

ANALYSING EFFECTIVENESS OF SERVICE CHARTERS IN PUBLIC

SERVICE DELIVERY:

A CASE STUDY OF DEPARTMENT OF HUMAN RESOURCE

MANAGEMENT AND DEVELOPMENT AND DEVELOPMENT (DHRMD)

AND ELECTRICITY SUPPLY CORPORATION OF MALAWI (ESCOM)

MASTER OF PUBLIC ADMINISTRATION AND MANAGEMENT THESIS

SOFILINA MSANYAMA

UNIVERSITY OF MALAWI

DECEMBER 2024



**ANALYSING EFFECTIVENESS OF SERVICE CHARTERS IN PUBLIC
SERVICE DELIVERY**

MASTER OF PUBLIC ADMINISTRATION AND MANAGEMENT THESIS

By

SOFILINA MSANYAMA
Bachelor of Arts (HRM) –University of Malawi.

Submitted to the School of Legal, Economics and Governance, department of Politics
and Government in partial fulfillment of the requirements for the degree of Master of
Public Administration and Management

UNIVERSITY OF MALAWI

DECEMBER 2024

DECLARATION

I hereby acknowledge that this work is original and entirely my own. It has never been submitted to any university and all sources have also been fully acknowledged.

SOFILINA MSANYAMA

Full Legal Name

Signature

Date

CERTIFICATE OF APPROVAL

The undersigned certify that this thesis represents the student's own work and effort and has been submitted with our approval.

Signature: _____ Date: _____

M. Hussein, PhD (Professor)

Supervisor

DEDICATION

I humbly dedicate this thesis to my mother Jenala Judge Msanyama, My Children Thandanani, Ahart Pasha, Sarudzai Kara, Letween Tumero, Nothando Abigail and to my late Son and father Amor and Bennet Msanyama Mwale respectively.

ACKNOWLEDGEMENTS

There are a lot of people who made it possible for this thesis to be accomplished. I am giving a trillion thanks to the main Supervisor, Professor Mustapha Kennedy Hussein, for his professional supervision which has made it possible for me to complete this work.

I am thankful to both DHRMD and ESCOM Leadership and Staff and indeed all clients for accepting and sparing their valuable time to provide information that I needed for this paper.

Special thanks to Mrs Jane Kambalame Phiri-former Chief Lecturer for Staff Development Institute but now Director in the Ministry of Foreign Affairs for her guidance in my Academic work, Mrs Chrissy Kamwangala Mandere for editing and proof reading my work tirelessly. Letween Lijenda for tirelessly going to town to print and photocopy questionnaires, Mr. Felix Khayako DHRMD ICT Intern for Internet search and virtual meeting during the time I was defending my proposal and all other issues that needed ICT services, Sheila Mwasika Phiri for downloading my emails and Sarudzai Lijenda for typing services.

I express gratitude for my late Father who always marveled at Graduates and I became one but after his death, I tearfully remember him. My mother Mrs. Jenala Judge Msanyama, a strong woman, always supporting me with finances and words of encouragement. My special appreciation goes to my dear family and Children who always assisted me in one way or the other, dictating me some of the notes and

findings which I basically collected on paper. They also missed my presence during family gatherings. My family's support helped me to reach this far.

Let me thank Mr. Mutega and Mr. Muthete Heads of the then SDI, for allowing me to study Masters in Public Administration and Management and for the initial payment of my school fees. The Principal Secretary for DHRMD, Mr. Chilabade, Management and the whole training team for finishing up the remaining fees balance. Late Patrick Chisamba for proof reading the first part of my thesis.

All in All, Glory to God My Dear Father for The Life, Guidance and Wisdom. All Things Are Possible with You, I Am Really Humbled.

ABSTRACT

The study explores the adoption of service or citizen charters as a reform strategy. The main objective is to analyze effectiveness of charters in service delivery. The problem statement identifies a lack of information on the effectiveness of these charters in improving service delivery at DHRMD and ESCOM. The study employed a mixed method approach of qualitative and quantitative components. Qualitative data was gathered through 23 key informant interviews with staff from the two institutions as well as the Office of the President and Cabinet (OPC). Quantitative data collection involved administering questionnaires to staff that were not part of the qualitative interviews and conducting interviews with clients. The study found the importance of not only creating charters but also implementing mechanisms to ensure their effective execution. The findings also suggest that while service charters offer several benefits, there is room for improvement in their implementation and effectiveness. Services are often not delivered as stated in the charters, and client satisfaction remains a challenge. Addressing these issues and strengthening internal awareness, commitment, and monitoring mechanisms could contribute to realizing the full potential of service charters in improving public service delivery. The recommendations provided in this paper also measure the challenges hindering effective charter implementation. A total of 45 employees from DHRMD and 61 employees from ESCOM were interviewed. On the part of clients, a total of 67 clients from DHRMD and 67 clients from ESCOM were interviewed. The rest of the quantitative interview findings and results including explanation(s) are indicated in chapter four.

TABLE OF CONTENTS

ABSTRACT.....	vi
TABLE OF CONTENTS	vii
LIST OF FIGURES	xi
LIST OF TABLES	xii
LIST OF ANNEXES.....	xiii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Introduction and background	1
1.2 Problem Statement	3
1.3 Research Objectives	5
<i>1.3.1 Main Research Objective.....</i>	<i>5</i>
<i>1.3.2 Specific Research Objectives.....</i>	<i>5</i>
1.4 Research Questions	5
<i>1.4.1 Main Research Question</i>	<i>5</i>
1.5 Study Significance.....	5
1.6 Chapter Outline	6
1.7 Conclusion.....	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction	8
2.2 Definitions/Concepts	8
<i>2.2.1 The Public Sector.....</i>	<i>8</i>
<i>2.2.2 Public Sector Reform.....</i>	<i>9</i>

2.2.3 Service Charters	10
2.3 Public Sector Reform Frameworks	11
2.3.1 Charters and Public Service Delivery	11
2.4 Mechanisms.....	12
2.5 Opportunities offered by service charters	14
2.5.1 Global and Regional Rationale of PSR and Service Charters	14
2.5.2 Global and Regional Success Stories of Public Sector Reform Implementation	17
2.5.3 Global and Regional Trends in Public Sector Reforms and Service Charter Background.....	18
2.6 Challenges	20
2.6.1 Global and Regional Emerging Issues or Challenges facing Public Sector Reform and Service Charter Implementation	20
2.7 Theoretical Framework	22
2.8 Conceptual Framework	23
2.9 Conclusion.....	25
CHAPTER THREE	26
METHODOLOGY	26
3.1 Introduction	26
3.2 Study Approach.....	26
3.3 Study Design	26
3.4 Study Population	27
3.5 Sampling Techniques	28
3.6 Study Sample.....	30
3.7 Data Collection and Instruments	33
3.7.1 Key Informant Interviews	33

3.7.2 Questionnaires.....	34
3.7.3 Desk research	34
3.8 Data Management Methods	35
3.9 Data analysis	35
3.10 Ethical Consideration	37
3.11 Study Limitations	38
3.12 Conclusion.....	38
CHAPTER FOUR.....	39
RESEARCH FINDINGS AND DISCUSSION.....	39
4.1 Introduction	39
4.2 Service Charters and Public Sector Reform in the Malawian Context	39
4.2.1 Genesis and Rationale of Public Sector Reforms.....	39
4.2.2 Key Documents Guiding Public Sector Reforms in Malawi.....	40
4.2.3 Scope of the Implementation of Service Charters in Malawi	43
4.2.4 Public Sector Reform and Service Charter Implementation Challenges in Malawi	44
4.2.5 Public Sector Reform and Service Charter Implementation Successes	46
4.2.6 The DHRMD and ESCOM Service Charters	47
4.2.7 Awareness of charters	48
4.2.5 Source of awareness of charters	49
4.3 FINDINGS	51
4.3.1 Policy Reforms	51
4.3.2 Mechanisms which can be put in place to ensure charter effectiveness	54
4.3.3 Opportunities offered by charters in public service delivery	62
4.3.4 Challenges	76
4.4 Conclusion.....	82

CHAPTER FIVE	83
CONCLUSION AND RECOMMENDATIONS.....	83
5.1 Introduction	83
5.2 Major Conclusions	83
5.3 Reform framework	85
5.4 The challenges or barriers in relation to charter implementation.....	86
5.5 Benefits of charters in public service delivery	87
5.6 Mechanisms which can be put in place to ensure effectiveness of charters	87
5.7 Recommendations	89
REFERENCES.....	91
ANNEX	97

LIST OF FIGURES

Figure 1: Awareness of Charters.....	48
Figure 2: Source of Charter Awareness	50
Figure 3: What can be done to improve delivery of charters - Employees.....	55
Figure 4: What can be done to improve delivery of charters - Clients	55
Figure 5: Common Grievances	59
Figure 6: Awareness of grievance redress mechanisms - Clients	59
Figure 7: Common grievances - Employees	60
Figure 8: Opportunities offered by charters – Corruption reduction - Employees	63
Figure 9: Opportunities offered by charters – Corruption reduction - Clients.....	63
Figure 12: Opportunities offered by charters - Quality services – Clients	65
Figure 17: Average time taken to get services - Employees.....	71
Figure 18: Average time taken to get services - Clients	71
Figure 19: Reason for timeliness of service delivery – Clients	72
Figure 20: Reasons for services delivered longer than stated in the charter - Employees.....	73
Figure 21: Reasons for services delivered late - Clients	74
Figure 22: Clients' satisfaction of service delivery since charter implementation – Clients....	74
Figure 23: Challenges in charter implementation - Employees.....	79
Figure 24: Challenges in charter implementation - Clients	80

LIST OF TABLES

Table 1: Planned vs Actual Qualitative Interviews.....	31
Table 2 : Planned vs Actual Quantitative Interviews.....	33

LIST OF ANNEXES

Annex 1: Informed Consent Form	97
Annex 2: Key Informant Interview Guide	100
Annex 3: Research Questionnaire for Employees: Charters and Service Delivery ...	104
Annex 4: Research Questionnaire for Clients: Charters and Service Delivery	110

CHAPTER ONE

INTRODUCTION

1.1 Introduction and background

Public Sector Reform is a subject that has sparked many debates by various authors in the public administration field. Simply defined, Public Sector Reforms are planned systematic changes to the structure, processes and operation of the Public Sector (Tambulasi and Kayuni, 2007). This implies that it is a deliberate effort by government to change its processes as far as public service delivery is concerned. This is because the Public Service in both the developed and developing world's plays a vital role in the provision of public goods or services in various spheres of life, including but not limited to public order, macro-economic management, health, education, disaster relief, human rights, etc., such that a capable and reliable public service is essential (Saxena, 2013). Odugbemi and Jacobson (2008) concurs that the effectiveness and efficiency of a country's public sector is very crucial to the success of development activities of a country. Against this backdrop, governments across the globe, regionally and in Malawi have implemented various Public Sector Reforms to enhance public service delivery. Among the various Public Sector Reforms implemented across the world are service or citizen charters which are of interest to this paper. Service or citizen charters refer to a public document that lays out the basic information on services provided by an institution, the standards of service that citizens can expect from that institution as well as how to make complaints or

suggestions for improvement of the services provided by that institution (Loffler et al., 2007).

