to those in more progressed nations through broader administration plans upheld by help givers. Other approaches to public sector change have too highlighted in these nations, outstandingly decentralization, pay and work changes, astuteness and anti-corruption changes

and bottom-up changes, planned to move forward the improvement viability of government organizations (McCourt, 2013).

2.10.2. Civil Service Reform in Ethiopia

According to the Ministry of Civil Service (2012), the advanced civil service in Ethiopia dates back to 1907 when nine of services were set up, with an objective of guaranteeing deliberate and productive course of action for the workings of government. These nine services were (Service of equity, Service of insides, service of commerce and remote issues, service of finance, service of agribusiness and industry, service of public works, ministry of war, ministry of write and ministry of palace).The introductory a long time were characterized by insufficient structures, wasteful administrations, debasement, political impedances and the obstructions of the respectability within the due prepare of law in things of public concern for their private prosperity. During the reign of Emperor Haile Selassie, I the need for modern civil service to advance social and financial advancement got to be more apparent in Ethiopia. It showed through foundation of the Royal established of open organization in 1953 and the Ethiopian work force office by arrange No.28/1962.Despite its commitment to socio financial advance, the at that point gracious benefit teach were by and huge serving the intrigued of the government. Citizen's rights and duties to induce get to the existing restricted administrations given by public segments were not well verbalized and made (Negussa, 2014).

The military junta who came to state control right after the destruction of Head Haile Selassie in 1974 took diverse changes. It canceled government organizations which would keep up within the emperor's administration and set up modern ones. Be that as it may, the Derg kept up the working and administration of the as of now acquired respectful benefit directions ordered amid Haile Selassie's rule was kept as overseeing body of respectful benefit. Propelled by the Soviet's centralized financial arranging, the Derg administration denied citizen's journey of effective and viable public service conveyance. The framework was full of degenerate hones, profoundly politicized, routinely by-passed essential laws, needed conducive environment for benefit conveyance and wasteful (Ayinew and Chanie, 2000).

Since 1991, Ethiopian People's Revolution Democratic Front (EPRDF) driven government set out on a genuine of change programs pivoted on the ideological move happened within the nation from centralized command economy to free advertise economy. Within the early

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1990s, the government propelled Structural Adjustment Program (SAP) comprising of Civil Service Reform Program (CSRP) as one of the components (Negussa, 2014).

As expressed by World Bank (2016), the Civil Service Reform Program (CSRP), was propelled with the objective of making a reasonable, moral, compelling, proficient, straightforward and responsible respectful benefit. This was to be accomplished through fortifying regulation and human asset capacity, creating and introducing unused and made strides legislations and working frameworks, presenting a culture of great administration and upgrading execution in open benefit conveyance. It comprised of five major program ranges: a) Beat administration framework change sub program, b) Human assets administration framework change sub program, c) benefit conveyance change sub program and e) Morals change sub program. The more extensive and more basic the part received by the state in seeking after social and financial change, the more the state device must be competent and act with judgment, so as to dodge getting to be a source of twists, ineffective lease looking for and government disappointment.

Taking after the start of the CSRP in 1996, endeavors primarily centered on tending to inner regulatory issues with exceptionally restricted effect on execution and service delivery to citizen's. Beginning from September 2002, the Ethiopian government propelled more outward looking activities that at first taken after a Civil Service Action Plan(CSAP) comprised of the taking after components: i) the advancement of a benefit conveyance approach, in which benefit suppliers are empowered to be more client centered through the 'Quick Wins' activity, ii) the execution of a Result- Arranged execution evaluation, whereby administrators and staff are anticipated to concur on person work plans and screen their execution and iii) the presentation of key arranging and administration, concurring to which all pubic organizations are required to create a key arrange that basically envelops the advancement of the organization's mission, vision, techniques (Ibid).

Concurring to Getachew & Richard (2006) cited in Negussa (2013), accounts of authoritative change in creating nations in sub-Saharan Africa are moderately rare, and Ethiopia is no exemption. Be that as it may, inside the more extensive setting of regulatory change in Africa, the change of public bureaucracies is central to the modernization of public benefit conveyance. By the conclusion of the 1980s, a unused breed of respectful worker started to develop inside a changing political setting that included more noteworthy requests for open segment proficiency, regulation capacity and more extensive democratization. Hence, with a

seem to realize comprehensive `state transformation` and `add up to framework overhaul` and in line with suggestions sent by the World Bank, as within the case of African nations in common, the Ethiopian government has set out on numerous public organization changes from the early 1990s. Additionally, in 2001, broad government reorganization was attempted at the side the dispatch of a National Capacity.

The government has started comprehensive civil service reform program fundamentally pointed at moving forward benefit conveyance as well as in moving forward the productivity and competence of authorities and specialists within the public sector. Indeed, in spite of the fact that in a few ranges and settings, the change has been succeeded but as numerous creating nations the Ethiopian civil service reform has it possess challenges and disappointments that experienced amid the sage (Legesse & Ahmed, 2019).

2.10.3. Objectives of Civil Service Reform in Ethiopia

Agreeing to the Ministry of Civil Service (2012), the major goals of the reform program was to change the backwardness and the deep-rooted, age ancient and antidevelopment worldview that firmly rule and administer the generally structure and environment of the respectful benefit within the nation that prevent the fitting realization of the approaches and programs of the country. The change imagined to convert the age ancient convention of anti-democratic fashion towards equitably natured fashion of administration; the degenerate behavior at all levels towards morally right behavior; the control arranged framework towards strengthening and result arranged, the disorganized and parasitic nature of gracious hirelings towards benefit attitude, and towards an in general circumstance in which the gracious benefit is morally, basically and operationally able of conveying fitting open administrations to the open.

The Civil Service Reform program has the taking after destinations both at Government and Territorial levels that:- Concentrates endeavors and assets on government needs, is responsible and liable to chosen agents, helps the advancement of federalism, Advances the advancement of the private division both by giving bolster where required and by constraining direction to fundamental regions as it were, is re-oriented to accomplishing government destinations effectively and successfully instead of bureaucratic control of inputs, exercises and strategies, is responsive to citizen's needs and where administrations are given in a reasonable, open and effective way, where the scope for indecency is diminished to

the least both in its relations with the open and inside, where supervisors have clear obligations, and the specialist, devices and abilities to oversee inside those obligations, has adequate, but not over the top, staff who have the aptitudes and apparatuses to carry out their doled out obligations, are managed fairly and reward for performance; and makes the best use of resources(Ibid).

2.10.4. Public Service Reform Initiatives in Ethiopia

The Ethiopian public service reform initiatives made so far can be summarized as follows:

2.10.4.1. Business Process Reengineering (BPR)

As expressed by World Bank (2013), The BPR particularly is based on the thoughts of Michael Pound, a US administration scholar coming from the field of computer science. It was planning to profoundly and on a very basic level change the commerce jewel of respectful benefit organizations, which incorporates prepare, occupations and structure, administration and estimation frameworks and values and convictions. The BPR started by the Ethiopian federal government recognized four stages for the alter handle- i) Planning; ii) Understanding; iii) Updating and iv) Implementation. The arranging organize was utilized to make a shared vision and framework of convictions, values and attitudes inside an organization to start the alter handle, staff were admonished to accept that the genuine work of an open worker was to supply benefit and to illustrate this unused and progressed state of mind to clients, staff confessed to or accounted for less than satisfactory execution. This was taken after by an exertion to get it the causes, impacts and sizes of the issues related with ancient commerce forms and frameworks utilizing inputs from both inside and outside partners. Amid the overhauling organize, staff and administration created modern forms and frameworks (manuals, unused and made strides lawful systems, handle charters etc.) and structures (occupations, abilities, competency system, etc.), based on best hones, customers' desires and the standards of process-based organizations.

Ethiopia has been one of the foremost noticeable adopters of BPR as a key approach for open benefit changes. The federal government had made a choice to start BPR across all government educate to realize a noteworthy alter in open benefit conveyance, which was taken after by a sweeping campaign to actualize it over the board within the open division. BPR is seen as being at the more radical conclusion of change activities, sought after by

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nations particularly curious about moving forward private division practices into the open benefit and in decreasing the refinements between the two. In spite of the differing qualities of applications all inclusive, there's no comprehensive evaluation of how fruitful BPR changes were in open division in Ethiopia (Worku, 2019).

After BPR, more noteworthy accentuation was put on the estimation of open benefit execution utilizing the BSC device, which points to adjust person and organizational execution. The government presented the BSC in 2008. The BSC is being utilized as a arranging, alter administration and communication apparatus and is additionally considered as an opportunity to implant key administration standards into the key arrange. Execution responsibility and straightforwardness are too being looked for through the presentation of the alter armed force, beneath which the government looks for to join together the party, state and society to execute the Gross Transformation Plan (GTP). (Adebabay, 2008).

The BSC is utilized to arrange, execute, screen and degree the execution of all performing artists included within the execution of the objectives and destinations of the nation. It is an coordinates approach to deliberately arrange, actualize, and degree the execution of all on-screen characters included. Since of its deliberately approach, adjusted set of measures and deliberately arrangement, BSC has been taken as the foremost imperative instrument to be actualize in nearly all government teach all through the nation (MCS, 2012).

As of 2012, the respectful service's "Individual Worker Execution Administration and Measurement" mandate was joined into the BSC. The administration of person execution is presently being tended to through a framework of person execution understandings that are connected to group and organizational targets inferred from the four measurements of the BSC. These incorporate: i) fund, ii) learning and development; iii) client/customer fulfillment, and iv) forms (time volume, frequency). The to begin with set of yearly execution understandings for people were marked in July 2012. (WB, 2016).

2.10.4.2. Kaizen

Agreeing to Imai (1986) Kaizen may be a concept meaning on continuous advancement including beat administration, supervisors and specialists. The kaizen logic accept that our way of life, be it working, social or domestic life, ought to center on consistent change. Kaizen was presented in Ethiopia with the help given by the government of Japan beneath the

previous Service of Exchange and Industry (Federal Republic of Ethiopia, 2011). Finding by Seid (2012) appeared that the usage of kaizen expanded labor efficiency on normal by 50%, time squandered for looking instrument, moved forward lead time within the run of 16%-90%. Asayehegn (2014) distinguished that employee didn't have the complete capacity to acknowledge the kaizen administration framework and the official supervisors themselves were not committed to kaizen collaboration since they did not as a rule permit appear floor laborers to take part in collaboration.

2.10.4.3. The Citizen Charter

As expressed by Worku (2019), the citizen charter empowers government teach to enter into governments with the common public on the arrangement of administrations and the modalities through which complaints will be settled. The thought of responsibility to citizen's could be a generally new concept within the Ethiopian public benefit. The fundamental standards of the citizen's charter were to begin with started by organizations as portion of the BPR prepare. All public benefit teach were energized to set up benefit benchmarks in meeting with clients. Numerous organizations begun to publicize these measures through take note sheets at the passages of public authorities. Be that as it may, there was no precise checking of the organization's real execution against these guidelines. This driven to critical fluctuation descending from the benchmarks set beneath BPR in 2007-2008. The government is presently attempting to reinstitute the benefit conveyance benchmarks beneath BPR through a formalized citizen's charter. The citizen's charter, where it is executed, is distributed and dispersed to clients utilizing diverse instruments, counting take note sheets posted where administrations are given.

2.11. World Eexperience of Citizen's Charter

2.11.1. The case of Great Britain

As stated by Carty (2004), John Major declared the dispatch of the Citizen's Charter in a discourse to the Preservationist Central Committee in Southport in Walk 1991. The Citizen's Charter Unit, which is mindful for the execution, advancement and co-ordination of the Charter activity, is portion of the Cabinet Office. One of its errands is to concur on the precise wording of any given charter with the open benefit concerned. It ought to be pointed out that in spite of the fact that the privatized utilities, as well as the Post Office, have issued

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benchmarks of benefit assertions; these are not tallied as portion of the Charter activity itself. The 1991 White Paper was a wide-ranging report, examining, among other things, existing hones within the open segment, and the powers of controllers over the privatized utilities, the utilize of showcase testing and contracting out to progress the quality of open administrations, and future enactment to privatize a few parts of the open segment.