Across the globe, the first reforms were carried out by the Organization for Economic Co-operation and Development (OECD) countries and these acquired different labels in different countries, with the John Major government referring to them as citizen charter (OECD, 2005). In the African region, there have been various reforms which have been introduced over the years and these include civil service and administrative reform, public-private sector partnerships, public expenditure analysis and management, legal and judicial reform, Anti-corruption and transparency reforms, decentralization, public service charters just to name a few (Lamidi et al, 2016). Malawi has had its own fair share of public sector reforms which have been implemented post-independence and these reforms include the Structural Adjustment Programs (SAPs). Structural Adjustment Reforms were introduced in the 1980s by the Bretton Woods institutions with an objective of reducing the role of the state in production and service delivery (Kilelo, 2015).

Additionally, Malawi in 2009 also adopted the service charters in order to increase quality public service delivery (Chasukwa and Kayuni, 2018). What is worth noting is that all over the world, there have been different public sector reforms aimed at achieving different objectives. Service charters are also part of the reforms which have been and are currently advocated all over the world with the aim of ensuring that citizens are aware of their rights to access quality services from the public service (Beevers, 2006). Clarke (2012) explains that although the reasons for introducing charters differ from country to country, the idea behind the introduction is similar and

that is; to improve the responsiveness and transparency of public service through setting out the standards which citizens should legitimately expect. James et al (2005) adds that John Major who was the Prime Minister launched the 1991 charter in the United Kingdom stated that the charter would assist in ensuring that there would be a better way of converting money into the provision of better services. The major intention of introducing charters in public organizations is to empower citizens by making them as citizens to be aware about charters as well as to enable them to have a say in the functioning of the government system in their respective countries (Acharya, 2010). As can be seen from the various scholars, the aim of the charters could be to improve public service delivery.

The objective of this study was to explore the effectiveness of public service charters in achieving successful reform in Malawi, with a focus on Department of Human Resource Management and Development (DHRMD) and the Electricity Supply Corporation of Malawi (ESCOM) service charters. DHRMD works mainly on behalf of the Office of the President and Cabinet (OPC) and it deals with most administrative and management issues including Human Resource management and Development. As a Public Administration and Management student, this Department was chosen because it links directly with issues concerning administration and management. This chapter covers the background of the study, problem statement, significance of the study, research questions, research objectives, and conclusion.

1.2 Problem Statement

There is a fast adoption of tailored Service Charters by different institutions in Malawi. These charters have been developed to improve service delivery. In Malawi

particularly Southern Region Water Board, the service charter seemed to be improving service delivery because all the commitments stated in the charter were indeed being implemented. This is according to the study carried at the Southern Region Water Board by Ntelela (2012). On the ground, performance seems to be getting worse in most Ministries, Departments and Agencies including SRWB itself where this study was carried.

Similarly, a thesis carried out in Kathmandu District Administration Office of Nepal on the effectiveness of charters in improving service delivery showed that it did not make a significant impact, among which was no timely service provision despite the charter stipulating so (Tamrakar, 2010). Another study by Thomassen et al (2012), in the Netherlands showed that the relationship between Service Charters and improvement of service delivery is not clear cut as there are cases where they have increased service quality as well as customer satisfaction and others where the impact of the charters is less positive. This is similar with Malawi, where Service Charters impact is doubtful. While there is some consensus that past reforms have had some positive impact on service delivery, there is also wide acceptance that the reforms' intended objectives have not been fully realized (Sikwese, 2013). Most Service Charters do exist but the issue is whether they are really improving efficiency and effectiveness in the Malawi Public Service. It appears that there is scanty information on whether Service Charters are making a positive contribution to the improvement of service delivery at DHRMD and ESCOM. A review of literature has shown that no study on the effectiveness of Service Charters has been conducted at these two institutions. Therefore, this study intends to fill the gap by providing insights on the subject through a close analysis of DHRMD and ESCOM's Service Charters.

1.3 Research Objectives

1.3.1 Main Research Objective

To analyze effectiveness of charters in service delivery aimed to achieving reform implementation

1.3.2 Specific Research Objectives

1. To analyze the public sector reform framework
2. To assess mechanisms which can be put in place to ensure effectiveness of charters
3. To assess the opportunities offered by charters in public service delivery
4. To explore the challenges or barriers in relation to charter implementation

1.4 Research Questions

1.4.1 Main Research Question

How effective are Service Charters in the delivery of Services that are earned to achieving reform implementation?

The study intends to address the following research questions

1. What is the current reform framework in Malawi?
2. What mechanisms can be put in place to ensure effectiveness of charters?
3. What are opportunities offered by charters in public service delivery?
4. What are the challenges or barriers in relation to charter implementation?

1.5 Study Significance

This study is relevant and important because it will contribute to the existing body of knowledge concerning effectiveness of service charters in achieving quality public service delivery. This is significant because as some literature has shown; poor public service delivery leads to pressure from citizens regarding the quality of services provided, in addition to the widespread perception that the public sector is very

archaic and inefficient. Therefore, exploring whether citizen charters at DHRMD and ESCOM are necessary tools as far as public sector reform is concerned is beneficial as it will ensure that the findings and recommendations thereof are communicated to the respective institutions to enable them to make informed evidence-based decisions in terms of the implementation of the charters to ensure that they meet the expected demands from the citizens. Additionally, it will also be beneficial to other government departments in Malawi and beyond as some of the recommendations in improving the service charter implementation might be applicable to other departments or institutions in Malawi as well as other countries all over the world. The results of this research could also contribute to existing debates on whether service charters are necessary tools or not in achieving successful public sector reform by fellow students and the general public.

1.6 Chapter Outline

This thesis has five chapters. These are introduction which covers the introduction and background; problem statement; research questions; research objectives; study significance; chapter outline and conclusion. The second chapter is literature review which covers introduction; definitions/concepts; public sector reform frameworks; mechanisms, opportunities offered by charters; challenges; service charters and public sector reform in the Malawian context, theoretical framework, conceptual framework and conclusion. The third chapter is methodology which covers study approach; design; population; sample; sampling techniques; data collection and instruments; data management methods; data analysis; ethical consideration, study limitations and conclusion. The fourth chapter is findings and discussion which draws upon the findings based on the research objectives. The fifth and last chapter is conclusions and

recommendations which summarizes the findings and provides recommendations where necessary.

1.7 Conclusion

This chapter covered important areas related to the introduction to the proposed study. It started by covering the background of the study, followed by the problem statement, research questions, research objectives and significance of the study. The next chapter presents the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explores different literature about public sector reforms and service charters across the globe, regionally as well as the Malawian context. It covers the definitions/concepts; public sector reform frameworks; mechanisms, opportunities offered by charters; challenges; service charters and public sector reform in the Malawian context, theoretical framework, conceptual framework and conclusion.

2.2 Definitions/Concepts

2.2.1 The Public Sector

The public sector exists to provide public goods and services to the citizens (Schacter, 2000). According to Haque (2002), it is a pivot for growth of economies as it provides beneficial environment where basic functions in all sectors are performed optimally. Fatile and Adejuwon (2010) note that developmental goals and objectives implemented by governments are amongst other tools used by the Public Sector. In terms of challenges, Schacter (2000) notes that one of the challenges facing the public sector could be that it is poorly organized, or its decision-making process may be irrational, staff may be mismanaged, accountability may be weak, public programs may be poorly designed and public services might be poorly delivered among others. Garnham (1990) and Haque (1994,) however, observes that the public sector in Africa performed miserably at independence because of lack of accountability: accumulation

of excessive power, indifference towards public needs and demands, official secrecy and inaccessibility.

2.2.2 Public Sector Reform

Against the background presented in the previous section, there was need for reforms to be implemented in order to resolve some of the inefficiencies in the public sector. To begin with, Farazmand (1999) explains that various scholars have attempted to expound the meaning of the term “reform” but it has been met by a lack of consensus, arguing that it means one thing to administrators and academic scholars and another to politicians. This therefore means that different nations with distinctive political systems also have different meaning of the term “reform”. Bayat and Meyer (1994) nevertheless define reform as efforts to induce fundamental changes in public administration systems through system-wide reforms or at least through measures for the improvement of one or more of its key elements. Farazmand (1999) compares the term reform in the context of developing and developed world by defining it in the setting of the former as “a process of changes in administrative structures or procedures within the public services because they have become out of line with the expectations of the social and political environment”. On the other hand, the latter is defined as “attempts to modernize and change society by using the administrative system as an instrument for social and economic transformation” (ibid).

Kaunda (2004) therefore notes that Public Sector Reform is an attempt to solve these problems by strengthening the way the Public Sector is managed. Sikwese (2011) adds that Public Sector Reform is a political activity or a game that is played through rules, laws, process, regulations and administrative or institutional structure. Kaunda (2004) further adds that public sector reforms were implemented in an attempt to

reorient “colonially-bequeathed systems that were perceived to be inimical to the rapid political, economic and social development of the newly independent states”. Notably, some of the reforms which have been implemented under the New Public Management model include introduction of ICTs in service delivery, pay reforms, introduction of public service charter and accrual accounting, innovation and entrepreneurship among many others (Kilelo, 2015). As it has already been mentioned in the introduction section, of emphasis in this paper are the service charter reforms.

2.2.3 Service Charters

Implementation of service charters is an initiative which is a response to solving problems which citizens of a particular country face as they interact with organizations which are responsible for public service delivery (“citizens charters-historical”, n.d.). Charters can also be seen as an organization’s commitment to its customers about the quality of services which citizens can expect from them (“Seven steps”, 2008). As quoted in James et al (2005), when the charter was being introduced in 1986, the Inland Revenue explained that the charter is a tool used to recognize the commitment of public servants to certain standards in terms of the aspirations they have as far as dealing with the public is concerned. Osborne and Plastrik (1997) further notes that the charter asks all public organizations to define the standards of citizen service which they will guarantee to their citizens. Also adds that a charter is a non-agency device which is meant to enhance people’s participation (Mishra, 2020). As can be seen from the various scholars, there is consensus that charters deal with i) public offices defining service standards, ii) public offices striving to adhere to those standards iii) citizens being aware of the standards and knowing what to expect.

The origin of charters can be traced back to 1991 where a white paper was first issued in Britain in the form of a service charter (Mishra, 2020). The European Public

Administration Network (2018) also concurs that since the early 1990s, many European countries has adopted the service charter in various forms as a result of the first service charter which was launched in 1991 by the UK government. As a result of the 1991 UK Charter, several countries also adopted the charter system and these include Australia in 1997, Canada in 1995, Portugal in 1993, Jamaica in 1994, etc (“citizens charters-historical”, n.d.). (James et al (2005), adds that the use of charters can be traced back to centuries with the most famous being the magna charta of 1215 and the people’s charter of 1838. It can be seen that the service’s charters began in the public service. What is worth noting is that in modern times, private organizations such as banks have also been adopting service charters as a way of ensuring quality service delivery to its customers.

2.3 Public Sector Reform Frameworks

2.3.1 Charters and Public Service Delivery

As a result of the introduction of the concept of New Public Management in organizing efficient and effective public service delivery as well as better service provision, most countries around the world have adopted and implemented service charters (Acharya, 2010). James et al (2005) concurs that these aim to both enhance citizen satisfaction with the quality of public service delivery as well as to promote the effective use of taxpayers’ money by enabling the central government to impose discipline on public services (Drewry, 2005). Islam (2020) concurs that service charters are significant tools which assist in ensuring and monitoring and most importantly continuously improving public service delivery. Charters clearly set out the service delivery targets for public servants as well as for the public organizations to make an assessment of the perception citizens have as far as public service delivery is concerned (Ghobadian & Ashworth 1994).

As a result of the implementation of the charters in various countries, they could either be working to improve service delivery or not. According to the European Public Administration Network (2018), a study involving 23 member states, Switzerland and the European Commission showed that some countries were having some challenges with measuring compliance with the standards set out in the charters and that it was mainly because the measurement is not usually formal (such as external assessments) but relies on feedback mechanisms from citizens or relies on commitment by public servants to improve service delivery without specifying how the actual monitoring will be done. Nevertheless, in Malawi, research carried out at Southern Region Water Board to explore whether service charter was improving public service delivery showed that citizens felt that there was an improvement in public service delivery compared to when there was none as all the commitments which were laid out in the charter were indeed being implemented (Ntelela, 2012).

On the contrary, research carried out in Kathmandu District Administration Office of Nepal on the effectiveness of charters in improving service delivery showed that it did not change much due to factors such as the fact that there was no timely service provision despite the charter stipulating so (Tamrakar, 2010).

2.4 Mechanisms

There are some mechanisms that are supposed to be put in place to ensure that Charters are being implemented effectively. Several studies conducted have made some suggestions on some of the mechanisms that need to be put in place to ensure the effectiveness. According to Tamrakar (2010), one of the mechanisms is that personal mobile numbers of Senior Officials are supposed to be displayed with the intention of ensuring that clients can give feedback in case of any of grievance and

that the office should have a website which can easily be accessed by the customers. Njunwa, (2011) also explains that it is important to ensure that there is awareness creation to citizens on Public Service as well as their responsibility in improving service delivery, offering capacity building to public servants on setting standards and how they can utilize the charter, having a complaint handling mechanism that allows citizens to claim when there is improper service, having a monitoring and evaluation system in place to ensure implementation to a good standard and lastly, offering motivation to public servants such as pay and good working infrastructures.

Ntelela (2011) also recommends that there is need for heads of Public Service Institutions to take responsibility for the design and dissemination of service charters for their respective offices as well as implementation and performance reporting, Service Charter performance should both individually and institutionally be linked to capacity building initiatives to ensure that service standards are integrated into training and professional education of officials and professionals within the institution and that there should be a deliberate effort to impart knowledge to clients on their rights in terms of right to receive services without discrimination, right to receive information on the nature, priorities and performance of service delivery and right to receive a reason if service are delayed or denied, etc.

Howard (2021) adds that to ensure that there are effective ethics standards in the public service there is need to implement effective laws that should mandate civil servants to provide explanations for their official decisions; management strategies should be employed to instill a proactive approach among public officials towards addressing corruption and unethical practices; legal protections should be extended to whistleblowers who disclose wrongdoing in the public interest, ensuring their safety;

training programs should be established to educate employees on codes of ethics, ethical management principles, and professional responsibilities and that robust complaint and redress mechanisms should be instituted both internally and externally.

Therefore, various mechanisms are suggested to ensure effective charter implementation in Public Service. These include displaying personal mobile numbers of senior officials and maintaining accessible websites for customer feedback. Other strategies involve citizen awareness campaigns, capacity building for public servants, establishment of complaint handling mechanisms, implementation of monitoring and evaluation systems, and providing incentives like pay and good working conditions. Responsibilities are emphasized for heads of Public Service Institutions in designing, disseminating, and reporting on service charters, integrating service standards into training, and educating clients about their rights. Additionally, recommendations include enacting laws requiring civil servants to justify official decisions, adopting management strategies to combat corruption, protecting whistleblowers, implementing ethics training, and establishing comprehensive complaint and redress procedures. These mechanisms aim to enhance transparency, accountability, and service delivery within the public sector.

2.5 Opportunities offered by service charters

2.5.1 Global and Regional Rationale of PSR and Service Charters

In the quest for efficiency and effectiveness in governments across the world, reforms were necessary. According to C. Zhang and M. Zhang (2001) the rationale behind reforms lies in the fact that it enables the government to remodel its internal and external environment with the intention of enhancing effectiveness of its governance by redesigning and reinventing its culture, function, structure, procedure and its

management style. Therefore, it is a continuous process and is undertaken in order to work in the changed context, time and public demand. In countries like New Zealand where implementation of PSR was more extensive, the nature of Public Sector was completely altered as a result of implementing various reforms (Peters, 1993).

In the developing countries in the African region for instance, Kaunda (2004) indicates that public sector reforms date back to the post-independence era. These reforms have been embraced because their Public Organizations perform poorly and barely function in some cases (Grindle, 1997). Hausman, (2010) further indicates that countries such as Rwanda implemented Civil Service Reforms between 1998 and 2009 that slashed the number of staff in central ministries by about 90% as it consumed too much of the country's limited revenues and lacked many of the critical skills essential for effective service delivery. Additionally, reforms in Nigeria improved the status of the Civil Service as 10,000 Public Servants were retrenched or dismissed, approximating 1.5% of all those in public employment (Dudly, 1982).

Anazodo et al. (2012) concurs that reform is a means that is intended to enhance the administrative capacity of public administration, which is considered a scarce commodity and, almost universally, a limiting factor in the achievement of national development goals. There is also a widespread agreement among governments regarding the need to reshape the public sector in order to increase efficiency and improve public services (Brunsson & Olsen, 1993). Therefore, reform is necessary for bringing change in established bureaucratic practices, behaviours, and structures.

Specifically, for service charters as a tool of public sector reform, according to the Charter for the Public Service in Africa, the Charter's adoption is a very important stage in the overall campaign by African governments to restore prestige and dignity

to the public service as well as to reinforce integrity in public life, in addition to raising the performance levels in government. Beevers, (2006) adds that the main rationale behind the introduction of the service charter is to ensure that citizens are aware of their rights to access quality services from the Public Service as well as to make their voice heard by public service providers. In addition to that, it ensures the development of service delivery and increase in the openness and accountability of the public service providers to the people (ibid). Loffler et al (2007) add that other reasons why a service charter is important include the following: they push public agencies to improve performance where promised standards have not been fulfilled, they make the public agencies more transparent by making the public aware of the services which they are supposed to expect, they encourage the public agencies to measure and assess performance and they help the public agencies to manage the expectations from the public.

The Malawi Public Service Charter summarizes the opportunities offered by Charters by emphasizing that one objective is to enhance transparency in public institutions by clearly communicating the standards of service the public can anticipate and how agencies will measure up to these standards. Another goal is to motivate public institutions to enhance their performance in cases where promised standards have not been met, thereby enhancing satisfaction among service users. Additionally, the charter also highlights that there is a need to establish a framework for engaging with service users, aiding Public Institutions in managing their expectations effectively.

2.5.2 Global and Regional Success Stories of Public Sector Reform

Implementation

Despite the number of challenges explained above in the implementation of Reforms and Service Charters which have been experienced by governments across the globe and in the African region, there have also been some successes. Saxena (2013) notes that in order to register some successes in reform implementation, to a large extent, it is dependent upon a cultural change in the Civil Services. That is, there is need for public service providers to change their old way of doing things and embrace a modern way, as it is not realistic to keep doing the same things while expecting to achieve different results. Specifically, for service charters, the author cautions that the extent to which these reforms are effective is based on a number of interrelated factors such as their ability to reflect citizens' priorities, having a well-functioning grievance redressal mechanism and having the buy-in or support of senior management and staff (ibid).

As far as success in reform implementation is concerned, notable reference points include Pakistan where they had a successful reform implementation of the Education Reform roadmap as a result of using an approach whereby, they began by assigning accountability for outcomes to specific individuals, followed by performance dialogues by different stakeholders (Commonwealth, 2016). In addition, in Brazil Reforms which were initiated in 1995 were successful due to the political and intellectual abilities of the Minister of Reform at the time; Luiz Carlos Bresser-Pereira, who was able to sell the Reforms to all the relevant stakeholders (Saxena, 2013).Gymah (2019) concurs that the leadership of an institution, which is comprised of Heads of the Public Services, Chief Directors, Chief Executives and their Deputies are some of the key implementation agents crucial for successful implementation of

Reforms. This could be due to the fact that as leaders, they are supposed to be the torch bearers of their respective institutions, such that failure to do so results in junior level staff also following suit.

At the African Region level, countries such as Rwanda have also been successful in Reform implementation due to employing of the governance model which has been instrumental in supporting home-grown solutions that promote public participation and ownership of the development agenda, in addition to political will from the top to the lowest level and other factors such as a clear and realistic policy framework as well as appropriate and sufficient institutional arrangements (Commonwealth, 2016). In Ghana, one of the notable successes of Reforms since inception was the absolute downsizing of the entire Public Service (Gymah, 2019)

2.5. 3Global and Regional Trends in Public Sector Reforms and Service

Charter Background

Having explained some of the rationale behind Public Sector Reforms and Service Charter implementation, this section will focus on the global and regional trends of the same. As has already been alluded to above, it is no longer a surprise that the need to reform the public service is an issue which has been heavily emphasized across the globe and the African region. At the global level, in most countries of the world, public service institutions underwent rapid changes following the Second World War, which led to the majority of the countries to seriously embark on implementing Public Service Management Reforms with the aim of improving the effectiveness and efficiency of the services (Lufunyo, 2013). Specifically for Service Charters across the globe, these were first introduced in the United Kingdom under the government of John Major in 1991 and the idea was re-launched by Tony Blair's government in

1998 (Falconer and Ross, 1999). As expected, the main idea behind introducing this initiative was to enhance Public Service delivery of goods and services. As a result, countries all over the world have adopted the idea to enhance Public Service delivery. For instance, Sastry, (1999) cited in Kasera (2014) explains that countries like France, India, Jamaica, Malaysia and Spain adopted the Service Charter system in 1992, 1997, 1994, 1993 and 1992 respectively.

At the African region level, Service Charters implementation started after thorough discussions on new challenges, roles and perspectives on African Public Administration, which were made in Namibia in 2001 during the third Pan African Conference of Ministries of Civil Services (Simataa, 2004). Kilelo (2015) notes that almost all African countries are carrying out some form of Public Sector Reform which include service charters' introduction. For instance, Tanzania adopted Public Service Reform Programs including the adoption of client service charters almost in all its government Ministries, Departments and Agencies (Bana, 2008). In addition, in Botswana literature has shown that as far as public service charters are concerned, public service providers incorporate the Tswana culture together with the Public Service Charter in such a way that they form and shape their organizational Culture and in the Tswana culture, people are expected to show respect for each other irrespective of their color, age, religion, educational background and many others (Mothusi, 2008).

2.6 Challenges

2.6.1 Global and Regional Emerging Issues or Challenges facing Public

Sector Reform and Service Charter Implementation

While there is some consensus that past reforms have had some positive impact on service delivery, there is also wide acceptance that the reforms' intended objectives have not been fully realized (Sikwese, 2013). Tria and Valotti (2012) note that the ongoing reform process that most governments across the world are undertaking demonstrates that Public Management Reforms are still very crucial and represent a priority as well as offer an important opportunity for rethinking how to make effective changes in Public Service delivery. Some of the issues which present challenges to successful Public Sector Reform implementation across the world include lack of adequate resources (Karyeija, 2010). Saxena (2013) also notes that in most of the first world countries, Public Service Reforms were faced with challenges such as extensive nepotism until the 19th century, such that as much as some were transitioning from being oppressive to being responsive, the transition still has not been smooth to the extent that patronage continues to be the staffing procedure in most Latin American Countries.

Owusu (2005) is of the view that some of the Public Sector Reforms undertaken during the 1980s and 1990s in the developing countries succeeded only in reducing the size of the Public Service and its wage bill but failed to improve performance. Hausman (2010) further notes retrenchment in Rwanda had left central ministries understaffed, thus hampering service delivery. Rugumyaheto et al (2008) also noted that absence of a lead institution to champion and coordinate the initiatives crippled attempts to successfully implement the Reforms.