Each open benefit would be required to issue a charter, with two connected points: to begin with, to empower shoppers to decide what were satisfactory measures of benefit for that specific institution; and, moment, to tell them how to go around complaining, and getting change, in case the benefit they were given fell underneath this benchmark. In brief, charters would engage those who depended on open administrations to guarantee they gotten the standard of benefit they were entitled to get. The foremost point by point data on the operation of the Citizen's Charter is to be found within the two Citizen's Charter Reports, arranged by the Government, and distributed in November 1992 (Cm 2101), and Walk 1994 (Cm 2540) separately. There's no settled timetable for the distribution of these Reports, and, as however, a Third Report has not been issued. Both Reports contain a incredible bargain of data on how person open services have executed the standards of the Charter in hone, in spite of the fact that, because it has as of now been pointed out, not one or the other the 1991 White Paper, nor any ensuing distribution, has set down a single set of criteria for judging all open sectors' execution in this regard. It is arguable that the generation of this data is, in itself, confirmation of the Charter's victory, which five a long time prior, the thought of the open administrations distributing their claim guidelines was unheard of (Carty,2004).

After three a long time, Britain had 38 Charters. This to begin with explore with Citizen's Charters emerged from a traditionalist pose, and at that time it was drastically inverse to what had been the post-war English encounter: presently the Government had to be subjected to the same "market rigor" required of private undertakings. That inferred competition among benefit suppliers and the appropriation of the technique of Add up to Quality Control (TQC), with the reason of centering the regulatory forms on the citizen from its exceptionally starting up to the conveyance of the item or benefit. In a nutshell, within the early 1990s, British citizen's got to be clients. This alter was questionable and constituted an critical point of struggle between the two fundamental political parties of the nation, the Traditionalist Party and the Labor Party, the last mentioned truly with a center-right belief system. Particularly,

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the resistance considered that the Charters diminished the Government-citizen relationship to an insignificant commercial exchange (Ibid).

The UK might well be seen as a research facility for the unused public administration test, as might the Joined together States, Australia, Modern Zealand and other nations that have taken after the way of public organization change. The UK case of charters demonstrates that public segment consumerism isn't exclusively concerned with the clients of open administrations. It is on a very basic level around benefit suppliers and the client mindfulness introduction of public benefit conveyance offices. By and large, the British involvement of charterism to date proposes a number of fundamental conclusions which ought to shape an imperative base for future inquire about on the subject. To begin with, to date, it appears reasonable to say that inadequately consideration has been given to the execution questions which encompass the Charter program. This address takes on included significance when we consider the accentuation put upon benefit quality by the unused Work Government's Benefit To begin with activity. Moment, the truth that open directors have been able to 'capture' charters to seek after them possess organizational destinations does not cruel that benefit clients don't advantage from charterism. In fact, in so distant as charters serve to extend the client mindfulness of benefit suppliers, at that point clients will advantage from a 'top-down' frame of consumerism (Falconer and Ross, 1999).

2.11.2. Indian Experience

Agreeing to Center for Good Governance (CGG) (2008), in a conference of Chief Priests of different states and Union domains held on 24 may,1997 in Modern Delhi, directed over by the Prime serve of India, an "Action arrange for compelling and responsive government" at the Middle and state levels was received. One of the major choices at that conference was that the central and state governments would define citizen's charter, beginning with those divisions that have a huge open interface. These charters were required to incorporate measures of administrations and time limits that the public can sensibly anticipate roads of grievance change and an arrangement for free examination with the association of citizen's and shopper bunches.

Department of Administrative Reforms and Public Grievances in government of India (DARPG) activity the errands of planning, defining and operationalizing citizen's charters. Rules defining the charters as well as a list of dos and don'ts were communicated to different

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government offices/ organizations to empower them to bring out centered and compelling charters. For the detailing of the charters, the government offices at the center and state levels were prompted to constitute an errand drive with representation from clients, senior administration and the cutting-edge staff. The charters are anticipated to consolidate the taking after components: i) Vision and mission articulation, ii) Subtle elements of commerce executed by the organization, iii) Details of components, iv) Points of interest of benefit given to each client bunches, v) subtle elements of grievance change component and how to get to it and vi) desires from the clients (CGG,2008).

Inclusion of buyer organizations, citizen's bunches, and other partners within the detailing of citizen's constitution is emphasized to guarantee that the citizen's charter meets the wants of the clients. Customary observing, survey and assessment of the charters, both inside and through outside organizations are charged. As on walk, 2005, 107 citizen's charters had been defined by the central government services/ divisions/ organizations and 629 charters by different organizations of state governments and organizations of union regions. A comprehensive site of citizen's charters in government of India has been created and was propelled by the division of regulatory changes and open grievances on 31 May, 2002. This contains the citizen's charters issued by different central government ministries/departments/ organizations (CGG,2008).

Whereas the government was defining and executing citizen's charters, it was realized that an excellent execution of a charter in a major interface between the government and the citizen's would not as it was set up the unused concept within the inertia-prone bureaucracy but moreover act as a part demonstrate for replication in other sectors/areas. The keeping money segment was recognized for this reason, keeping in see the moment stage of the financial changes and the reality that this division was reasonably progressed in terms of client benefit and was moreover taking advantage of data innovation to speed up different forms. The essential objective of this work out was to construct the managing an account division as a show of greatness within the usage of the citizen's charter. To start with, three major national-level banks, specifically the Punjab National Bank, the Punjab and Sind Bank and the Oriental Bank of Commerce, were selected for a hand-holding work out by the DARPG within the year 2000(Sharma & Agnihotri,2001).

2.11.3. The Malaysian Experience

According to Kim (2010), the Malaysian civil service had embarked on many reforms. The major reform measures focused on: 1) providing customer-oriented services through quality management, 2) strengthening human resource development through performance appraisal, 3) enhancing accountability and discipline, 4) look east and privatization policy, 5) ICT and e-government. The adoption of quality management started since 1991, made through official guidelines issued by the Prime minister's department in the form of development administration circulars. The implementation of this reform focus on Total Quality Management (TQM), Quality Control Circle (QCC) and clients/citizen's charter. The TQM introduced the principles of quality management, whilst the QCCs and the client's charter provided the implementation mechanisms.

The citizen's charter initiative in civil service reform designed to improve quality of services and to ensure accountability of service providers introduced in 1993 through the DAC No.3, "Guidelines on client's charter" which is customer focused. It is a written commitment made by public agencies pertaining to the delivery of outputs or services to their customers according to set quality standards determined through examination of customer requirements. It is an assurance that outputs/ services will comply with the declared quality standards that are in consonance with the expectations and requirements of the customers. The policy requires that charters be formulated and implemented by public agencies at all levels, statutory bodies, district authorities and local bodies and displayed in prominent places within the agencies/ offices so as to make it clearly visible. In the case where an agency fails to comply with the quality standards stated in its charter, the public can lodge complaints for non-compliance Kim (2010).

A number of other measures include the strengthening of public complaints management system and the introduction of the 'Mesra Rakyat' programme. Under this programme, agencies are required to observe a day at least once a month when the heads of departments and other officials will make themselves available to have face to face meeting with clients receiving complaints and suggestions (Ibid).

2.12. The Implementation of Citizen Charter in Ethiopia

Citizen's charter (CC) is an official archive of commitment symbolizing a precise exertion of government to progress the public administrations. The obligations and the kind of administrations that are to be conveyed from the benefit suppliers to citizen's are clearly say in a record of citizen's charter with saying the time outline to total the work, charges to be paid and the relegated authorities to this work. Citizen's charter centered on client's needs at its hearts the charter basically inquires all public organizations to characterize the guidelines of client's service-the levels of quality they will ensure to their clients and it may well be the great case of client quality affirmation (Osborne and Plastrik, 1997).

The most point of presentation of citizen's charter in open organizations is to engage citizens by making them mindful on the citizen's charter and have a say in working of the government framework. Citizen's charter essentially, centers on moving forward the standardization of administrations, citizen's rights to data with respect to the public administrations, non-discrimination in managing with the citizen's i.e., balance in treatment, esteem for cash and dealing with of the complaint framework to move forward the administrations agreeing to the citizen's convenience (Achrya,2010).

As Negussa (2013) expressed the primary citizen's charter activity dates back to the early 1990s. United Kingdom's charter approach was in an exertion to reply to developing requests for responsibility, straightforwardness and effectiveness on one hand, and to the weights from the community for more and way better administrations on the other. Taking after the UKs to begin with activity, a few nations from Australia to Jamaica, France and South Africa and most as of late in 2012 the Ethiopian Ministry of Civil Service declared that each government organization might have their possess charter. The concept of citizen's charter may be a modern marvel in Ethiopia. Since its presentation in 2012, trainings were given to diverse organizations on the exceptionally quintessence of the charter, necessities and constituents. A few organizations counting the Ministry of Civil Service (MoCS), the Ethiopian Railroad Corporation (ERC), the Federal Ethics and Anti-Corruption Commission (FEACC), the Textile Industry Development Institute (TIDI) and other government and territorial organizations. The charter approach to benefit conveyance seems upgrade the straightforwardness and responsibility of the public service conveyance framework.

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Certainly, the charter approach to benefit conveyance upgrades the straightforwardness and responsibility of the public benefit conveyance framework. In any case, the Ethiopian Civil Service has created the twelve Moral standards in service provision. A decade has passed reverberating and posting these standards. But they have not measured to degree- the degree of straightforwardness or trustworthiness etc. The charter approach to public benefit conveyance may not come with diverse standards or maybe rehashing on the as of now existing-transparency, responsibility, unbiasedness etc. Other than, nearly in each government organizations there are complain hearing committee or office or in any other frame. The charter may strengthen and more comprehensively state the grievance handling and redress mechanism. In addition, the charter shall be published in different languages, punchy and communicated well; and includes addresses of top officials, and concerned service providers. Regarding the lists of services and standards, BPR document constitutes these kinds of issues. In the country, the public service delivery system though revealed an improvement compared with the past still it is not up to the expected standard. This may attribute to absence of servant mentality from the service providers' side, loose accountability, lack of information and openness about the services, standards and requirements, poor and disparate grievance handling and redress mechanisms. Thus, if the charter approach is well designed, communicated and implemented, it will address the a fore cited tribulations (Ibid).

The thought of accountability to citizen's may be a moderately unused concept within the Ethiopian civil service and there was no built-up system through which this might be reinforced. In spite of the government's endeavors to set up structures to upgrade citizen's engagement, the space for cooperation as well as the readiness of citizen's to be effectively included and request for way better administrations is constrained, in spite of the fact that one can say that both have seen a few empowering patterns. The fundamental standards of the Citizen's Charter were to begin with grasped by organizations as portion of the BPR handle. All civil service institutions were empowered to set up service measures in meeting with clients. Numerous organizations begun to publicize these measures unmistakably through noticeboards at the entrance of open workplaces. In any case, there was no efficient checking of the organization's real execution against these measures. This driven to critical fluctuation descending from the measures set beneath BPR in 2007/08. The government is presently attempting to re-institute the benefit conveyance guidelines beneath BPR through a formalized Citizen's Charter. The Citizen's Charter, where it is actualized, is distributed and

spread to clients utilizing distinctive instruments, counting take note sheets posted where administrations are provided (World Bank,2013).

2.13. The Challenges to Implement the Charter

According to Negussa (2014), some challenges faced in the implementation of citizen's charter including:

2.13.1. Conceptual Challenges

Conceptual challenge is the primary issue to be tended to within the plan and usage of the charter approach. For a conventional citizen, the express Citizen's Charter can be an unclear. There ought to be nearby and effectively gotten a handle on expressions. Other than, there were charters (Group Charter) presented beneath the Business Process Reengineering and Balanced Score Card implementation-they takes after reminder of understanding among parties with respect to benefit conveyance in a set standard level. In any case, the charter has retired, and not connected with execution evaluation.

2.13.2. Design and Implementation

It may too be unease to plan and execute citizen's charter from one's claim organizational setting point of see. Encounters of other nations tell us they got to watch out and well customize our charters. In our public benefit, diverse change devices have been presented and their triumphs are diverse from segment to segment. Be that as it may, there has been a convention of copycat as well as on and off in supporting usage of the change devices; capacity issue; need of commitment and integration; in satisfactory discussion etc. Citizen's Charter may moreover endure from these common difficulties. For occasion, amid BPR usage, a few guidelines are found unimportant, a few exercises were missed, and the quality measurement of a given action can barely be measured. For beyond any doubt, the list of administrations and measures may not be recently outlined, ought to be comparable with what are as of now in other reports like BPR and BSC. All things considered, within the case where guidelines and administrations in as of now existed reports confronted issues of significance, comprehensiveness, specificity etc., it would be challenging to anticipate modern thing from the charter.

2.13.3. Organizational Culture

On the other hand, the organizational culture of maintaining recently presented strategies, frameworks, change apparatuses will influence the adequacy the charter approach to public service conveyance. In Ethiopian setting, this may be the major bottleneck that the charter execution faces. In addition, the standards – straightforwardness, responsibility, unbiasedness, and others have lived long with our public service conveyance framework. But the public division isn't as transparent and responsible as anticipated. The grievance dealing with and redress instrument is additionally commerce as normal sort, in spite of the fact that it includes a lawful back.

2.13.4. Designing communication strategy

The encounter public sectors have in planning communication technique can be another challenging viewpoint which will experience the usage of the charter approach. After a year and half the proclaim of Citizen's Charter, as it were two organizations (Textile Industry Development Institute and Ethiopian Rail Way Corporation) charters reports are found online. Unless you communicated well and the benefit searchers get to the record, the charter has no esteem by itself.

2.14. Conceptual Framework

The conceptual framework is formulated from the literature discussed above and depicted in the following diagram. It shows the relation between the dependent (provision of quality service and customers satisfaction) and independent variables (principles of the citizen's charter) of the study. They were interrelated and important for the success of the desired goal of the implementation of citizen's charter.

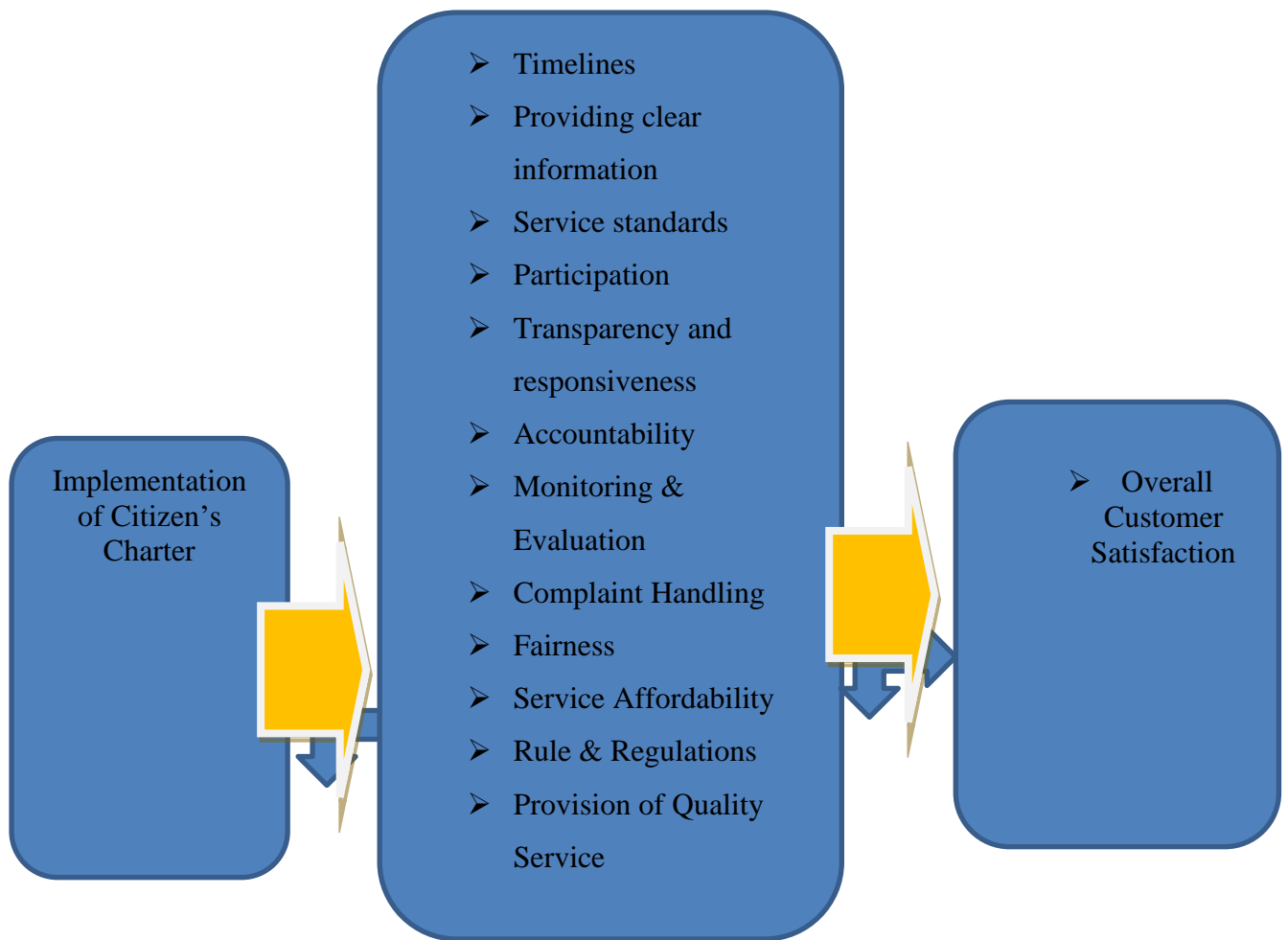


Fig 2.1. Conceptual framework of citizen's charter

CHAPTER THREE

3. Methodology of the Study

3.1. Research Design

The formidable problem that follows the tasks of defining the research problem is the preparation of the design of the research project. Decisions regarding what, where, when, how much, by what means concerning an inquiry or a research study constitute a research design. A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004).

The purpose of this study is to assess service delivery reform tools the case of citizen's charter achievement and challenges in Addis Ababa, Bole Sub city. Therefore, selecting the appropriate research design is a key for the achievement of the research process. The researcher was used mainly quantitative methods in the form of descriptive analysis. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or of a group, whereas diagnostic research studies determine the frequency with which something occurs or its association with something else (Kothari,2004). Quantitative method has been used to compute and analyze data observation, questionnaires and qualitative method were used for key informant interviews. This were helped to identify the achievement and challenges if citizen's charter implementation.

3.2. Study Population

Bole sub city is the largest sub city with 14 woredas and with many public service provider organizations. Because of its large areas and its high number of public organizations only one public bureau (Land development and management) office was used in this study. The target population has been customers of the sub city land development and management bureau generally, land tenure administration department specifically and employees of the bureau. This bureau selected for the study, because the bureau has large number of customers, number of customers complaints in the bureau and much time taken to provide and receive the service in the bureau which at that point comes about long lines and swarms of clients at the office, all these driven issues lead the researcher to center on the bureau.

3.3. Sampling Technique and Sampling Size

Sampling is important because, in almost all cases, it is not practical to study all the members of a population. There are two ways to select members for a study: randomly/ probability/ and non-random/non probability/ sampling (Vanderstoep & Johnston,2009). Probability sampling relies on probability theory in which every element in the population has a known and non-zero chance of being selected and in non-probability sampling each member of the population does not have an equal chance of being selected (Leavy,2017).

The selection of the sample has been based on simple random sampling in which each member of the population has an equal chance to be selected and it enables not to be biased in the representation of the population. According to the information obtained from the bureau of land development and management of the sub city there are a total of 60000 citizen's registered in order to get tenure verification map.

Table 3.1. Statistical figures of the office

Type of the customers/internal & External	No.
Total number of customers registered to get the service	60000
Total number of customers received digital tenure verification map	36300
Annual plan of the bureau to provide the service for the customers	4000-5000
Total number of employees	116

The registered total number of the 60000 population includes the residents of condominium houses, woreda 3, 6 and 8. As the study was conducted in the year of 2020/2021 the researcher was used the average number of the study population as a sample size which is 4500 the plan of the bureau to provide the service for the customers.

According to Kothari (2004), if the total number of the population is assumed to be less than 10000 to use the following formula to have a representative sample size.

$$n = \frac{N}{1 + Ne^2}$$

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where N= is the size of the total population

n=sample size

e= limit of error tolerance which assured to be 5% (0.05) level of confidence

$$n=4500/1+4500(0.05)^2= 354$$

3.4. Sources and Methods of Data Collection

In order to achieve the objective of the study, both primary and secondary data were applied.

The primary data were obtained from service receiver customers and employees of the office of land development and management office. This helps to gets firsthand information from the customers and employees of the office. The secondary data were collected from different published and unpublished sources.

The study will adopt both primary and secondary data. The primary data were collected through questionnaires, interview and observation.

Questionnaires: A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. A questionnaire can either be structured or unstructured. Structured questionnaires are those questionnaires in which there are definite, concrete and predetermined questions. In an unstructured questionnaire, the interviewer is provided with a general guide on the type of information to be obtained (Kothari,2004). The study will administer to select citizen's who are service beneficiaries of land development management office. Both open and closed ended format questions will design to obtain information on the service delivery tools the case of citizen's charter in the sub city in general and the land development management office specifically. Open ended questions enable to get problems faced by the customers of the bureau and the closed ended questions will support to get definite answers and simplicity.

The questionnaires were distributed and collected during the working hours of the bureau by the researcher and partners. The first reason is that, the customers were not regularly available except the employees of the bureau. The other reason is that it is difficult to

distribute and collect the questionnaire in their home or work office due to cost of time and money.

Interview: is a method for collecting self-report data to speak with people in person. Face to face interview allows a wider channel of communication. This technique may offer the opportunity to ask follow up questions based on participants responses to previous questions. This allows deeper exploration of issues (Scott & Deirdre,2009). For successful implementation of the interview method, interviewers should be carefully selected, trained and briefed. They should be honest, sincere, hardworking, and impartial and must possess the technical competence and necessary practical experience. Every effort should be made to create friendly atmosphere of trust and confidence.

The interview questions have been administered for the officials who are directly responsible to the land development management office. For the reliability of the study the researcher was conducted the interview face to face with the concerned department employees of the bureau including the office head and compliance handling officers.

While, the secondary data has been collected from different organizations including the target office of the sub city in the form of published and unpublished materials and internet sources.

3.5. Data Analysis

After the data have been collected, the researcher turns to the tasks of analyzing them. The analysis of data requires a number of closely related operations such as establishment of categories, the application of these categories to raw data through coding, tabulation and then drawing statistical inferences. The unwieldy data should necessarily be condensed in to a few manageable groups and tables for further analysis (Kothari, 2004). The collected data have been converted, transform and processes all the raw data into useful and valuable information using appropriate technique. The survey questionnaire data will be encoded to SPSS version 20. The statistical tools used for this study have been descriptive analysis and correlation analysis. Descriptive statistics method has been made based on the results of the tables and figures using mean value. To present a descriptive statistic for this study, the researcher has been used percent, mode, mean, bar, pia chart, frequency distribution and standard deviation. Finally, the findings of the study were used to draw conclusions and recommendations.

3.6. Ethical Consideration

In order to get a valid information from both the employees and customers of the bureau the researcher has been followed the basics of ethical considerations. The first step in this case would be, the researcher has been explained about the objective of the study for both of them in order to participate them freely. But the respondents were also having the right not to participate if they don't like. The respondents have been freed when they provide any information related to the study area and the questions were not include 'personal sensitive questions such as: name, economic status, ethnical status of the respondents. As protecting respondents from harm is the basic and necessary ethical principle, the researcher has not provided/give the information of the respondents to the third party without the consent of the respondents. After all the data's distributed and collected, it has been analyzed in accordance with the on-hand information without any subtraction or addition of information not to bias the findings of the study.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

In this chapter the researcher attempts to discuss in detail the issues raised in the first three chapters. The first part of this chapter was discussed about the socio demographic profile of the respondents of the questionnaire who participated in the study. It covers the personal data of respondents such as: Gender, Marital Status, Age, Educational Background and job status of participants and the second part were focused on the general or on the study related questions.

4.1. Response Rate

The main aim of this study was to examine the impact of citizen's charter in Addis Ababa, Bole sub city. To achieve this objective, a questionnaire was administered to respondents to gather information which was intended to provide vital information to enable the researcher to draw a sensible conclusion. Out of the 354 questionnaires that were administered to respondents, 314 questionnaires were fully filled and returned to the researcher. This represented 88.7% response rate and this was considered adequate for analysis and use to draw conclusion upon. Mugenda (2003) considers a 50% response rate as being adequate, 60% response rate as being good, while 70% and above as very good from which to draw conclusion. Therefore, this response rate of this study was very good to use for analysis.