Specifically, for Service Charters, one of the challenges in implementation is that although the Charter, is a sound practice, it can produce skepticism on the part of the citizenry and staff alike due to realistic expectations which the public might hold (Service Charters, n.d). That is, some of the citizenry might demand for services which sometimes could be very unrealistic and beyond the scope of the charter. In addition, the department of Public Service and Administration of South Africa notes that in order not to have many challenges in implementing, it is crucial to involve staff in the development of a Service Delivery Charter so that there is buy-in and commitment to improve service delivery. This is an important aspect since failure to involve staff might result in challenges as the charter might be perceived as an imposition rather than something to be owned and held in high regard by the public service providers.

Furthermore, in Tanzania, it was discovered during a certain study that the other challenge in implementation of Service Charters was that are in most cases, these were written in English despite the majority of the citizens being illiterate, such that they were not able to demand for better services from government (Njunwa, 2011). This could be one of the reasons why in Botswana documents such as the Service Charters state that English and Setswana are the two official languages that should be used for purposes of communicating in order to cater for the needs of those who are not fluent in English (Mothusi, 2008). In some of Malawi's MDAs Charters are also written in Chichewa like that of Ministry of Lands as well as that of Department of Procurement and Supplies formerly Central Government Stores. Furthermore, in Tanzania, Lufunyo (2013) explains that the Service Charter Reform faced many challenges in implementation and some of the reasons included poor working environment and conditions of service to Public Servants, inadequate resources, staff

not being prepared to implement the Reforms, a little proportion of the public were aware of the Reforms, corruption and greediness of some of the Public Employees among others.

2.7 Theoretical Framework

Every research is supposed to be guided by a theory. According to Amin as cited by Odiya (2009), a theoretical framework provides a description or an illustration of how a theory or an assumption underpins the study. Therefore, the researcher identifies an appropriate theory or concept from a theory, which links his or her study variables and analyzes it to expose the component aspects that link the proposed study variables(ibid). A good number of theories are linked to workplace Service/Citizen Charters in terms of performance and their effectiveness in efficient delivery of services as well as their contribution to governance in general terms. These theories include the New Public Management (NPM) theory and the Good Governance theory. In brief, the NPM shifts the focus of government from traditional public administration to public management (Lane, 2000). In other words, it advocates for the transfer of Private-Sector management principles and tools to the Public Sector, as championed by the Organization for Economic Cooperation and Development (OECD) and by the International Monetary Fund (IMF) and World Bank for developing countries (Brinkerhoff & Brinkerhoff, 2015). This paper will however get guidance from the good governance theory as it relates better to this study.

In modern times, it is being greatly acknowledged that there is a certain link between Public Service Reforms (Service Charters inclusive) and good governance. Good governance in a country is characterized by participation, transparency, accountability, rule of law, effectiveness, equity and many other characteristics

(OECD, 2006). United Nations Economic and Social Commission for Asia and the Pacific (n.d.) adds that it has 8 major characteristics which are government that is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and that it is guided by the rule of law. In addition to that, good governance assures that corruption in a country is minimized and takes on board views of minorities as well as the voices of the most vulnerable in society when making decisions (ibid). Good governance also involves making service providers accountable for service delivery to the citizens (Kiragu & Mutahaba, 2005). (Lamidi et al, 2016) adds that good public management and administration, with emphasis on accountability and responsiveness to citizens' needs, has been seen as an aspect of good governance by donor agencies such as the World Bank, which support Reforms in developing countries.

Similarly, this research aims at uncovering whether Service Charters which are part of Reforms are good tools in ensuring successful Reform implementation. This therefore means it is linked to the Good Governance theory in such a way that good governance ensures that service providers are accountable to the service delivery provided to its citizens in the same way that the Service Charters are a commitment of the respective Public Institutions to the citizens which they serve. Additionally, good governance principles such as accountability and transparency are also one of the key areas of why Service Charters are implemented. Hence, the topic is highly linked to this theory, making it a suitable theoretical framework for the study.

2.8 Conceptual Framework

The study aims to assess effectiveness of charters in service delivery. Service delivery is measured in terms of several factors such as timeliness of service delivery, clients

knowing the services to expect, quality service delivery and reduction of corruption. From theories and empirical studies, the paper constructed a conceptual framework through which this research was operationalised.

Recognizing the need for a structured assessment of public charters, the goal of this thesis is to find out how well Service Charters influence Public Sector delivery. At the center of this exploration lies the central concept: the effectiveness of Service Charter. This variable embodies the overarching impact that Service Charters have on Public Service delivery. It acts as a compass, guiding the assessment of how well Service Charters influence and shape the landscape of Public Sector service delivery. In order to shed light on the complex linkages that exist between this core variable and the other four important independent variables—timeliness of service delivery, quality of service delivery, decreasing corruption, and helping clients understand what to expect, this conceptual framework was developed.

Timeliness of service delivery emphasizes the importance of prompt and timely Public Service delivery. By examining its relationship with effectiveness of Public Service delivery, the framework seeks to show the extent to which Service Charters contribute to the efficiency and expeditiousness of Public Sector operations.

Quality service delivery is one of the characteristics of effective Public Service. It is very crucial as it digs deep into the balance between the provisions outlined in Service Charters and the actual delivery of high-quality services. This dimension assesses how Service Charters influence and enhance the overall quality of services provided by the Public Sector.

Corruption poses a significant threat to the efficacy of Public Service. The conceptual framework therefore addresses the impact of Service Charters on curbing corruption within public sector by analyzing if at all it reduces corruption. By examining its relationship with effectiveness of Public Service delivery, this research aims to gauge the effectiveness of Service Charters in fostering transparency and accountability.

Lastly, transparent communication is key to effective service provision. Helping clients to know what to expect therefore emphasizes the importance of Service Charters in facilitating clear expectations for clients. This dimension explores how well Service Charters empower clients with knowledge, enabling them to navigate Public Services with confidence.

This conceptual framework therefore provides a structured lens through which to evaluate the effectiveness of Service Charters in influencing Public Sector delivery. By exploring the relationships between the effectiveness of Charters and these important aspects, this thesis sought to contribute to a deeper understanding of how Service Charters can be improved to elevate the standards of Public Service delivery.

2.9 Conclusion

As can be seen from the reviewing of literature, there is little information in Malawi on the extent to which this Service Charter Public Sector Reform initiative is playing a role in contributing to the successful implementation of Public Sector Reforms, therefore this study is of great importance in shedding more light on the subject. The next chapter sets out the proposed methodology.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter covers the methodology which this study adopted. It explores the study approach, design, population, sample, data collection methods and instruments, data management methods, data analysis, foreseeable or unforeseeable adverse events handling, benefits (direct and indirect) to participant and institutions, research dissemination strategy, ethical considerations, study limitations and conclusions.

3.2 Study Approach

The research implemented a mixed-methods strategy, encompassing both qualitative and quantitative elements. This choice was made to leverage the strengths of both approaches, facilitating triangulation. Triangulation involves employing multiple methods to gather data on a specific subject, ensuring a comprehensive exploration of various facets of the same phenomena (Kulkarni, 2013). Such a mixed-method approach offers a more comprehensive understanding of a topic by combining various data sources. For instance, quantitative methods yield numerical data which provide statistical insights, while qualitative methods offer detailed narratives and therefore explore the underlying reasons and contexts. A similar study in Malawi by Chasukwa and Kayuni (2018) similarly embraced a research design that integrated both qualitative and quantitative methodologies.

3.3 Study Design

The study adopted a case study design whereby detailed investigations of individuals, groups, institutions or other social units are carried out. A researcher who is

conducting a case study attempts to analyze variables relevant to the subject under study. A case study in other words is an in-depth study of a particular problem. The study was aimed at the in-depth analysis of the Service Charters at the DHRMD and ESCOM, hence these were the units of analysis.

3.4 Study Population

A study population is a complete collection, or the universe of all the members or units of a group that is of interest in a particular study (Odiya, 2009). O’Leary (2004) defines a study population as total membership of a defined class of people, objects or events. The study was conducted at the DHRMD headquarters which has about 129 employees and at ESCOM Lilongwe office which has about 450 employees. The total of 579 employees was therefore considered as the employee population. On the other hand, the study was also planned to be conducted with clients of the two offices. ESCOM has about 400,000 clients while DHRMD’s real population is unknown and was therefore be assumed to be 20,000 since sample size does not change much for populations larger than 20,000¹. The quantitative element involved administering questionnaires to employees at the two offices as well as their respective clients. On the other hand, the qualitative element involved conducting qualitative interviews with Key Informants from the two institutions as well as the Secretary to the President and Cabinet at the Office of the President and Cabinet (OPC), being the main contact person listed in the Malawi Public Service Charter for addressing any grievances to or giving positive feedback to on the Service Charter implementation.

The selection of DHRMD and ESCOM as the focal organizations for this study was justified based on several factors. The DHRMD headquarters, with approximately 129 employees, and ESCOM's Lilongwe office, employing around 450 individuals, collectively constitute a study population of 579 employees. This choice facilitates a comprehensive understanding of the human resource dynamics within Public Service Institutions.

Furthermore, the decision to include clients from these organizations aligns with the study's comprehensive approach. ESCOM, serving around 400,000 clients, and DHRMD, assumed to have a population of 20,000, provide a diverse range of perspectives from both large-scale utility service clients and government office service recipients.

3.5 Sampling Techniques

Sampling techniques are different types of sampling methods used when selecting the sample from the population. There are systematic methods used by researchers to select a subset of individuals or elements from a larger population for the purpose of studying and drawing conclusions about that population (Kothari, 2004).

The sampling technique for the Key informant interviews involved a combination of purposive and convenience sampling. Convenience sampling method is whereby the respondents are selected for inclusion in the sample based on the ease of access (Kothari, 2004). Purposive sampling on the other hand involves the use of the researcher's own judgement and is often used in small samples particularly in qualitative data sampling (Greener, 2008). The study therefore used purposive sampling to determine who the right respondents might be. For instance, the Secretary to the President and Cabinet for OPC was purposively selected due to the vast

information he or she has on Public Service Charter implementation in Malawi. However, the interview was expected to be possible if the respondent was to be easy to approach through booking an interview (convenience sampling). In other words, it was to be made possible due to his or her convenience.

Purposive sampling was justified for identifying and selecting key informants based on their specific knowledge and expertise relevant to the study's objectives. This is because this method allowed the targeting of individuals with the most relevant and valuable information for the study. Additionally, convenience sampling was integrated to enhance the feasibility of the interviews. If the identified key informant was easily approachable and willing to participate, interviews were booked accordingly, reflecting the practical considerations of conducting interviews, especially with high-profile individuals. The combination of purposive and convenience sampling in this context aimed to strike a balance between ensuring the relevance of informants and taking into account the practical aspects of data collection.

The employees interviewed via a survey from the two institutions were selected using stratified random sampling whereby the entire population was broken into multiple non-overlapping, homogeneous groups (strata) and final members were randomly chosen from the various strata. This was done by obtaining a list of the names of the employees from the two institutions from the Human Resource Managers office. Afterwards, the names were grouped according to the grades of the respondents (stratas). From these stratas, random sampling was done to select the individuals that were interviewed. The sampled individuals were then expected to be booked for interviews through the Human Resource Manager of the respective institution.