	Correctly filled and returned	Not returned	total
Number	314	40	354
Percentage	88.7%	11.3%	100

Table 4.1. Response rate of the study

4.2. Demographic Characteristics of the Respondents

4.2.1. Personal Profile of Respondents

The demographic characteristics of the respondents play an important role on their service satisfaction level. The demographic parts include: gender, age, educational level, marital status and occupational status of the respondents. The gender part of the characteristics used to know the majority of the customers of the bureau, the identification of age group used to determine whether the customers are at younger age or at older age, the educational level used to know the status of the participants knowledge about the service and the last one is occupational status of the respondents in which the condition of the service provision differs from one status to other status of occupation.

No.	Demographic Characteristics	Particular	Frequency	Percent
1	Sex	Male	198	63.1
		Female	116	36.9
		Total	314	100
2.	Age	20-25	9	2.9
		26-30	45	14.3
		31-35	71	22.6
		36-40	68	21.7
		40 & above	121	38.5
		Total	314	100
3.	Educational Background	Primary School	35	11.1
		Secondary School	64	20.4
		Diploma	91	29.0
		Degree	100	31.8
		Masters & above	24	7.6
		Total	314	100
4.	Marital Status	Single	140	44.6
		Married	166	52.9
		Divorced	8	2.5
		Total	314	100

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5.	Occupational Status	Own Business	57	18.2
		Government	138	43.9
		Private Sector	81	25.8
		No Job	6	1.9
		Other	32	10.2
		Total	314	100

Table 4.2. Demographic Characteristics of the Respondents

The study was conducted based on 354 sample service users(customers) of the office, from the total sample customers 198(63.1%) were males and the remaining 116(36.9%) were females. These figure shows that male customers are greater than that of the female customers of the office. From the above figure we can understand that, males are more dominant in participating in a socio-economic aspect of the society than the women section of the society.

As presented in table 4.1. the highest number of respondents age group is categorized under 40 and above were 121(38.5%), 71(22.6%) of the respondents age group range 31-35, age group between 36-40 were constitute 68(21.7%), the fourth greater age group of the participants between 26-30, scores 45(14.3%) of responses collected from the respondents and the last and the lowest response of the respondents belongs to the age group of 20-25 which collected 9(2.9%) responses. Out of the total responses, majority 166(52.9%) were married, 140(44.6%) were singles and the remaining 8(2.5%) of the respondents were divorced.

From the above table 4.1, one can generalize that out of the total customers of the bureau 100(31.8%) of the respondents’ educational level is Degree. On the other hand 91(29%) are diploma educational level. 64(20.4%) of the respondents are with the educational level of secondary school. Again, those respondents with primary educational level makes 35(11.1%) of the total respondents who are service users of the bureau. While the remaining 24(7.6%) of the respondents were in the category of masters and above. From the statement we can conclude that, respondents with higher educational status are greater than those who are in less educational status. Therefore, it enables them to better understand more about the practice and the idea of citizen’s charter.

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According to occupational status of the respondents, out of the 354 participants, 138(43.9%) of them were categorized under government employee job status, 81(25.8%) of the participants were employees of private sector. The third greatest job status of the respondents scores 57(18.2%) who have their own jobs and 32(10.2%) were makes other category of job status (others includes, respondents who works in NGOs, house wife’s and etc.). Finally, the smallest and last one 6(1.9%) constitutes under no job status of the respondents.

4.2.2. Residential Address of the Customers

As the table below shows among the total number of the sample size 223(71%) of them were residents of the bole sub city.56(17.8%) of the residents constitutes customers who came from the other areas (including other sub cities, neighboring cities of Addis Ababa etc), residents who came from the neighboring sub city, Yeka includes 28(8.9%) of the total sample size of the study. The last and the least number of customers constitutes from the residents of Kirkos sub city which includes 7(2.2%). From this figure we can show that, most of the residents were from its sub city to get tenure certification for their home and land owned. According to the office, this year target was to provide tenure certification for its residents especially, for condominium residents and other selected areas of the sub city.

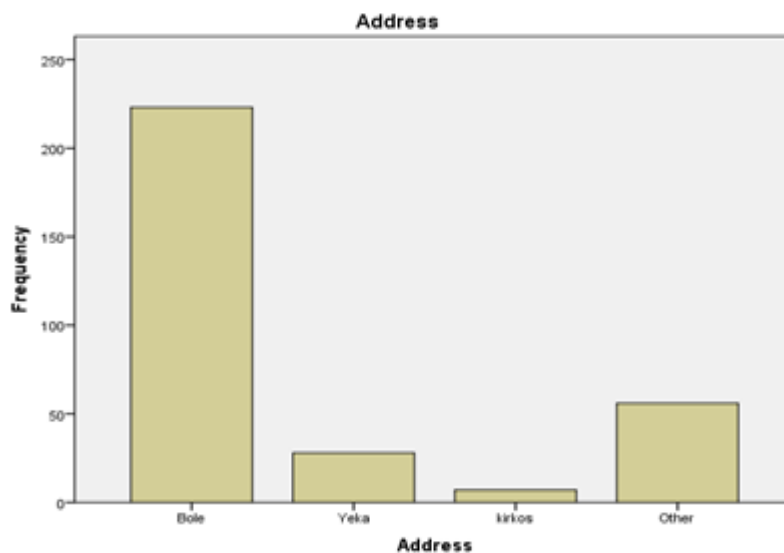


Fig.4.1. Residential Address of the respondents

4.2.3. Knowhow about the Implementation of Citizen’s Charter

Table 4.3. Knowhow about the charter

Do you know about the implementation of citizen’s charter in the office?	Frequency	Percent
Yes	47	14.96
No	267	85.04
Total	314	100

The question was asked to assess the respondents whether they have known or not that the office of land administration and management introduced a document called citizen’s charter. The study found that among the total respondents 267(85.04%) of them mentioned that they do not know about the charter and the rest 47(14.96%) of the respondents have heard and know about the charter. The result shows that most of the respondents does not know about the concept of what a citizen’s charter is, its function(purpose) even when there is sign edge and notice boards in the office, they did not focus on them and understand them. Most of our country’s service provision problem is that, both the service providers and service receivers(customers) does not know about their rights and duties. But, some others, like those who know about the concept of the charter focuses on different information transmission methods of the office and based on their organizations experiences especially, those who are employees of public organizations understands about the charter.



Figure 4.2. Knowhow of Citizen’s Charter



Fig 4.3. Sample sign edges of the office

4.3. Responses of Customers on the Charter

4.3.1. Timely Delivery of Service

The problem of access to services at the required time is widespread in-service providers, especially in government service providers especially, at woreda and sub city levels of public institutions. However, it is questionable how well this service schedule has been achieved. According to the table 4.4. 248(79%) of the respondents were responding too long time taking to get the needed service, for the 58(18.5%) of the respondents it takes a little longer than the stipulated time and for the rest 8(2.5%) of the customers got the service as stipulated by the charter. From the above statement we can conclude that, most of the customers were dissatisfied with the services provided by the bureau and time also an effect on the satisfaction of the customers.

Valid		Frequency	Percentage	Valid %	Cumulative %
	As stipulated in the charter	8	2.2	2.5	2.5
	A little longer than the stipulated time	58	16.3	18.5	21.0
	Too long time than the stipulated time	248	69.7	79.0	100.0
	Total	314	88.2	100	

Table 4.4. Timely Delivery of Service

4.3.2. Participating Citizen's in Service Provision

Public services are complex and dynamic through time. It is not only performing with the willingness of the government but, also with the participation of citizen's in the form of collective action or individually for better provision of public services. Citizen's participation may be a short term or a sustained long-term commitment. In order to be sustainable, citizen's involvement requires an initiation both from the citizen's and the government and should combined with the government activities.

Do you think the office tries to participate citizen's in service provision process?	Frequency	Percent
Yes	51	16.2
No	263	83.8
Total	314	100

Table 4.5. Participating citizen's in Service Provision

As the above table states, from the total number of the respondents 263(83.8%) of the respondents did not expect that the office involves citizen's in the provision of services of the office and the rest 51(16.2%) of customers of the office believes in the involvement of citizen's in the service delivery system of the office. Therefore, it shows that, the incorrect

provision of service in the office changes the minds of the respondents not to believe in the involvement of citizen’s in the office.

4.3.3. Complaint Handling Mechanism

The charter should clearly state the strengths and weakness of the institution in terms of customer service and other interested parties. As with any complaint, the full address and telephone number of the person or organization that are considering should be provided. If it is necessary to give an answer, it is important to know when to respond. The readiness of the charter to use the comments made by the institute and the modified or modified results obtained by the institute from the comments made by the commenters are important for the continuity and reliability of the system.

According to the table 4.6. below shows, 109(34.7%) of the respondents replied that the complaint handling mechanisms of the office is at a poor stage,102(32.5%) of them states the service at a very poor stage,50(15.9%) of them good,33(10.5%) of the respondents responds as fair,13(3.7%) and 13(4.1%) of participants answers very good and excellent respectively of the mechanisms. It shows that customers are dissatisfied with the mechanisms given by the office and needs a series improvement.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	7	2.0	2.2	2.2
	Very Good	13	3.7	4.1	6.4
	Good	50	14.0	15.9	22.3
	Very Poor	102	28.7	32.5	54.8
	Poor	109	30.6	34.7	89.5
	Fair	33	9.3	10.5	100.0
	Total	314	88.2	100.0	

Table 4.6. Complaint Handling Mechanisms

4.3.4. The Right to get Accurate and Needed Information

It should be made clean to the public so that citizen’s can know what services are provided and where they can get complete information on how to access such services. Customers’

needs to be informed in writing or videotape of the service delivery standards or standards set by each agency so that citizen’s can clearly identify the difference between their rights and non-rights. Positive and negative feedback from users and other stakeholders about the services provided by the institution can be used as input and can be used at any time in the comments box, forms, telephone, post, brochure and email. It will use any suggestions and suggestions as input to take the recommendations in accordance with the guidelines and regulations and to make written recommendations for the proposed corrections.

Provision of accurate and need information					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	92	25.8	29.3	29.3
	Disagree	145	40.7	46.2	75.5
	Strongly disagree	77	21.6	24.5	100.0
	Total	314	88.2	100.0	

Table 4.7. Provision of accurate and needed information

According to the total number of the respondents 145(46.2%) of them disagree on the provision the required information,92(29.3%) of the respondents agrees with getting the required information regarding to the services of the office and the rest 77(24.5%) of the participants were strongly disagree with the provision of the needed information. This shows that, there is a communication gap between the service provider and the service users(customers) on what, how, when, to whom it concerns, by whom related questions and it will create a confusion for both of them.