In terms of the clients from the two institutions, these were selected via random and convenience sampling. This is in such a way that the researcher engaged some research assistants who administered questionnaires to clients who were visiting the offices. The research assistant as well as the principal investigator therefore at random asked the clients going to the two offices, if they have some time to respond to the questionnaires. Once being granted consent interviewing took place.

In the study, a thoughtful selection of sampling techniques was employed to gather data from the employees and clients of the two institutions. For employees, a stratified random sampling method was utilized, breaking the population into homogeneous groups based on job grades. This approach ensured representation from different employee strata, and thereby preventing biases. In terms of clients, these were selected through a combination of random and convenience sampling. Random sampling ensured the representativeness of clients, while convenience sampling was practical in engaging clients visiting the offices. Overall, these sampling techniques balanced the need for representativeness with practical considerations, providing a comprehensive understanding of both employee and client perspectives within the limitations of the study.

3.6 Study Sample

A sample refers to a subset of individuals or units selected from a larger population for the purpose of studying and drawing conclusions about that population (Kothari, 2004). The qualitative method was chosen because it allows exploration into human experiences and behaviors and therefore allows collection of rich, detailed data that offer insights into participants' perspectives and lived realities. The study was planned to involve conducting 17 key informant interviews with staff at each of the two institutions. According to the UCLA Center for Health Policy Research, typically

about 15 to 25 key informants are sufficient in research (n.d). Therefore, this sample size was sufficient for the qualitative interviews. At each of the two institutions, it was also planned that an equal number of male and female respondents were to be interviewed to ensure a gender balance of views and opinions. Additionally, there was a planned interview to be conducted with the Secretary to the President and Cabinet from the OPC. This would result into a total of seventeen interviews. This was surpassed as the actual interviews were 23 overall. This means that the saturation point was reached. The table below illustrates the planned qualitative sample.

Table 1:Planned vs Actual Qualitative Interviews

Number of planned interviews (DHRMD)	Number of planned interviews (ESCOM)	Number of planned interviews (OPC)	Total
8	8	1	17
Number of actual interviews (DHRMD)	Number of actual interviews (ESCOM)	Number of actual interviews (OPC)	Total
13	9	1	23

The quantitative element involved interviewing 134 clients out of planned 136, from the two offices and other 106 employees out of planned 104 who were not part of the qualitative interviews. This was done to complement information that was gathered from the qualitative interviews. Quantitative methods yield numerical data which provide statistical insights. The planned sample was calculated using Raosoft sample size calculator by using 90% confidence level and 10% margin of error (MoE). A confidence level or reliability is the expected percentage of times that the actual value will fall within the stated precision limits, in other words, if the confidence level is 90%, the implication is that there are 90 chances in 100 that the sample results

represent the true condition of the population (Kothari, 2004). A margin of error is a statistical expression that is used in order to determine the percentage point by which the result arrived will differ from value of the real population (Thakur & Vaidya, 2023). It is worth noting that the samples were increased by 5% to account for non-usable questionnaires. To calculate the sample size, the population of employees from the two institutions were calculated separately using the raosoft sample size calculator. This resulted into a sample of 45 employees from DHRMD and 59 from ESCOM. In terms of the clients, this resulted into 68 from DHRMD and 68 from ESCOM. This implied a total sample of 104 employees and 136 clients. This sample size was sufficient because a confidence level of 90%, 95% or 99% is acceptable in research. The table below illustrates the planned vs actual quantitative sample of the employees and clients from the two institutions.

Table 2 :Planned vs Actual Quantitative Interviews

Employees	DHRMD	ESCOM	Total
Planned	45	59	104
Actual	45	61	106
Response rate	100%	103%	102%
Clients	DHRMD	ESCOM	Total
Planned	68	68	136
Actual	67	67	134
Response rate	99%	99%	99%

3.7 Data Collection and Instruments

There are two types of data which are primary data and secondary data. Primary data refers to data which is collected by a researcher for the first time. The data which was collected for this study is an example of primary data. On the other hand, the data which was already collected by someone else, for some other studies and which have already been passed through the statistical process is known as secondary data (Kothari, 2004). This research therefore incorporated both primary and secondary data.

3.7.1 Key Informant Interviews

This research used the interview method which is the collection of data involving presentation of oral-verbal stimuli and replies in terms of oral-verbal responses (Kothari, 2004). The research involved seeking consent from the Human Resource Manager of the two institutions. It is crucial to get consent from the Human Resource Manager as he or she was key in granting consent to carry out research with employees and clients at the two institutions. The Human Resource Managers were

also key in advising fellow employees to support the data collection process in the best way they can.

In terms of the data collection instrument, the interviews were conducted using a key informant interview guide. The 23 interviews were conducted in a way that the individual should be free to express him or herself by asking open ended questions.

Key informant interviews were chosen because they are important for gathering detailed insights and expert perspectives on a topic. They provide access to specialized knowledge and offer valuable context. Additionally, these interviews validate research findings, contributing to the depth and validity of the study overall.

3.7.2 Questionnaires

The questionnaire data collection method is whereby questionnaires are given to respondents who are expected to read and understand the questions and write down the reply in the space meant for the purpose in the questionnaire itself (Kothari, 2004).

In some instances, especially when using digitized data collection tools, research assistants conduct the interview using a questionnaire which has been digitally programmed. The study involved the research assistants administering a paper-based questionnaire to the 134 clients and 106 employees, as explained above.

Questionnaires are important in quantitative research as they efficiently collect standardized data and therefore enable researchers to analyze patterns objectively.

3.7.3 Desk research

Desk research was used in such a way that information that other people have already written on the subject of Service Charters across the globe, in the African Region and in Malawi was taken into account. This involved including literature which provides

converging and diverging views on whether Service Charters are necessary tools for Public Sector Reform or not, from sources such as books, journal articles and the internet.

Desk research, was used to gain background knowledge and review literature as it offers access to abundant existing information to studies.

3.8 Data Management Methods

Data management is the care as well as maintenance of data which is produced throughout the course of the research. It involves how researchers handle their data during and after data collection.

Quantitative data was managed from the onset by ensuring that the research assistant is properly trained on the need to ensure that all interviews conducted per day are kept secure. After data collection, the researcher ensured that the data is managed by making sure that it is stored on a laptop which is password protected and erasing it only after the completion and approval of the final dissertation.

Qualitative data was managed by ensuring that the notes from the interviews were always kept by the main researcher and in a safe place. After data collection, this data was managed by the researcher by keeping the information in a safe place and destroying it only after completion and approval of the final dissertation.

3.9 Data analysis

Data collected is meaningless until analysis is carried out to make sense of the data. In other words, data analysis is crucial as it enables the researcher to present the data collected in a way that can be easily understood by the target audience. As Kothari (2004) explains, after data has been collected, it is necessary to process and analyze it

in accordance with the outline laid down for the purpose at the time of developing the research plan. Data processing implies editing, coding, classifying and tabulating collected data so that they are amenable to analysis and analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups (ibid).

The collected qualitative data was analyzed using content analysis. This is a qualitative data analysis method whereby specific words, patterns, concepts, themes, phrases, characters, or sentences are identified within the information or content collected from interviews (Nicolas, 2021). Therefore, the interview notes from all the key informants from the two institutions were summarized according to the emerging themes and presented in a way that sheds more light on common areas of agreements among the respondents and to present any contradictory views that might arose. Additionally, content analysis is relevant since research to do with attitudes, sentiments, opinions and beliefs cannot always be restricted to specific questions such that hearing their own responses and deriving the underlying meaning of those different responses was crucial in terms of the analysis.

The quantitative element of analysis involved using the Statistical Package for Social Science (SPSS) software. Data collected was entered in Microsoft Excel to necessitate further transfer to SPSS. SPSS was therefore used to analyze different responses from respondents, which were presented as graphs. This data visualization tool was used to illustrate frequencies, percentages, etc. This was done with reference to the study questions and objectives to find answers for which the study was embarked upon.

It is worth noting that where necessary, analyzed qualitative and quantitative data was presented together to illustrate key areas of convergence or divergence in responses.

3.10 Ethical Consideration

Ethical consideration is one of the critical issues in research, especially research involving human subjects or respondents. Therefore, as part of this research, ethical issues were taken into account and implemented to the fullest extent possible. As part of ethical consideration, the researcher ensured that the information the respondents provided were used for the academic and study purposes only and that their privacy was respected as well. If there is any information they want to be concealed, their wish was respected (confidentiality), and participation in the study is not compulsory (voluntary). In addition, the respondents were also briefed about what the research is all about and the expected risks or benefits of taking part in the research as well as the estimated time the interview was supposed to take, after which consent to take part in the research was sought (informed consent). Furthermore, diplomacy and gender related factors were observed when dealing with respondents especially those of opposite sex, to avoid offending them.

This study required that we meet with respondents in person and because any contact with other people brings the risk of infection with COVID-19, we ensured that respondents carefully considered their participation. As such, we mitigated this risk by following all the government COVID-19 prevention measures such as observing one-meter social distance, wearing a mask and conducting the interview at a well-ventilated place.

Lastly, integrity when dealing with people of all ages and levels was observed throughout the research.

3.11 Study Limitations

As is the case with many studies, if not all, some limitations were inevitable. Firstly, since the research was carried out at DHRMD and ESCOM only, it might not be a general representation of the whole population of Public Institutions which are currently using Service Charters, such that generalizations might be difficult. However, the sample provides a fair representation considering that the two organizations are large and operate across Malawi.

Another anticipated limitation was that the case study involved offices that are far from each other plus the fact that some officers do their activities outside their duty stations most of times and that it was not easy to find them. However, the researcher tried to overcome this limitation by making interview bookings in advance and confirming them a day before the actual interviewing date.

The third anticipated limitation was time factor because the researcher's office is a busy office attending all issues involving Common Service for Secretaries and Human Resource Officers for the whole Malawi, so this was expected to divide the researcher's attention. Nevertheless, the researcher ensured that time was properly managed to accommodate work demands and the study at hand.

3.12 Conclusion

To conclude, this section presented the proposed methodology by explaining the approach, design, population, sampling, data collection instruments, study limitations and ethical considerations.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

Here are findings from the data collected on the context based on the awareness of the Charters. These are followed by the findings based on the research objectives starting from an analysis of the Public Sector Reform Framework, an assessment of the mechanisms which can be put in place to ensure effectiveness of Charters, an assessment of the opportunities offered by charters in Public Service delivery and lastly, an exploration of the challenges or barriers in relation to charter implementation as well as the chapter conclusion.

4.2 Service Charters and Public Sector Reform in the Malawian Context

4.2.1 Genesis and Rationale of Public Sector Reforms

The very first attempts at achieving Public Sector Reform in Malawi were embarked on as soon as the country gained independence in the early 1960s, with the major concern at that particular point in time, being how to properly handle the transition from an Expatriate-Based Public Service to one which would be mainly comprised of Africans (Durevall, 2001). Throughout the years, it has been the desire of the Malawian Government to implement Public Sector Reform initiatives with the intention of effectively and efficiently delivering quality public goods and services as well as to enable the country to mitigate and ably manage the emerging global challenges (Sikwese, 2011). As a result, the government has been continuously reviewing its systems and their implementation of different programs in order to

enhance new governance arrangements aimed at raising the standards of performance and behaviors through the introduction of new value systems for the delivery of high-quality public goods and services (ibid).

Chingaipe (2015) adds that Malawi has been through various waves or phases of Public Sector Reforms including state centered Reforms, neoliberal Reforms or structural adjustment programs and various other Reforms which were under the New Public Management (NPM) umbrella after the year 2000 and other Reforms which were commissioned after the 2014 General Elections. The current Tonse Alliance Government, upon being elected into power also had a good start by introducing certain Reforms which are also aimed at ensuring quality public Service delivery. It would seem therefore that Public Sector Reform is a key area of interest due to the Governments' emphasis on the subject.

One of the key rationales behind this emphasis of Public Sector Reform includes raising accountability in the Public Sector since lack of accountability has serious implications for the use of resources in Ministries and Departments because in its absence many important initiatives by the government will have little effect (Durevall, 2001). Tria and Valotti (2012) and adds that Public Sector Reform is important because it enhances transparency, boosts the motivation of Public Servants, improves leadership and ensures that the performance of the Public Service is measured.

4.2.2 Key Documents Guiding Public Sector Reforms in Malawi

There are several documents which are the pillars or guiding elements of Public Sector Reform in Malawi. This is because implementation of Reforms without guiding documents would be equated to implementation without a proper direction. Therefore, throughout the years and up to date, the government of Malawi has been

putting in place such documents. This subsection briefly summarizes some of the major documents in terms of Public Sector Reform implementation.

4.2.2.1.1 Malawi Constitution

The Constitution of Malawi is an important tool of the Public Service Reform as it provides for the Public Service which is the main reason behind the need for Public Sector Reforms. In other words, the absence of a Public Service implies the absence of the whole concept of public sector reforms. Hence, the Constitution is one of the building blocks of Public Sector Reforms in Malawi.

4.2.2.2 The 1994 Public Service Act

This Act was instituted as a guiding tool of how the public service was supposed to conduct itself. For instance, part II stipulates that the Public Service was supposed to deliver services in an efficient and effective manner and to only be guided by public interests. This was clearly a deliberate attempt by the government to contribute to Public Sector Reform efforts in Malawi.

4.2.2.3 Malawi National Public Sector Reforms Policy

This is also an important tool in the Malawi Public Sector Reforms. The Malawi National Public Sector Reforms Policy (2018) begins by stating that the Malawi government acknowledges the importance of an effective, efficient, accountable, predictable, transparent and responsive Public Service for the delivery of equitable and quality public services and for realization of national development goals. It further explains that in order to achieve this, Malawi has undertaken various reforms such as The Skinner Commission of Enquiry, the United Nations Economic Commission for Africa Public Service Review, The Herbecq Civil Service Review

Commission, The Chatsika Commission of Enquiry and the World Bank Malawi Public Sector Review of 1991. Evidently, this emphasizes the importance of Public Sector Reforms in Malawi.

4.2.2.4 The Malawi Public Service Management Policy (2018-2022)

This policy provides a framework within which the Public Service is supposed to be managed in order to effectively deliver public goods and services in line with the National Development Agenda as provided for in the National Vision and Malawi Growth Development Strategy (MGDS). It includes the government's commitment that will drive Public Service and strategies which are to be employed in order to improve Public Service management. The management of Public Service in this regard is an important aspect, which all goes back to the issue of ensuring quality Public Service delivery.

4.2.2.5 The Vision 2020

As indicated in the Malawi National Public Sector Reforms Policy, the vision 2020 is also an important tool in Public Sector Reforms as it stipulates the long-term development goals of Malawians. Among such goals is a Public Service which is expected to perform in a way that will spearhead implementation of policies and programs which will in turn contribute to the realization of development of Malawi. This also shows that indeed the issue of an efficient and effective Public Service is very crucial and taken very seriously in Malawi.

4.2.2.6 The Malawi Public Service Charter

This is also an important tool which is of interest in this study since the DHRMD and ESCOM Service Charters emanate from this key document. The Malawi Public Service Charter is a statement of intent of the Public Service's commitment to provide

the best possible service standards to the people of Malawi. It further sets out the standards of services which the public can expect from the Public Service. Not only that but it is also an internal measure which is to be used by the Public Service to measure its own performance. One of the crucial elements of the charter is that it was also adapted from the African Public Service Charter. This shows that Malawi does not operate in a vacuum but recognizes the need to ensure that it coordinates with other countries in the African region to ensure quality delivery of services across the continent.

It also stipulates a key element of non-discrimination by incorporating the following statement “*Public Services shall be provided to all the people of Malawi, regardless of their tribe, race, gender, color, physical condition, religion or creed, political belief or affiliation*”. The Charter also briefly describes the core values of the Public Service, which are accountability, honesty, impartiality, loyalty, integrity, justice, objectivity, selflessness, transparency and excellence. Furthermore, it states that Public Servants shall operate from 7:30 in the morning to 4:30 in the evening, with a one-hour break between 12 noon and 1pm in the afternoon. These will also be key issues to consider in assessing whether the Service Charter is a necessary tool for successful Reform implementation by gathering data on whether these stipulated aspects are being put into practice or not.

4.2.3 Scope of the Implementation of Service Charters in Malawi

Several MDAs in Malawi adopted the Service Charter system in order to enhance their service delivery and to ensure that their clients are able to hold them accountable. Some of the service charters developed throughout the years since the introduction of the service charter system in Malawi include but are not limited to the

following Ministries, Departments and Agencies; Blantyre City Council, the Malawi Energy Regulatory Authority, the Ministry of Justice, Malawi human Rights Commission, the Department of Human Resource Management and Development, Electricity Supply Corporation of Malawi, Department of Disaster Management Affairs (DoDMA) service Charters. It would seem therefore that the scope has been wide as literature has shown that most of the Ministries, Departments and Agencies in Malawi have a service charter.

4.2.4 Public Sector Reform and Service Charter Implementation

Challenges in Malawi

As with each and every program, challenges are inevitable in implementation. The Public Sector Reform, including Service Charters implementation in Malawi is no exception as it has also been faced with some challenges. This sub-section presents those challenges.

4.2.4.1 Poor Domestic Coordination

Domestic co-ordination of Public Sector Reforms in Malawi has generally been poor as evidenced by MDAs conducting their own internal Reforms with little attempt at synchronizing with other agencies (Durevall, 2001). Smoke as cited in Brinkerhoff & Brinkerhoff (2015) concurs on the issue of poor coordination in Reform implementation by shedding more light on the issue that donor organizations can sometimes contribute to incoherent policy and program implementation which sometimes leads to uncoordinated or even contradictory decentralization Reform efforts in the same country. Sikwese, (2011) also notes that in Malawi, one of the challenges with Public Sector Reform implementation is the absence of an agreed philosophy about Public Sector Reforms which all stakeholders are supposed to be committed to. The same could be valid for Service Charters since despite having the

Malawi Public Service Charter, each and every government institution has its own Service Charter, which sometimes could be contradictory.

4.2.4.2 Lack of Proper Enforcement

Saxena, (2013) draws upon a key point in the implementation of Public Sector Reforms, specifically on Service Charters by articulating that as much as drafting the Service Charters is a step in the right direction, the effectiveness of such interventions ultimately depends on engaging stakeholders and establishing a clear commitment to making the charter a part of an organization's "DNA". This implies that if the charters do not reflect citizens' priorities, or do not have the support of senior management and staff, and do not include a well-functioning grievance redress mechanism, it becomes a challenge to ensure that they have achieved the intended purpose (ibid).

4.2.4.3 Lack of proper communication to key stakeholders

The other challenge that remains in Malawi in terms of Public Sector Reforms implementation is lack of proper communication in the sense that there is no proper strategy of communication to ensure that there is a common understanding of the Reforms and to ensure that attitudes and ethics change Sikwese (2011). Durevall (2001) concurs with Sikwese by articulating that although Public Sector Reform seeks to enhance accountability in government there is little information which reaches the public, such that the program is implemented in secrecy and poorly explained to the electorate, with the implication that only few of the Public Sector Reforms are 'owned' by the populations. The same applies to the Service Charters in the sense that it is not known how many of the individuals in Malawi are aware of the Service Charters, considering that the first step to the public being able to hold the offices accountable to their Service Charters rests upon their awareness of the same.

4.2.4.4 Scarcity of resources

The other common and one of the well-known problems when it comes to implementation of programs by most developing countries including Malawi is resource constraint as most of such countries rely on donor support for funding of activities. Zey (1998) as cited by Karyeija (2010), confirms this with the explanation that the actor is constrained by the scarcity of resources due to the fact that each actor possesses different resources and in different proportions. Specifically, for Malawi, there is limited funding to support Reforms because some development partners are not willing to fund them due to different areas of interest (Sikwese, 2011). This also implies that the issue of Service Charter implementation may also be subject to the same by lacking enough funding for enforcement.

4.2.5 Public Sector Reform and Service Charter Implementation Successes

This subsection presents some of the successes which have been registered in Malawi as far as Public Sector Reforms and service charters are concerned.

4.2.5.1 Public awareness

Malawi, Salima to be specific registered a success in the implementation of the Service Charters. This is in such a way that in 2009, when they rolled out the program, journalists were invited to the occasion to ensure that the public was aware of the charter so that they can be able to hold the offices accountable (Chirombo, 2015). Following this success, the National Initiative for Civic Education (NICE) together with MHRRC embarked on a three-year phase to roll out Service Charters in Chitipa, Mchinji, Nkhosakota, Mwanza and Mulanje districts.

4.2.5.2 Enhancement of public participation

According to literature in Malawi on the subject of Service Charters, one of the successes is the fact that the public is aware of its existence and is therefore able to participate in ensuring the upholding of the statements made in the charters. For instance, people in Salima initially would go to the hospital as early as 6:30 am and shout at the hospital staff for not attending to them but after being made aware, they were able to know that the starting time is 7:30 and they started to act accordingly (Nthenda, n.d.).

4.2.6 The DHRMD and ESCOM Service Charters

The DHRMD Service Charter states that their staff is committed to providing high quality human resource management services to all its clients with integrity and professionalism in the shortest time possible. It also sets out various services the citizens can expect from the offices as well as the time each service is expected to take. For instance, preparation of local employment contracts is supposed to take 3 days, review of Human Resources Policies and Strategic Planning to take 30 days, processing of some files to take 10 minutes, etc. One key component of the charter is that it also states that “We are committed to courtesy and excellence in service delivery and any service that does not conform to the above standards should be reported to the Principal Secretary or Public Relations Officer.

The ESCOM service charter states that it is a commitment by the corporation to provide quality service to citizens by setting out the rights and obligations of the citizens as well as ESCOM’s service standards. It sets out the obligation of customers such as paying bills on time, reporting issues of theft, not damaging ESCOM’s equipment, etc. On the other hand, it sets out ESCOM’s obligations and these include

opening their offices from 8am to 4pm, providing a new service connection within 30 days, reconnecting electricity that has been disconnected due to non-payment of bills within 8 hours of paying the bill, etc.

As can be seen from the Charters, they have similar components to what literature has shown a charter is supposed to contain. That is, regardless of the fact that they are different, they are nevertheless similar in such a way that they state their commitments towards their customers, and they also contain obligations which must be fulfilled by the clients.

4.2.7 Awareness of charters

Charters are an important aspect of an organization. Therefore, it was crucial to ask both clients and employees at the two institutions if they are aware that they exist at the institutions. From the qualitative interviews, seven out of the nine employees at ESCOM responded that they were aware and all thirteen at DHRMD responded that they knew about their existence.