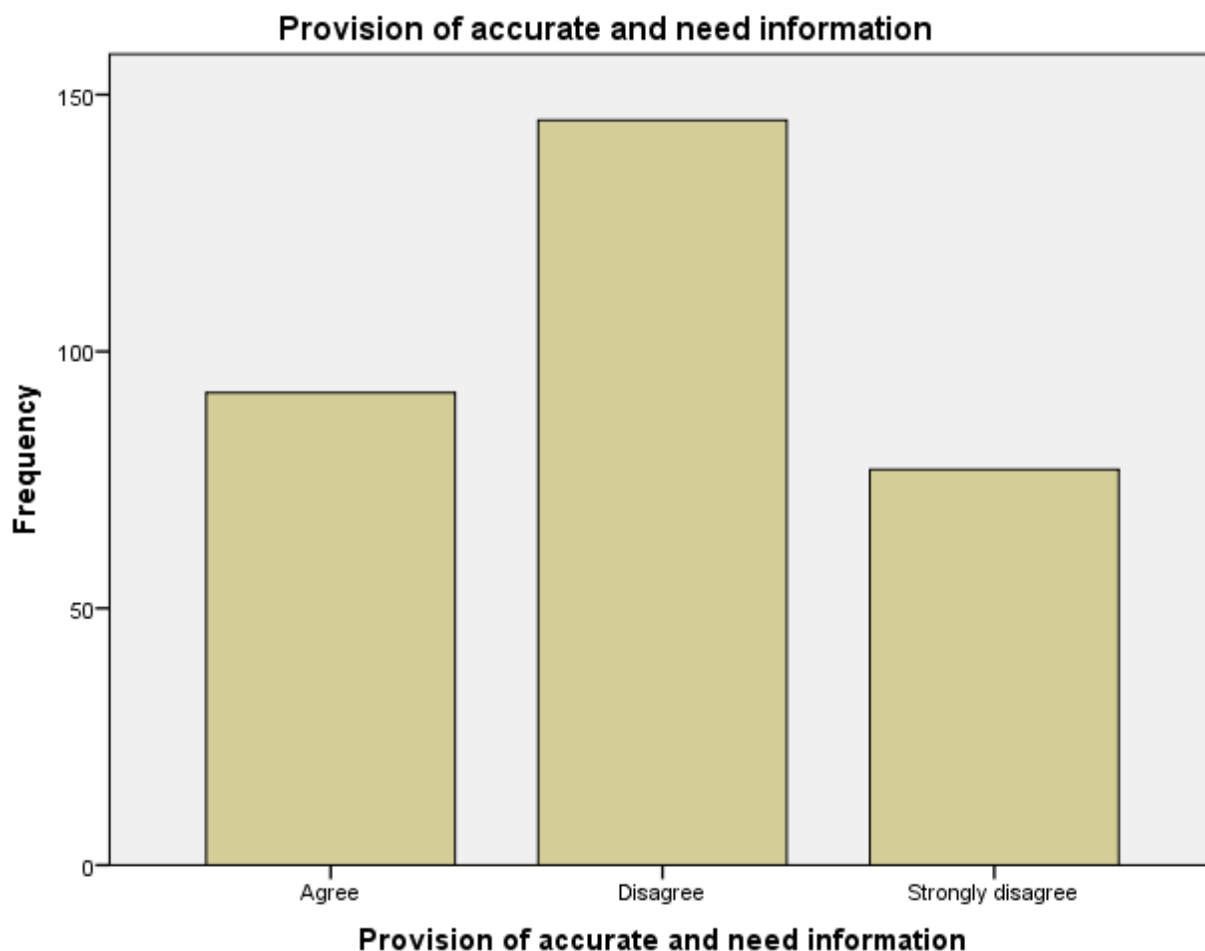


Fig.4.4. Provision of accurate and needed information

4.3.5. Accountability

Ensuring accountability is crucial for all government agencies to make decisions and actions based on consumer law, regulation and guidelines. However, this practice has not been adequately implemented, which has contributed to a number of operational problems, an increase in customer complaints and a slowdown in good governance. Accountability ranges from the individual to the government that governs the country, and is often responsible for individual or group offenses. Proof that a country is governed by a democratic system is based on the principles of transparency, responsibility and accountability. Therefore, it is necessary to strengthen the accountability system and make the works the pillars of results and good governance. In addition, the service sector should be seen as the key to a system of accountability in which management and staff are encouraged to achieve the desired goals, to correct problems and to act responsibly.

Accountability					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	24	6.7	7.6	7.6
	Neutral	76	21.3	24.2	31.8
	Disagree	140	39.3	44.6	76.4
	Strongly disagree	74	20.8	23.6	100.0
	Total	314	88.2	100.0	

Table 4.8. Accountability Practice of the Bureau

As it is presented in the table above, 140(44.6%) of the respondents disagree with the accountability of the bureau, 76(24.2%) of them were neutral, 74(23.6%) of the respondents responded strongly disagree and the rest and the least 24(7.6%) of the participants agree on the presence of accountability in the bureau.

4.3.6. Transparency and Responsiveness

Transparency is essential for government agencies and employees to have accurate, up to date and transparent information on service delivery policies, plans, procedures and practices so that consumers can adequately participate in government services and contribute to the success of plans. However, despite efforts to make it transparent and participatory in principle, many government service providers and employees still have problems with transparency in service delivery. Therefore, recognizing that transparency plays an important role in enhancing customer participation and good governance in all fields, strengthening the transparency of service delivery regulations and guidelines as well as the work of the institution is a timely question.

Transparent and responsive					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	2.5	2.9	2.9
	Agree	12	3.4	3.8	6.7
	Neutral	62	17.4	19.7	26.4
	Disagree	178	50.0	56.7	83.1
	Strongly Disagree	53	14.9	16.9	100.0
	Total	314	88.2	100.0	

Table 4.9. Transparency practice of the bureau

According to the table above, from the total number of respondents 178(56.7%) of the participants were disagree on the presence and practice of transparency, 62(19.7%) of them were neutral in which they did not know whether the bureau is transparent or not. The other 53(16.9%) of the respondents were strongly disagree with the practice of transparency. The rest 12(3.8%) and 9(2.9%) of the respondents respectively agree and strongly agree with the practice of transparency in the bureau. The figure shows that, there is a problem in being transparent for users (customers) of the office.

4.3.7. Serving without any Discrimination

Equality, protection of customers dignity, cooperation and humility, attention to those who needs it are all parts of this principle, and the creation of a just and equitable society is also the goal of the society and the government. The purpose of service delivery tools is to ensure fairness and equality by creating transparency, accountability and quick response services. To this end, services must be accessible to all sections of society, regardless of race, gender, age or any ability.

Without any discrimination					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	34	9.6	10.8	10.8
	Neutral	72	20.2	22.9	33.8
	Disagree	158	44.4	50.3	84.1
	Strongly Disagree	50	14.0	15.9	100.0
	Total	314	88.2	100.0	

Table 4.10. Serving without any discrimination

As presented in the table 4.9. above 158(50.3%) of the respondents were disagree on equal and fair service provision, 72(22.9%) of them were neutral whether it discriminate or not in the service provision.50(15.9%) of the participants were strongly disagree. The rest 34(10.8%) of the respondents were agree on fair and equal service provision of service in the office. This shows that most of the customers were dissatisfied with the service provision and there is a practice of corruption which affects the relation between the service providers and service users.

4.3.8 Principles and Guidelines

4.3.8.1. The principles of the Bureau include:

Take action to curb the illegal land tenure and construction that is rampant in the sub city, follow the law in the interest of the people and the government in accordance with the law free from discrimination and corruption, providing efficient, fast, quality and satisfying service to the sub city's customers, organizing information on services provided at all levels and create a conducive environment for the land information registration system and implement by establishing a transparent system in which the public is directly and indirectly involved.

4.3.8.2. Guidelines of the Bureau:

Proclamation No. 721/2004E.c on leasing urban land in the Federal Democratic Republic of Ethiopia/FDRE/, urban land lease regulation No.49/2004, tenancy management service

delivery guide No.12/2004, Urban land lease execution directive No.11/2004, current lease price notice No.11/2004, hosting of projects of national value No.49/2004, manufacturing industry project hospitality directive No.16/2005, revised directive No.17/2006 for the treatment of undocumented holdings, implementation directive No.18/2006 for the adjustment and protection of lands owned by the appropriate authority, compensation and replacement land possession execution directive No.19/2006, technical performance manual No.2/1/2002(Approved by the municipal council), urban land development and management policy and strategy and constitution of the Federal Democratic Republic of Ethiopia.

Principles and Guidelines					
		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Agree	82	23.0	26.1	26.1
	Neutral	110	30.9	35.0	61.1
	Disagree	75	21.1	23.9	85.0
	Strongly disagree	47	13.2	15.0	100.0
	Total	314	88.2	100.0	
Missing	System	42	11.8		
Total		356	100.0		

Table 4.11. Principles and Guidelines

According to the table above, from the total number of participants of the questionnaire, 110(35%) were neutral whether the services provided within the principles and guidelines or not,82(26.1%) of the them were agree on the provision of the based on the principles and guidelines. Almost 39% of the respondents were within the range of disagree and strongly disagree. From the above statement of the table, we can conclude that there is no clear understand between the customers and the service provides about the principles and guidelines of the service.

4.3.9. Cost of Service

Proper use of resources can provide better and more cost-effective services for taxpayers and consumers. Therefore, there must be a balance between efficiency and resource use. This indicates that there are a number of issues that need to be addressed in the provision of primary, sustainable and cost-effective services for public service sector executives. Some institutions accommodate users by charging a fee, while in other institutions users may only benefit from the service as a citizen. Different sections of the community have the power to influence decisions about service provided by institutions.

Cost of service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	206	57.9	65.6	65.6
	Neutral	55	15.4	17.5	83.1
	Disagree	39	11.0	12.4	95.5
	Strongly disagree	14	3.9	4.5	100.0
	Total	314	88.2	100.0	
Missing	System	42	11.8		
Total		356	100.0		

Table 4.12. Cost of Service

According to the table above 4.11. From the total number of the respondents, 206(65.6%) of them agree with the reasonable service charge of the office, while 55(17.5%) of the respondents were neutral whether it is reasonable or not. The rest 39(12.4%) and 14(4.5%) respondents respectively were disagree and strongly disagree with the cost in order to get the service. From the table we can understand that, most public agencies provide services to the public at a reasonable cost to cover their small expenses, not to make a profit.

4.3.10. Special Concern

Service providers need to ensure that special conditions are met for those who cannot afford to pay for the services provided by the institution. All citizens have equal rights in the country and should not be deprived of services due to lack of funds or other reasons. To this

end, the government and service providers need to treat these vulnerable groups differently and make the service accessible.

According to the table below 4.12. 240(76.4%) of the respondents were neutral whether there is a special concern or not for the needed customers, 60(19.1%) of them were disagree with the presence of special concern in the office.8 (2.5%) and 6(1.9%) of the respondents respectively strongly disagree and agree on the support of the office for special need customers.

Special Concern					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	6	1.7	1.9	1.9
	Neutral	240	67.4	76.4	78.3
	Disagree	60	16.9	19.1	97.5
	Strongly disagree	8	2.2	2.5	100.0
	Total	314	88.2	100.0	
Missing	System	2	.6		
Total		356	100.0		

Table 4.13. Special Concern

4.3.11. Service Quality

Service quality has a positive impact on customers satisfaction and also has a significant relationship with customer loyalty and the profitability of an organization. Customers want a memorable service experience. If a service provider does not provide quality customer service, customers perceptions of that institution will be distorted. Developing positive relationships with customers through high quality services will greatly benefit the service provider. Every public and private institutions has its own identity. This must be seen in terms of quality. Employees, shareholders, suppliers, government institutions, associations and a wide range of clients of a single entity are the stakeholders of the institutions. The quality of services could be implemented by a few methods such as: providing good quality

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service with reasonable price, meeting customers’ expectations of good service level and having many varieties of products and to handle the customer complaints about the products and services tactfully (Hanley,2008).

The general principles of the institution include: providing citizen’s centered services, ensures citizen’s and staff participation in service delivery, providing diligent leadership for the mission success, effective and efficient procedures will follow, makes all institutional decisions based on information, it works in the process of continuously improving the process of the institution and works in partnership and collaborate works with stakeholders.

Quality of service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	11	3.1	3.5	3.5
	Disagree	112	31.5	35.7	39.2
	Strongly Disagree	191	53.7	60.8	100.0
	Total	314	88.2	100.0	
Missing	System	42	11.8		
Total		356	100.0		

Table 4.14. Quality of Service

As the table above states, 191(60.8%) and 112(35.7%) of the respondents respectively were ranging from strongly disagree to disagree with the availability of quality service in the office and the rest 11(3.5%) of the participants were agree with the presence of quality service in the office. Therefore, we can conclude that, there is a big problem with the office in serving the customers with the stated quality of the office.

4.3.12. Monitoring and Evaluation

Government agencies are required to develop and implement effective monitoring and evaluation systems for the delivery of services to citizen’s and customers in accordance with their mandates. The citizen’s charter monitoring and evaluation system should be read and consistent with the procedures developed for the implementation of the institution-based system. It is important to identify the level of success of the service delivery standards set by

the institutions and the barriers to achieving the missions of the institution. The key task of the management and staff is to analyze the data prepared for the review period in an appropriate manner and to link the data to the overall performance of the institution.

According to the information obtained from the office, the office ensures that citizen’s receive services in accordance with the standards set out in the charter. Assess weekly and monthly reports of management, executives and executives on the implementation of the charter, and take corrective action based on the submitted reports. Conducts regular and informal desk and field monitoring, physical observations, interviews and document inspections with the help of a checklist. Applies survey and discussions with citizen’s or clients and feedback. The office uses input and feedback on daily, weekly, monthly and quarterly plan implementation.

Table 4.15. Monitoring and Evolution

Monitoring and Evaluation					
I believe that there is a good monitoring & evaluation practice in the office		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	77	21.6	24.5	24.5
	Disagree	148	41.6	47.1	100.0
	Strongly Disagree	89	25.0	28.3	52.9
	Total	314	88.2	100.0	
Missing	System	42	11.8		
Total		356	100.0		

As presented in the table 4.14 above, most of the respondents of the questionnaire were in the range of disagree and strongly disagree on the monitoring and evaluation of service provision of the office 148(47.1%) and 89(28.3%) respectively and the rest 77(24.5%) of the participants of the study were neutral whether there is or not in the bureau. As the figure shows and informal interviews with the customers that, they observes and receives (even some others doesn’t get the service) incorrect services and they also said that they had visited the office several times without any solutions. It is not clear who’s the concerned body according to the customers.