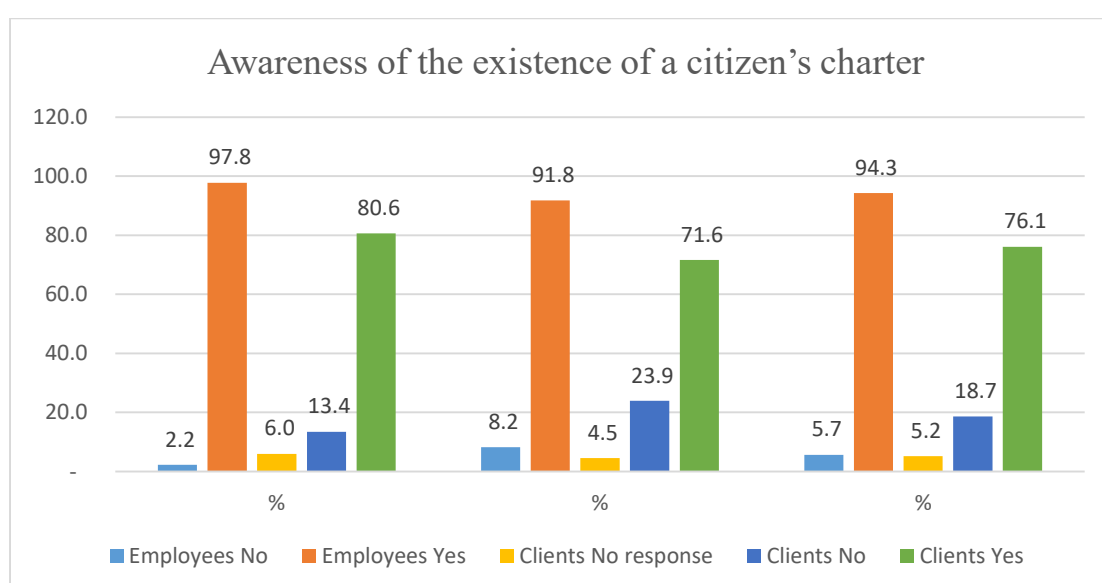


Figure 1: Awareness of Charters

Overall, most clients and employees interviewed through the survey were aware that Charters exist, as illustrated in the figure above. For instance, 94.3% of the employees and 76.1 of the clients were aware. A similar study conducted in Tanzania showed similar finding in such a way that 74.4% of the respondents were aware (Kanunu, 2016). This is a positive area and a good point to make Charters effective in the two countries, of Malawi and Tanzania. Nepal on the contrary showed that only 43% of the respondents were aware about Charters put in place at the institution where the research was being conducted (Kathmandu District Administration Office) while the majority (57%) had never heard about it. These figures revealed the fact that citizens were not much aware about Charters. This can bring about ineffectiveness of Charters since citizens are not aware of what to expect and how they can bring in their own obligations to get the intended Public Services. Possible contributing factors to low literacy rate in Nepal or maybe due to less publicity about the Charter Scheme (Tamrakar, 2010). This shows that in Malawi, clients and employees at the two institutions are aware and this is one important step because awareness of the Charter implies the ability of the employees to know what is expected of them as well as the clients to know what to expect from the Public Service. The clients on the other hand need to know the part they have to play in order to get their expected services.

4.2.5 Source of awareness of charters

When asked how they came to know about Charters, from the qualitative interviews at ESCOM the seven employees that were aware of their existence explained that they knew through either the notice board or website. The response was similar to DHRMD respondents in such a way that eight also knew about them through the notice board, two through a meeting and the other three through both platforms. This

means that notice boards are a better means to communicate about charters, i.e., expected services and time lines to get a particular service completed.

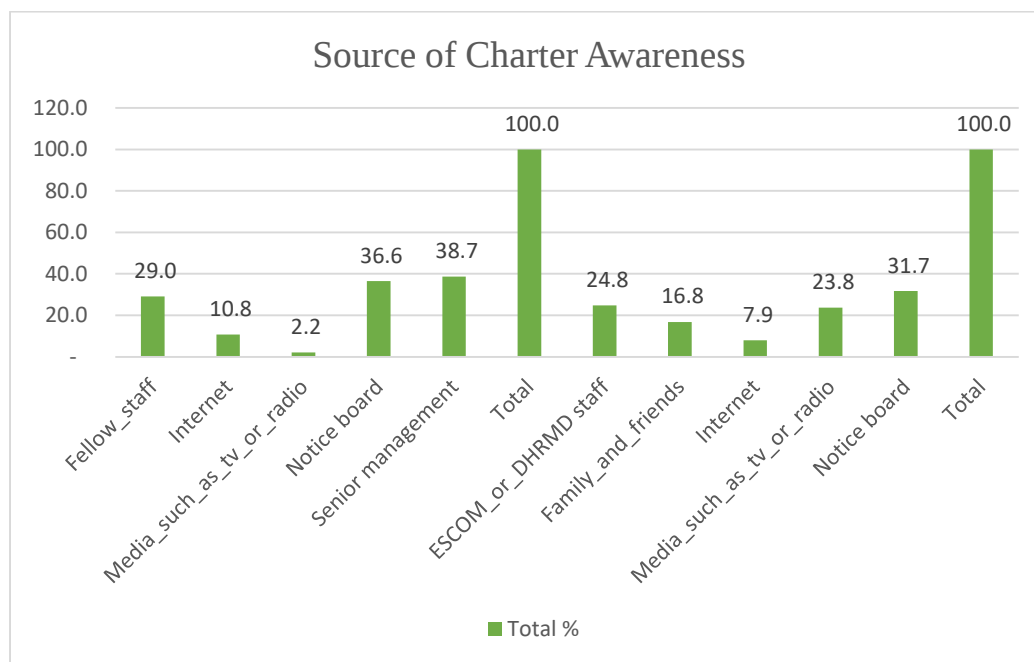


Figure 2: Source of Charter Awareness

In terms of the quantitative interviews, as illustrated in the figure above, most of the employees said they knew through their senior management (38.7%); followed by notice board (36.6%), fellow staff (29.0%). The least mentioned source was media such as television or radio, which was reported by 2.2% of the employees. On the other hand, the majority of the clients (31.7%) stated that they knew about Charters through the notice board, followed by ESCOM or DHRMD staff (24.8%), media such as television or radio (23.8%). The least mentioned by the clients was the internet (7.9%). This means that very few people use or have access to internet.

The findings above provide insights into the sources through which employees and clients at ESCOM (Electricity Supply Commission of Malawi) became aware of

charters. The qualitative interviews reveal that employees primarily learned about charters through the notice board or website. Similarly, DHRMD (Department of Human Resource Management and Development) respondents were informed through the notice board or meetings. This consistency suggests that organizational communication channels, such as notice boards and meetings, play a crucial role in disseminating information about charters to employees, among others. It can also mean that many DHRMD employees do not know their website, or their website is inaccessible sometimes due to internet failure among others.

The findings also show the perspectives of clients, revealing that they primarily learned about charters through the notice board and ESCOM or DHRMD staff. Media sources and the internet are less frequently cited by clients, which emphasizes the importance of internal communication channels in reaching this stakeholder group. Interestingly, media sources like television or radio also play a minor role, indicating that internal communication channels are more impactful than external media. In other words, the information here can mean lack of interest to watch local television programs or lack of media usage.

4.3 FINDINGS

This section presents the findings presented according to the research objectives.

4.3.1 Policy Reforms

One of the objectives of the study was also to analyze the reform framework. This data was collected through key informant interviews to gather their views regarding their perception on challenges of public sector reforms, facilitators of the reforms and what can be done to improve the delivery of public sector reforms.

When asked what some of the challenges affecting public sector reforms were, the majority of the respondents said it is lack of mindset change on the part of the employees; corruption, to resistance to change and lack of seriousness by government employees. Other key informants also explained that there are few resources for implementation, bureaucracy, lack of political will and commitment; there is low accountability for results and that there are no consequences for poor performers. When asked what some of the main facilitators of public sector reforms in Malawi are, the key informants either explained that there were institutions that are responsible for overseeing the implementation of the reforms such as the Public Reform Management Unit, the Office of the President and Cabinet and the DHRMD. Other key informants also explained that donor requirements in implementation of some reforms play a key role; availability of good technology, government as well as public will, global pressure and public awareness of the reforms. Below are some of the opinions expressed by key informants on the facilitators:

“Reform coordination, monitoring and evaluation division is responsible for ensuring that implementation of reforms is effectively done through constant checks and reports” – Key informant

Lastly, the informants were asked what can be done to improve the delivery of public sector reforms in Malawi. Most of them explained that there is need for the people in the country to change their mindsets; to stop corruption; to raise stakeholder awareness of public sector reforms including the public; for all stakeholders to have ownership of the reforms; having sufficient resources for the implementation of the reforms; identifying and resolving poor performance issues; capacity building for Public Servants; having rewards and recognition for employees; clearly defining the

reforms as well as the roles of the responsible individuals as well as continuous implementation and monitoring.

The key informant interviews conducted in Malawi Public Service aimed to analyse the Public Sector Reform Framework, exploring challenges, facilitators, and improvement strategies. The study revealed that challenges encompassed a resistance to mindset change, corruption, lack of seriousness among government employees, limited resources, bureaucracy, lack of political will, low accountability, and absence of consequences for poor performers. These challenges align with existing literature on Public Sector Reforms, emphasizing the multifaceted nature of obstacles in implementing organizational changes (Andrews, 2013; Polidano, 2001; Karyeija, 2010). The findings and obstacles in implementing organisational changes are speaking to each other because they are in a way similar.

The identified facilitators of Public Sector Reforms from the interviews in the Malawi Public Service, included the need for oversight institutions, need for donor requirements, technology, and public and government will, echoing the importance of both internal and external support structures. Additionally, the improvement strategies suggested by informants, such as mindset change, anti-corruption measures, stakeholder awareness, resource allocation, and continuous monitoring, align with the scholarly arguments on leadership of change and cultural approaches to successful reforms (Polidano, 2001; Karyeija, 2010). It is crucial to consider these findings in the broader context of why some reforms fail, as illuminated by Polidano (2001) and echoed by Karyeija (2010). The scholars argue that the failure of reforms often lies in their inability to progress past the implementation stage due to factors such as lack of strategic and tactical decisions, ineffective leadership, and inadequate consideration of

cultural variables. Therefore, addressing these challenges and adopting comprehensive strategies, as suggested by the key informants, is imperative for the successful and sustainable implementation of Public Sector Reforms in Malawi. It is important to start addressing these barriers by looking at what one can do as an individual whether one is an employee or a client to these two institutions.

4.3.2 Mechanisms which can be put in place to ensure charter effectiveness

It was also very crucial to explore mechanisms that can be put in place to ensure that charters are effectively implemented. Findings from qualitative interviews show that employees are of the view that there is need to make the charters part of the organizational culture; need for routine trainings; need for public as well as staff awareness, ensuring that resources such as human resource and other necessary resources are readily available; there is need to improve on the monitoring aspect of the charter implementation; there is need for automation of some of the services; there is need to have suggestion boxes as well as grievance handling mechanisms and for managers to supervise junior staff on charter implementation. Below are some of the opinions expressed by the key informants:

“Comprehensive sensitization of the members of the general public in terms of their expectations in relation to the Service Charter” – Key informant.

The comprehensive sensitization can provide knowledge to the general public about charters and how helpful the charters are when it comes to expected Public Service delivery.