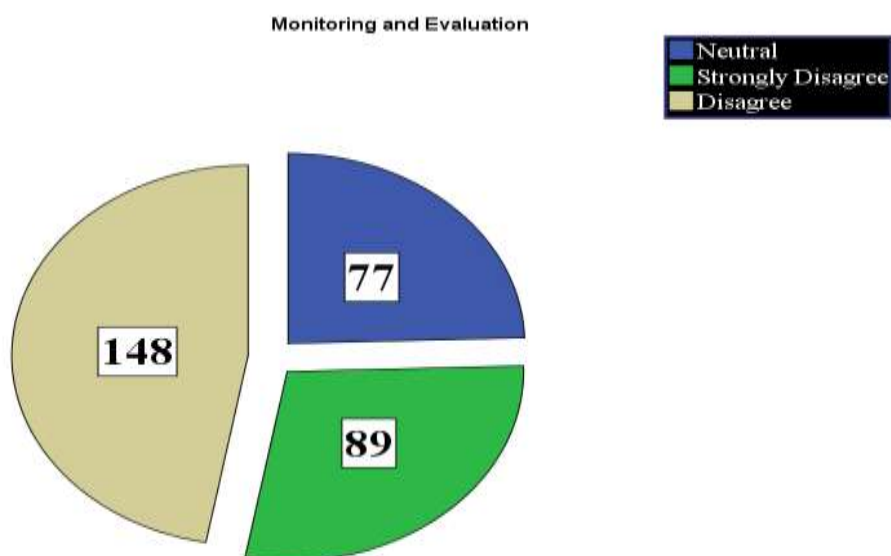


Fig 4.5. Monitoring and Evaluation

4.3.13. Employees Performance

The work force has been instrumental in solving the multifaceted problems in the service sector in our country. Development, good governance and superior service can only be achieved if the government institutions are able to fulfill their mission efficiently, especially when it is possible to build a competent workforce with attitude, skills and ethics. As such, the highest quality human resources in terms of its items and quality are irreplaceable and irreplaceable resources for institutions, especially those that are widely available to the public. To provide the service property, staff must be trained, efficient, and all encompassing. The institution must ensure that employees are built on service faith and ethics, respect customers and easily understand their needs and be humble. It is important to know the skills and abilities of the staff in the department and to develop and implement a plan to implement concrete capacity building activities to fill the gaps.

Table 4.16. Employees Performance

Descriptive Statistics					
	N	Mini mum	Maxi mum	Mean	Std. Deviation
The employees are well educated and trained	314	1.00	5.00	3.5096	1.11978
They provide equal service for the customers	314	1.00	5.00	3.4936	1.03992
The employees are customer focused and humble	314	1.00	5.00	3.3153	1.15256
Applicable department staffs are available on time and on site	314	1.00	5.00	3.6019	.91358
Valid N (listwise)	314				

The above table describes items that measures employee's performance. The highest mean score was 3.60 which is the fourth item that describes about the applicability of staff on time and on site. The other highest mean scored 3.50 was from the first indicator that shows about the efficiency of employees based on well education and training. The mean score of 3.49 from the second indicator which was about provision of equal service for the customers. The last and the smallest mean score of 3.31 from the third item that concerned about customer focused and humbleness of the employees. Thus, from the above table we can concluded that, employee's performance of the office is in a bad conditions and the concerned body of the office should focus on improving the performance.

4.3.14. Customers Satisfaction

One of the most important factors in increasing the competitiveness of service providers in increasing the satisfaction of their service users. If expectations are exceeded the perception, positive disconfirmation occurred, while a negative disconfirmation occurred due to customer experience is poorer than expected, the key to sustainable competitive advantage lies in delivering high quality service that will in turn result in satisfied customers (Park & Yoo,2007). Customer satisfaction is the assessment a customer makes to a certain exchange, which reflect the relationship of the customer's anticipation and their real opinion to products and services they receive (Khan, Rahman & Haque,2012).

Table 4.17. Customer Satisfaction

Customer Satisfaction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	19	5.3	6.1	6.1
	Neutral	9	2.5	2.9	8.9
	Disagree	204	57.3	65.0	73.9
	Strongly Disagree	82	23.0	26.1	100.0
	Total	314	88.2	100.0	
Missing	System	42	11.8		
Total		356	100.0		

As the table 4.17 above states that, from the total respondents of the study, 204(65%) of them were dissatisfied with the service provision of the office, 82(26.1%) of the participants were strongly disagree, only 19(6.1%) of the respondents were satisfied with the service and the rest 9(2.9%) were remaining neutral whether they are satisfied or not. From the above statement of the table, we can conclude that, almost all the customers were dissatisfied with the service provision method of the office. There is a gap with the expectations of the customers about the service and the way the office provides the service.

4.4. Correlation Analysis

Correlation analysis is applied to test the interdependency of the variables. In this section of the study, the direction and the degree of the strength of the relationship among the variables are determined. A correlation analysis means the relationship expressed by value within the range 1.00 to +1.00 as Pearson product moment indicates. Pearson correlation is +1 and 1 in all other case indicating the degree of linear dependency between variables (Shukran,2003). In this study a correlation analysis with Pearson's correlation coefficient(r) was conducted on all variables to investigate the relationship of citizen's charter with quality of service and customers satisfaction. To interpret the strengths of relationships between variables, the guidelines suggested by field (2005) were followed, mainly for their simplicity. His classification of the correlation coefficient (r) is as follows: 0.1– 0.29 is weak, 0.3 – 0.49 is moderate and > 0.5 is strong. And also, Cohen (1998) cited by Warokka et al. (2012, p. 12)

the correlation coefficient (r) ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r ranging from 0.30 to 0.49 may be considered as a moderate degree of correlation, and r ranging from 0.50 to 1.00 may be regarded as a high degree of correlation. Moreover, the total correlations of the variables are attached in the appendix part of this study.

Table 4.18. Shows that the degree of correlation or the relationship among variables. The correlation coefficient between compliant handling and customer satisfaction is ($r = 0.401$) with ($p < 0.01$) level of significance approves a positive and a moderate correlation between them. The correlation coefficient between provision of information and customers satisfaction shows a strong relationship and also positively related ($r = 0.712$) with ($p < 0.01$). According to the correlation result getting service without discrimination and customers satisfaction is moderately and positively related ($r = 0.412$) with ($p < 0.01$) level of significance. The correlation coefficient between transparency and customers satisfaction has a moderate relationship and also positively related ($r = 0.341$) with ($p < 0.01$) level of significance. According to the result of the table above the principles and guidelines and customers satisfaction are also related ($r = 0.341$) with ($p < 0.01$) and have moderate relationship level of significance. The correlation coefficient between timely delivery of services and customers satisfaction has weak relationship and positively related ($r = 0.166$) with ($p < 0.01$).

The accountability and customers satisfaction also positively related ($r=0.499$) with ($p<0.01$) level of significance, as well has strong relationship. The last variable is cost of the service which is also positively related to customers satisfaction having a correlation ($r=0.464$) with ($p<0.01$) level of significance. According to the result of table 4.17 Pearson correlation matrix shows almost all of the variables have strong association with overall customers satisfaction of the office. Based on the above finding the correlation was positive, customers satisfaction and the implementation of citizen's charter is positively related, which means the better implementation and monitoring of the charter will create the overall customers satisfaction on the provision of the office's service. But the study reveals that, there is a gap in achieving the desired goal of creating(providing) quality services for the service seeking communities.

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Correlations												
		complaint handling mechanism	Provision of accurate and need information	With out any discrimination	Transparent and responsive	participating citizen's in service provision process	Rule and Regulation	Account ability	Cost of service	Monitoring and Evaluation	Timely	Customer Satisfaction
complaint handling mechanism	Pearson Correlation	1	.836**	.883**	.421**	.750**	.883**	.886**	.784**	.902**	.858**	.401**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	314	274	274	308	274	313	301	280	274	274	274
Provision of accurate and need information	Pearson Correlation	.836**	1	.910**	.499**	.642**	.830**	.927**	.646**	.853**	.717**	.712**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	274	314	287	274	274	274	274	280	274	274	290
With out any discrimination	Pearson Correlation	.883**	.910**	1	.424**	.755**	.872**	.967**	.687**	.806**	.773**	.412**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	274	287	314	274	274	274	274	274	274	274	280
Transparent and responsive	Pearson Correlation	.421**	.499**	.424**	1	.571**	.275**	.511**	.339**	.487**	.594**	.348**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	308	274	274	314	274	307	295	274	274	274	274
Do you think the office tries to participate citizen's in service provision process	Pearson Correlation	.750**	.642**	.755**	.571**	1	.597**	.681**	.259**	.662**	.844**	.111
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.066
	N	274	274	274	274	314	274	274	277	314	314	274

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Rule and Regulation	Pearson Correlation	.883**	.830**	.872**	.275**	.597**	1	.806**	.839**	.902**	.667**	.341**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	313	274	274	307	274	314	302	281	274	274	274
Accountability	Pearson Correlation	.886**	.927**	.967**	.511**	.681**	.806**	1	.728**	.811**	.735**	.499**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	301	274	274	295	274	302	314	293	274	274	286
Cost of service	Pearson Correlation	.784**	.646**	.687**	.339**	.259**	.839**	.728**	1	.588**	.290**	.464**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	280	280	274	274	277	281	293	314	277	277	304
Monitoring and Evaluation	Pearson Correlation	.902**	.853**	.806**	.487**	.662**	.902**	.811**	.588**	1	.737**	.089
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.140
	N	274	274	274	274	314	274	274	277	314	314	274
Timely	Pearson Correlation	.858**	.717**	.773**	.594**	.844**	.667**	.735**	.290**	.737**	1	.166**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.006
	N	274	274	274	274	314	274	274	277	314	314	274
Customer Satisfaction	Pearson Correlation	.401**	.712**	.412**	.348**	.111	.341**	.499**	.464**	.089	.166**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.066	.000	.000	.000	.140	.006	
	N	274	290	280	274	274	274	286	304	274	274	314

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.18. Correlation Analysis of Customer Satisfaction

According to the result of the table 4.19, Pearson correlation matrix shows almost all variables have strong association with overall customer satisfaction. Based on the above findings the correlation was positive, and the principles(elements) of the citizen's charter and customers) satisfaction is positively related. Each and every of the principles have their own effect on customers to be satisfied or not.

4.5. Summary of Interview Questions

According to the information obtained from the bureau, the charter was implemented in 2009E.c and it is updated every year when the bureau review is made, when monitoring is performed above and below the set standard, when the service delivery is supported by technology and when it becomes necessary to include services not included in the charter. Citizen's charter agreement documents the vision, mission, purpose of the charter, values, customer list, type of service and standard, general quality principles, citizen's rights and obligations, commitment, feedback, input and participation process, grievance procedure, monitoring and evaluation, information routes, up-to date information, reporting methods, addresses must be arranged in chronological order. According to the office, it is possible to create a satisfied society with the services of the institution if all the people do their part property. Therefore, the document will be discussed and approved by stakeholders at various levels and will be discussed in various ways.

4.5.1. Participation of Citizen's

The charter clearly informs the consumer community about the strengths and weaknesses of the bureau's service delivery with the users and other interested parties. As with any complaint he or she will receive ideas and suggestions by providing a full address and telephone number to the person making the complaint. The charter's readiness to use the comments provided to the bureau and the modified or modified results obtained by the bureau from its use are important for the efficiency of the service and the satisfaction of the customers.

In the following was, the bureau uses the participation of citizen's and smugglers as input:

- In a regular staff consultation forum

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- Weekly management work plan performance review
- Regular and informal meetings with citizen's in planning, performance appraisal
- In the comment boxes, in the comments collection, in the weekly reviews that are implemented in each process
- Process council performance review and management decision feedback.

4.5.2. Monitoring, Review and Evaluation

Developing a monitoring, review, support, evaluation and feedback system is critical to the success of the citizen's charter. Leaders and executives in the bureau should provide the necessary support and monitoring in the preparation and implementation of the citizen's charter. The bureau operates on the basis of quality, objective goals (time, cost, satisfaction) in its monitoring, support and evaluation. Submission of reports to the management council on a weekly and monthly basis by reviewing the performance of departments, leaders and executives in accordance with the charter, and taking corrective action based on the submitted reports. Performs regular and informal desk and field inspections with the help of a checklist. Applies survey, discussions with citizen's/client's and feedback.

4.5.3. Compliant Handling of the Office

The main functions of the office of compliant handling

The sub city receives land complaints from land and land related cases which are not solved in the sub city and woreda levels of administration in the form of complaints after that, it investigates, makes recommendations, monitors its implementation, and conducts a source of complaints. It welcomes customers who are dissatisfied with the response of land and land related institutions. In order to get the service, the clients must provide evidence of their complaints and grievances. Every customer is required to verify the legality of the documentation and provide it upon request, the complainant must present his/her identification card, passport and driver's license in person and if he/she is to be represented, he/she will be required to provide representation.

Issues which are not covered by the grievance redressal team includes:

- Matters and decisions or orders pending before the regular courts and similar institutions authorized by law

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- Proceedings of the police, the prosecutor's office, the auditor general and the ethics and anti-corruption commission
- It does not deal with disciplinary matters pending before the civil service administration court and at all levels of government offices.

Main Sources of Complaints includes:

- Urban Renewal Office: relocation without compensation, replacement compensation etc.
- "We were called undocumented opposition, we were denied a map, we were called in a kebele parcel."
- Land tenure management: restricted, pushed by neighbors, including less square
- Land bank and transfer office: lease payments will be reduced.

4.5.4. Complaint Procedures

A citizen who has not received or is not satisfied with the service has the right to file a complaint in accordance with the standards set out in the charter. The grievance redressal process is handled as follows:

- A grieving customer may file a complaint orally, in writing, by telephone, fax or email to the executive. As a result, complaints and comments can also be made using the comment box.
- The complaint must investigate the complaint immediately and respond appropriately to the complainant. A complainant who is dissatisfied with the response may file a complaint with the next officer.
- The officer must investigate the complaint and respond immediately. Dissatisfied with his/her response, he/she submits to the ethics department of the bureau. If the customer is not satisfied with the responses, it will submit to the office's process quality audit, complaint and grievance redressal desk to the bureau and the desk will investigate the complaint and respond in writing.
- A complaint who is dissatisfied with this response may refer the matter to the superintendent. The superintendent must respond to the complainant based on the complaint. Following these steps, the citizen's may still be dissatisfied with the

decision and may appeal to the judiciary, the Ombudsman, human rights commission and others.

4.5.5. Roles of the Charter for the office

- Awareness raising and skill trainings to achieve the mission of the institution are constantly being improved
- The creation and implementation of a one stop service center organization to provide comprehensive support.
- Enable sequential tasks in a consistent, time saving manner
- Using the information correctly and getting it from the source to achieve the intended goal and enabling it to be used and delivered when needed.
- Fragmented and unattended based on customer needs, inaccessible and arbitrarily based on a new process of research, survey and customer needs, enabling it to operate relatively in an accessible and consistent manner
- The fact that the citizen's charter document gives full responsibility to the person carrying out the work. It enables the employee to make decisions independently in consultation with the management team.
- It contributes to the efficiency of the work as it is designed to bring about significant change based on quality, time, size and cost.

4.5.6. Complaint loading mechanisms

- Personally Presenting
- Expressing one's opinion using suggestion forms
- Expressing one's opinion using suggestion boxes
- Office phone
- Through E-mail address

4.5.7. Precondition

Pre-conditions followed by the office before the implementation of the charter:

The institution followed a number of conditions before implementing the citizen's charter. The first was established by the organization's charter preparation team. Selects the preparation team according to the following criteria and enter into the application. These

includes selecting professionals who work directly with the clients, recruiting staff who are at the forefront of service delivery and have a culture of change, involving officials and professionals with experience in organizing and implementing change tools, and staff with sufficient knowledge and experience about the institution and its services.

Once the charter preparatory team has been formed, the next step is to prepare the draft of the citizen's charter. The preparation team has implemented the basic service delivery standards set out in the BPR and BSC documents for the charter. Thirdly, in consultation with the government and the public, efforts have been made to use the resources of the institution to develop service standards and satisfy service users. The fourth step was to get the necessary inputs for the charter by identifying the strengths and weaknesses of the draft charter by discussing with the concerned stakeholders of the office. The last step was efforts that have been made to print and distribute the final charter to the user community by approving and distributing the charter prepared by the institution's management.

4.5.8. Challenges faced by the Office

- **Challenges related to Attitude:** some office service seekers claims that the office does not have the authority to do so, and that they do not meet the requirements of access to services. Just like a customer who obeys the rules, regulations, and rules of the office, there is a client who knows how to deal with a bribe. Although customers have the right to receive services, there is a widespread tendency to give money, use bribes or contact and broker or executor, knowing full well that it is against the law to attempt to buy money in an unethical manner.
- **The planning, implementation and performance evolution of the office:** which is closely linked to its work ethic and service delivery, is not working according to the research document, there are gaps in the integration of the citizen's charter document with the day to day work, customer complaints and solutions lack of stability and misuse.
- **Providing services without technology support:** the role of technology now plays an important role in keeping the world and our country moving forward with the times. In terms of time and quality of service, if institutions do their work with technology, it will be very important for the community they serve and for the institutions themselves. The main obstacle in service sector in our country, especially in government service delivery institutions, is the fact that the institutions are

dependent on paper for their services. Even in the office, the customer's information management system is not supported by modern technology, is not up to date and unorganized, and it is not easy for the public to know about the service as it does not have its own website or other social networking sites.

As a result, the lack of access to technology links to the user community has created a major barrier to the service.

- **Knowhow Problems:** Bole sub city administration has its own guidelines and principles to guide the office of tenure management and transition service project. While it is clear that the service- seeking community is well aware of these principles and guidelines and enforces their rights based on knowledge, there is a gap in the knowledge of these service guidelines and principles in the community as well as in some service providers. This can lead to misunderstanding with many office users.
- **Work Place Environment:** due to the location of the office, there are not enough customer seats, sophisticated environment, some services are difficult to assess due to lack of service standards, and it is difficult to determine the size of the work and the manpower.
- **Employees Related Problems:** The manpower of the institution plays a major role in ensuring that the work of an institution is sustained and good governance is improved. The tendency of the professional not to continue the work on a regular basis and to be bored is observed by most employees. This is due to disagreements with one supervisor over the other, as well as the issues of salaries and benefits, which is a major issue in most institutions. As a result, it has hampered the development and practice of rent seeking in many government institutions, especially land administration. Another is that the management of the institution is not aware of the problems in the working units that have big gaps in the institution and does not take appropriate corrective action to identify the gaps in attitudes and skills that are hindering the success of the work.

CHAPTER FIVE

5. FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Findings of the Study

One of the most important ways to measure customer satisfaction is to get service on time. In this regard, service providers are required to follow their own procedures in accordance with the rules and regulations of the institutions in order to provide services on time. One of these is the citizen's charter, which is considered as a tool for change. In our country, there is a lot of disagreement with the customers regarding the provision of services on time and in a proper way, especially in government institutions.

Like other government institutions, the Bole sub city land development management and administration office acted as a guide, but the study found that most customers had difficulty accessing the service on time. This prevents customers and service providers from receiving and providing the service they deserve and are expected to provide. As a result, the country is wasting its resources on one issue. In terms of engaging citizen's in service delivery, most customers do not believe the office is participatory. Of these, 263 expressed dissatisfaction and only 51 responded positively. This is due to the assumption that if citizen's are involved in the service delivery, they will be able to make a significant contribution to the quality of the service, as they will be able to see the problems of the citizen's as their own. However, due to the lack of good governance, such as rent-seeking and other challenges, when the customers come to get the service, they do not think that there is public participation in the office.

It is important to have a clear and efficient grievance redressed system and to use it regularly as an input for the reform process. In this regard, most of the office users have stated in this paper that the office has poor performance in dealing with complaints. However, according to the office of complaints and resolution affairs, most complaints are caused by a lack of knowledge of customer's guidelines and principles. As the study reveals, there is widespread confusion between the service providers and service seeking community in terms of access to accurate information. Employees of an institution must be held accountable for their actions and be held accountable. According to the study, however, most service users do not agree

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with this or do not feel that, employees are responsible and transparent in their works. This shows that there is a gap between management and service providers.

Every customer or service seeker has the right to receive the services they want without discrimination. But, the study shows that most customers are not happy about this. This can be seen by some users trying to get the services by shortcut or bribe instead of getting the service according to the rules and regulations. In terms of policy and principle, there is a lack of clear understanding of policy and principle in both the service provider, and the community.

Customers are more satisfied with other service matrices than the fact that there is a reasonable service charge in the office. This shows that most government service providers provide services to their customers only for a small fee rather than a profit. It is relatively good results. The government mandates that citizen's with special needs receive financial and other government assistance. As with any other office, it provides support to those who need it. But the results show that most customers are not more aware of the issue. Quality of service contributes greatly to customer's satisfaction. Although the office has set its own guidelines in this regard, it is facing various obstacles.

Study shows that most of the 96.5% of the users are dissatisfied with the quality of service in the office in terms of monitoring and evaluation about 75.4% of the service users disagree with the office's monitoring and evaluation they allege that this was due to improper service. Another important factor in providing better service is the competence and commitment of the staff. According to the study, the service users have complained about some of the incompetence and misconduct of the service providers. As the study revealed there is a positive and mostly there is a strong relationship between the independent variables and the dependent variables.

5.2. Conclusion

The main aim of this study is to assess the service delivery tools. The case of citizen's charter in Bole sub city. In order to make the study effective both primary and secondary data were used. Now a day, public services were vast and dynamic from time to time. In order to make flexible and available, the government tries to implement different reforms from the 1990s up to now. One of the changes implemented by the government was the implementation of a

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Business Process Reengineering/BPR/ and the second was a Balanced Score Card/BSC/, change army, a citizen's charter document and Kaizen related reforms. First, BPR was seen as a major change by the government. Accordingly, it was implemented in all government offices and to provide clear, efficient and effective service and to ensure the satisfaction of the customer community. Although it did not make much of a difference, it did a little make a difference. Another reform tool which is implemented by the government expected to be effective is BSC. This focuses on the service provider(employees) and shows that employees should be measured based on their performance. Another key element of this study is the citizen's charter. What sets this implementation apart from other reforms is that it is a contractual agreement between the service provider and the service seeking community, as the name implies.

Although the history of the world and our country is recent, it is less than ten years since the reform was implemented in all sector offices, getting services from government agencies, their main concern is whether the service is getting the level I want it to be. It has been a long time since service providers in Bole sub city have started implementing the citizen's charter. The sub city's land development management and administration office are one of the biggest and most controversial in terms of service content and number of users, and the office has been working on this charter since 2017.

The bureau is using a variety of practices to make its services accessible to the public and to ensure good governance. However, the bureau faces many challenges to achieving the full satisfaction of the society. Even if the citizen's charter contains the whole requirements, it cannot be a sustainable and effective process of change without the active participation of citizen's. Therefore, each of the top-down stakeholders must work with citizen's and other stakeholders for the success of the reform. According to the study, there is a gap in the quality and accessibility of work processes and professionals using quality and up to date information technology and makes the service provision more time consuming.

Given the overall performance of the institution, the change does not mean that the reform process will be carried out efficiently and effectively. Although the institute is relatively transparent and accountable in the implementation of the basic process change study, rent seeking attitudes and practices are widespread, according to study participants and office staffs. In addition, the institution's commitment to serving the public, the distance they have gone to design and address grievances for the public and the public, and their efforts to

inform the public about the services they provide are improving over time, but more needs to be done.

5.3. Recommendations

- **Providing Technology based services on the service delivery:** it is important to increase the use of information and technology, which is one of the key components of an organization's success. The sub city as well as the office should also uses its own website or messaging technology to make the service accessible and to create knowhow about the charter to all service seeking communities and to help resolve disputes. In addition, although there is a lot of work to be done since its inception, it is important to use modern technology to properly organize and document information to support future plans and various economic and social studies and to be used as input for government decisions.
- **Providing Superior service:** it is important to provide a continuous, coordinated and efficient service that meets the needs of the service seeking community, achieves the purpose of the institution and engages stakeholders. It is important to organize quality processes and professionals based on quality and accessibility to provide quality information using up to date and organized technology, to support the client in the required time and amount, and to make the institution as fast and satisfying as possible.
- **Testing Institutional work culture and effectiveness:** from the institutional main success characteristics, the main and the crucial to the success of the mission of the sub city as well as the office is testing institutional work culture and effectiveness. Institutional competence means identifying the leadership and executive gaps and working on ongoing support and capacity building, streamlining the workflow, and utilizing the limited resources available. By building institutional capacity, it should increase the productivity of the institution and increase its capacity in accordance with the authority given by the proclamation.
- **Conducting periodic surveys to determine the status of the citizen's charter improvements:** ensure that new practices that have been studied and implemented in accordance with the standards set out in the study, identify the reasons for the poor performance of standards, and make recommendations. Identify the reason and origin of the work that has not been done better than the set standard and put forward a

solution. It is important to take immediate remedial action in accordance with the solution and to identify the causes and problems that have not been implemented if there are new practices that have been studied and implemented in the institution.

- **Making the reform tool to be continuous:** it is important to continuously improve the results of the revised and implemented procedures. Making a standard for service delivery improvements must be accurate and close to the truth, taking into account the number of customers coming to design and implement a system to determine and monitor the exact time it takes for each employee to perform their duties.
- An organized data collection and dissemination center should be set up and disseminated in sufficient and useful information to all concerned bodies.
- **Conducting experiences with other institutions:** it is important to create a system in which companies or departments with good experience in service delivery can share their experiences with others. It is very important for both the institution and the service seeking community to exchange experiences on the initiative of the institution or other government institutions that they believe have good practice and experience.
- **Capacity building of Employees:** identify gaps in attitudes and skills by the service providers, facilitate and provide long and short term training opportunities. There is a need to provide professional and evaluated training to human resource management professionals at the institution and at all levels.
- Ensuring that the types of work previously performed by the institution's service delivery standard are carried out in accordance with the standard and identifying the problems related to the standard and develop and implement a standard that can be implemented in a way that does not meet the service delivery standards.
- Dealing and resolving customer complaints and grievances in accordance with the institution's rules and regulations.
- Regularly scheduled discussions with the client to help the user understand the service delivery and the overall situation of the facility in terms of the service provided.
- The sub-city as well as the government in common ought to make mindfulness for the use and the society as a common around citizen's charters, employments of the charter, execution, the rights, and obligations of both representatives and the outside clients of public services in getting of any public administrations through the components such as mass media, printed media, banners, societal dialogs and gatherings, and numerous other components and the charter should be simple to understand

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APPENDIX



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

**DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT**

Questionnaire

The purpose of this questionnaire is to collect the desired data from the customers of Bole sub city land tenure and management office concerned on service delivery reform tools: the case of citizen's charter. The outcome of the study will be used in order to suggest possible solutions for problems identified during the study. The responses you provide will be confidential. No reference will be made to any third party in the report of the study. Therefore, your genuine, timely and frank responses are quite vital to determine the success of this study. So, kindly request your cooperation in responding the questionnaire honestly and responsibly.

General Instruction

- No need to write your name
- Put the /x/ mark in the box provided
- Please respond as accurately as possible and at your earliest possible time.

Thank you for your cooperation!

CITIZEN'S CHARTER IN BOLE SUB CITY

Section one

Demographic Characteristics

1. Sex: a) Male b) Female

2. Age: a) 20-25 b) 26-30 c) 31-35 e) 36-40
f) Above 40

3. Educational Level: a) Illiterate b) Primary Level c) Secondary Level
d) Diploma e) Degree f) Masters & above

4. Marital Status: a) Single b) Married c) Divorced e) Widowed

5. your residential address/ sub city/: a) Bole b) Yeka c) Arada
d) Lemi Kura) Other.....

Section Two

General Questions

6. do you know about the implementation of citizen's charter in the office?

a) Yes b) No

7. If your answer is yes, how you know?

a) mass media b) Broachers c) Billboards

d) Others.....

8. How long time it takes in getting services from the office?

a) As stipulated in the Charter

b) A little longer than the stipulated time

c) Too long time than the stipulated time

9) Do you get the expected service from the office?

CITIZEN'S CHARTER IN BOLE SUB CITY

No.	Questions	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1.	The office provides accurate and the needed information for customers					
2.	Getting the service on time					
3.	Getting the service based on the stated quality					
4.	The services are easy and fast to get					
5.	Getting the service without any discrimination					
6.	The services are provided are transparent and responsive for the customers					
7.	I am satisfied with the service provided by the office					
8.	Service provided based on the rules and regulations					
9.	Service provided in the office in accountable way					
10.	There are adequate ways to present compliant					
11.	Giving a special concern for a section of society that needs attention					
12.	The cost to receive the service are fair					
	Employee related questions					
13.	The employees are well trained and educated					

Interview Questions for the concerned employees of the office of Land Administration and Management

1. When did the citizen's charter implemented in the office?
2. What pre conditions followed by the office before the implementation of the charter?
3. Which stakeholders participated in the implementation of the charter?
4. What are the advantages gained from the implementation of the charter related to the pre implementation of the charter?
5. What are the challenges faced by the office regarding to the charter?
6. Does citizen's/customers/ of the office participated in the service delivery process of the office? If it is how?
7. In order to inform the customers about the services and service standards of the services what information transmission methods implemented by the office?
8. Does the office implemented technology advancements in order to deliver quality services? If it is not, what are the reasons?
9. How often the citizen's charter of the office updated?
10. How many services have a service standard?
11. How often is it monitored and evaluated for the effectiveness of the service?
12. If the customer has a complaint about the service, for whom it can present it?
13. What are the grievance procedures?
14. How often is the complaint resolved?
15. What is the role of the charter in improving the transparency, accountability and responsiveness of the service provision?
16. What are the causes that create conflicts between the service providers and service receivers/ customers/ in the service provision process?
17. What are the mechanisms of the office in evaluating the satisfaction or dissatisfaction of the customers on the service provision of the office?

የባለ ጉዳይ ቅሬታዎችና አቤቱታዎች ማቅረቢያ ቅጽ 001

1. የቅሬታ ወይም አቤቱታ አቅራቢው ሙሉ ስም.....

2. አድራሻ ከተማ..... ክ/ከተማ..... ወረዳ.....

የቤት ቁጥር..... ስልክ ቁጥር.....

3. ቅሬታና አቤቱታ የቀረበበት ዋና ጉዳይ/ በአጭሩ.....

.....
.....

ለቅሬታው ወይም አቤቱታው መንስኤ የሆነው ድርጊት የተፈጸመበት ቀን.....በታ.....

ጉዳዩ የሚመለከተው አገልግሎት ክፍል/የአገልግሎት ሰጭ ሰራተኛ

.....

4. ባለ ጉዳዩ እስከ አሁን መፍትሔ ለማግኘት የሄደባቸው መንግስታዊ አካላት

.....

5. የቀረቡ ደጋፊ ማስረጃዎችን ዝርዝር/ማስረጃዎች ካሉ/

.....
.....

የማስረጃ ፎቶ ኮፒ ብዛት..... ብቻ ያያይዙ ዋናውን ሲጠየቁ ያቀርባሉ።

6. ቅሬታ ወይም አቤቱታ እንዲደረግለት ወይም እንዲፈጸምለት የሚፈልገውን ይግለጹ/በአጭሩ.....

.....

የቅሬታ ወይም አቤቱታ አቅራቢው

ስም.....

ፊርማ.....

ቀን.....

ማሳሰቢያ፡- ከላይ የሰጠሁት መረጃ ትክክለኛ መሆኑን እና እውነት ሆኖ ባይገኝ በህግ ፊት ተጠያቂ መሆኔን አረጋግጣለሁ።

ቅሬታና አቤቱታ አፈታት ቡድን

መልስ መስጫ ቅጽ 002

ቁጥር.....

ቀን.....

1. የአቤቱታ አቅራቢው ሙሉ ስም

2. አድራሻ፡- ከተማ አ.አ ቦሌ/ከ/ከተማ ወረዳ

3. ቅሬታው የደረሰበት ቀን

4. ቅሬታው የደረሰበት አገልግሎት ሰጪ ተቋም፡-

5. የአቤቱታ ፍሬ ነገር/ጭብጥ/ በአጭሩ፡-

6. አቤቱታው በሚገባ ስለመጣራቱ፡- በሚገባ ተጠርቷል በሚገባ አልተጠራም

7. በሚገባ ያልተጠራ ከሆነ ምክንያቱን በአጭሩ፡-

8. በማጣራት ሂደቱ የተደረሰባቸው ግኝቶች፡-

9. ማጠቃለያ መልስ

ቅሬታው ትክክለኛ ነው ቅሬታው ትክክለኛ አይደለም

10. ቅሬታው ትክክለኛ ከሆነ የሚወስደው የእርምጃ እርምጃ፡-

11. ቅሬታው ትክክል ካልሆነ የሚወስደው እርምጃ፡-

12. X= Y=

13. በተሰጠው ምላሽ የባለጉዳይ አቋም፡- ምላሹን ተቀብለዋል ምላሹን አልተቀበሉም

14. አቤቱታውን የመረመረው ባለሙያ/ ሰራተኛ ስም፡ ፊርማ..... ቀን..... ዓ.ም

15. በስራ ሂደቱ የመጨረሻውን ውሳኔ የሰጠው ኃላፊ ስም..... ፊርማ..... ቀን..... ዓ.ም

16. ከላይ በተገለጸው መረጃ ትክክለኛነት የተገልጋዩን ማረጋገጫ፡-
ሙሉ ስም..... ፊርማ..... ቀን.....

አባሪ

- በቦሌ ከ/ከተማ አስተዳደር ለመሬት ልማትና ማኔጅመንት ፅ/ቤት
- ቅሬታና አቤቱታ አፈታት ቡድን
- ለሪከርድና ማህደር/ ያለአባሪ

CITIZEN'S CHARTER IN BOLE SUB CITY

ተ. ቁ	ፅ/ቤት	የአገልግሎት ብዛት	የአገልግሎት አይነት	በስታንዳርድ	ከስታንዳርድ በታች	ስታንዳርድ ያልወጣላቸው	ስታንዳርድ/የሚፈጀው ጊዜ ሰዓት	ምርመራ
1.	ይዞታ አስ/ር የሽ/ጊ/አገ/ፕ/ፅ/ቤት	16	ለመኖሪያ ቤት ህብረት ስራ ማህበር አባላትና ከሪል እስቴት አልሚዎችና ለደንበኞቻቸው የተናጠል ካርታ መስጠት				3 ሰዓት	
2.			ንብረት ግምት				3 ሰዓት	
3.			ወሰን ይመለከትልኝ				2 ሰዓት	
4.			የሰም ንብረት ዝውውር ጥያቄዎች የተሰጠ ምላሽ				4 ሰዓት	
5.			የሰነድ ህጋዊነት/ የጀርባ ማህተም/ ማረጋገጫ የተሰጠ አገልግሎት				45 ደቂቃ	
6.			ለይዞታ ይካለልልኝ ጥያቄዎች የተሰጠ አገልግሎት				4 ሰዓት	
7.			ለይዞታ ይቀላቀልልኝ ጥያቄዎች የተሰጠ አገልግሎት				2 ሰዓት፣ የመስክ ስራ ካለው 4 ሰዓት	
8.			ለዋስትና ምዝገባ አገልግሎት ጥያቄዎች የተሰጠ ምላሽ				1 ሰዓት፣ የመስክ ስራ ካለው 2 ሰዓት	
9.	ይዞታ	16	ለዋስትና ስረዛ አገልግሎት ጥያቄዎች የተሰጠ ምላሽ				30 ደቂቃ	
10.	አስ/ር/የሽግ/ጊ/አገ/ፕ/ፅ/ቤት		የይዞታ ባለቤትነት/ ወሰን ክርክር				ወሰን ክርክር 3 ቀን የባለቤትነት ክርክር 1 ቀን	
11.			የተሰጠ የተለያዩ ይዞታ ነክ መረጃዎች አገልግሎት				40 ደቂቃ	
12.			ለድንበር ክርክር ጥያቄዎች የተሰጠ ምላሽ መስጠት				3 ቀን 40 ደቂቃ	
13.			የካርታ ኮፒ አገልግሎት ጥያቄዎች የተሰጠ አገልግሎት				1 ሰዓት ከ30 ደቂቃ የመስክ 30 ሰዓት	
14.			ለይዞታ አገልግሎት ለውጥ ጥያቄዎች የተሰጠ አገልግሎት				2 ሰዓት	
15.			ቅሬታና አቤቱታ መቀበልና መፍታት				2 ቀን	
16.			የቤት ግምት አገልግሎት ጥያቄዎች ለአመታዊ የቦታ የኪራይና የቤት ግብር ተመን ለሌሎች አገልግሎት የሚውል የተሰጠ ግምት አገልግሎት				3 ቀን	