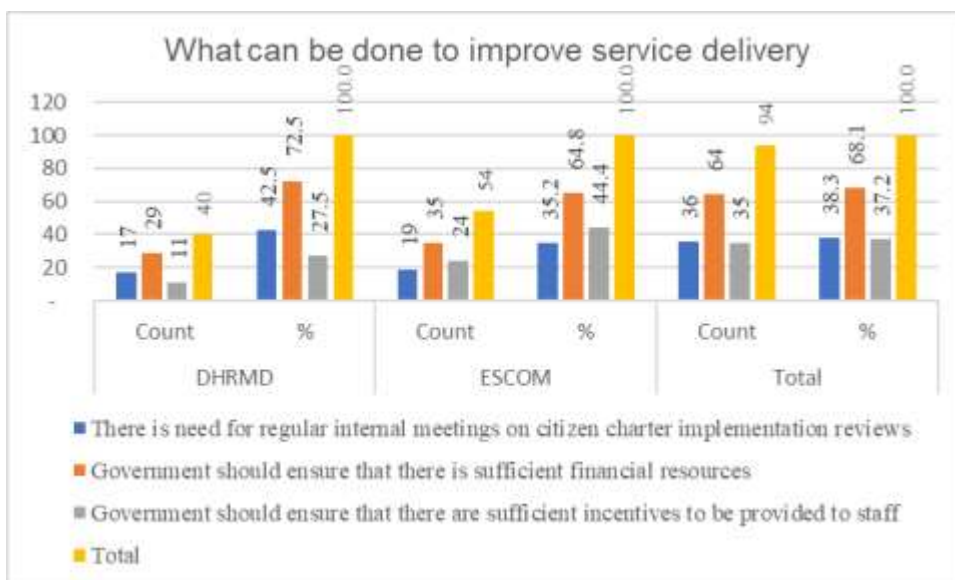


Figure 3: What can be done to improve delivery of charters - Employees

In terms of the quantitative aspect, 68.1% of the employees, who were the majority said there was need to have sufficient financial resources provided by the government, 38.3% said there is need for regular internal meeting on charter implementation reviews and 37.2% said government should provide sufficient incentives to staff. The graph above shows the finding.

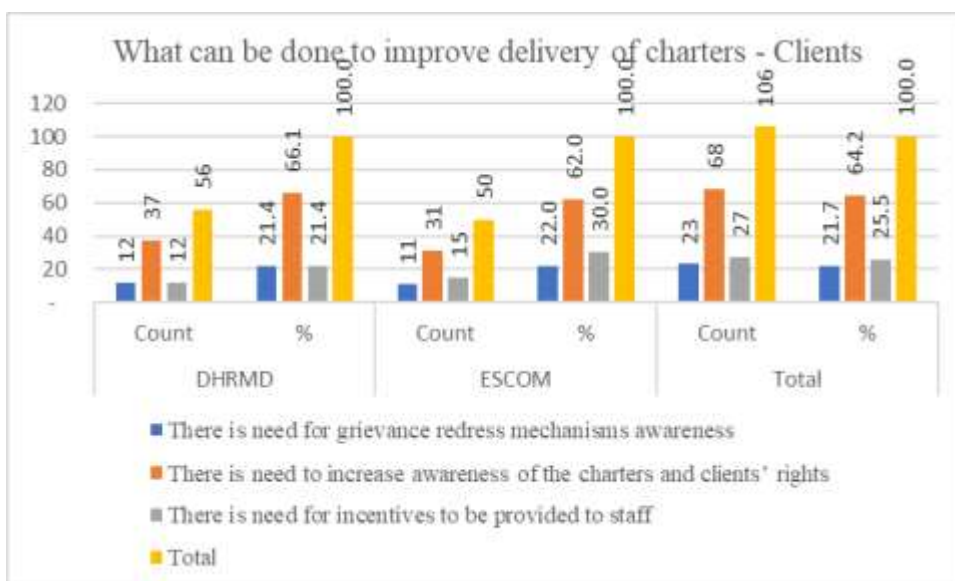


Figure 4: What can be done to improve delivery of charters - Clients

Clients when asked their views on what should be done to improve the delivery of charters, said there is a need to increase awareness of the charters and clients' rights (64.2), 25.5% and 21.7% said there is need to provide staff with incentives and to bring awareness about grievance redress mechanisms, respectively. The graph above illustrates the finding.

The exploration of mechanisms to ensure the effectiveness of charters in the organizational context has yielded valuable insights from both qualitative interviews and quantitative data. Qualitatively, employees emphasize the importance of integrating charters into the organizational culture, conducting routine trainings, fostering public and staff awareness, ensuring the availability of necessary resources, enhancing monitoring processes, automating services, implementing suggestion boxes, establishing grievance handling mechanisms, and having managers supervise junior staff in charter implementation. The emphasis on comprehensive sensitization of the general public further explains the significance of aligning external expectations with the service charter. Quantitatively, a significant majority of employees stress the need for sufficient financial resources to be provided by the government to support charter implementation. Additionally, internal mechanisms such as regular meetings for charter implementation reviews and government incentives for staff are recognized as crucial contributors to charter effectiveness.

Client perspectives also play a vital role in shaping the strategies for charter improvement. Clients advocate for increased awareness of charters and clients' rights, demonstrating the importance of transparent communication and knowledge dissemination. Furthermore, clients also suggest providing staff with incentives, and

the need to raise awareness about grievance redress mechanisms. The provision of incentives to staff can be a way of motivating staff to work harder. Grievance redress mechanisms helps those with grievances to report and seek assistance from the appropriate staff where their grievances can be vented.

Additionally, in the broader context, the global recognition of good governance as a crucial element for improving public services aligns with the ongoing global wave of New Public Management (NPM) and reforms, including the citizen charters implemented in Nepal. This recognition reflects a shared commitment to making governments and public administrations more effective, efficient, transparent, and accountable to the public (Tamrakar, 2010). In addition, it shows that Public Service can be a machinery to depend on unlike the old management methods.

Overall, these findings highlight a multi-faceted approach to ensure charter effectiveness, encompassing aspects such as ongoing training, resource availability, robust monitoring, technological advancement, client awareness, and incentivizing staff.

4.3.2.1 Grievance mechanisms

Grievance mechanisms are very crucial because they complement high quality service delivery. This is because, in cases where services are not being delivered in the right manner, clients have a means or mechanism through which they can report those grievances. In so doing, service delivery is improved once action is taken by the respective institutions, in this case ESCOM and DHRMD. This means that the absence of these grievance mechanisms implies that clients do not have an opportunity to contribute their views on some issues that might not be going well at the respective institutions. In a way this is denying the clients the right to present their

grievances. The research therefore, sought to establish some of the mechanisms available at the two institutions, if any, keeping in mind that they are means of ensuring that charters are achieving their intended purposes. Therefore, through the qualitative interviews, employees were asked if there are grievance mechanisms at their institutions and the extent to which they are operational. At ESCOM, out of the ten employees interviewed, two responded that there were no mechanisms in place; one did not respond while the other seven explained that there are grievance hearings; whistleblowing; customers reporting queries which are recorded and followed up on. At DHRMD, out of the fourteen respondents, three did not respond, two said there were no mechanisms in place while the other nine explained that there are suggestion boxes and raising queries directly with officers. However, those that mentioned suggestion boxes further explained that these are rarely used and that they are there on paper, but clients do not formally complain. These findings are in agreement with Tamrakar (2010) who found that even though charters are made mandatory in every public office in Nepal, there is a danger that they remain as a paper-exercise only as the study revealed that the complaint mechanism is ineffective. Below are some of the opinions expressed by key informants:

“There was a mechanism of grievance redress which was using a drop box for complaints and grievances in which officers would drop their written complaints for the attention of management. However, in my opinion, they are rarely used by the officers or the public, the extent of their usefulness is doubtful” – Key informant

“DHRMD does not have well defined grievance mechanisms. However, management may consider to address specific grievances” – Key informant. It is important to deal completely with any specific grievances to avoid planting resentment in clients and employees.

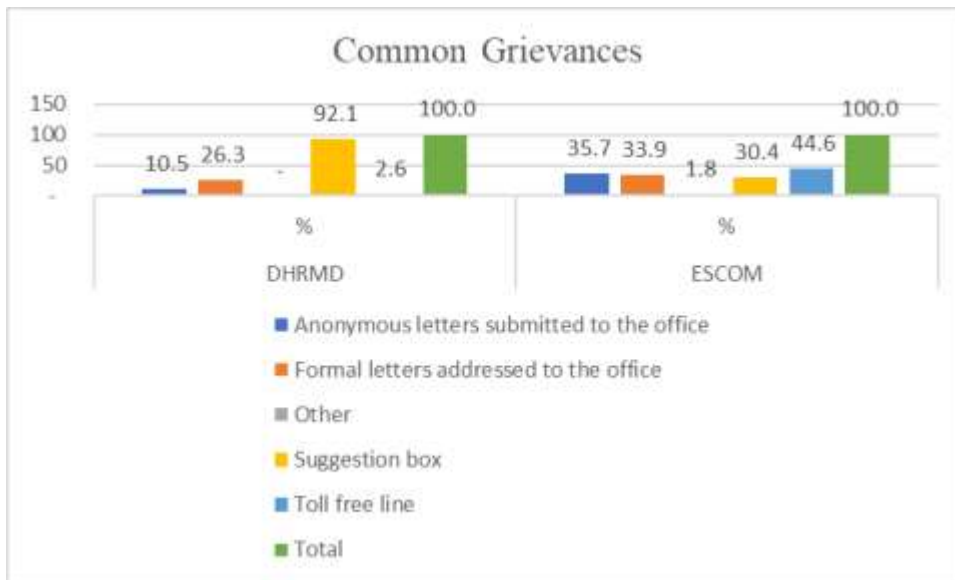


Figure 5: Common Grievances

In terms of the quantitative survey, when employees were asked about some of the grievance mechanisms, the majority at DHRMD (92.1%) said they have a suggestion box, followed by 26.3% who said there are formal letters that are addressed to their office. On the other hand, the majority of the employees at ESCOM (44.6%) said they have a toll-free line, followed by 35.7% that said there are anonymous letters that are submitted to their office as well as formal letters (33.9%). The figure above summarizes the finding that also show that people are given chance to communicate their grievances by making use of these mechanisms that have been put in place.

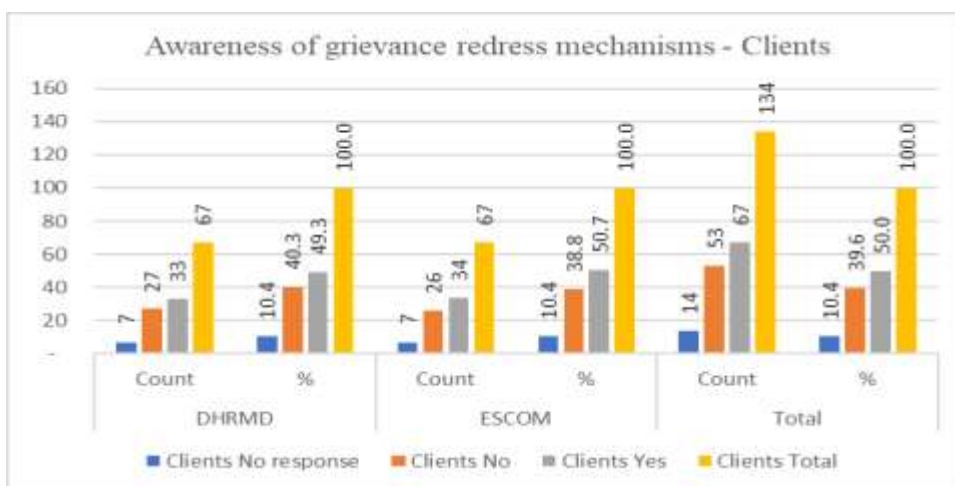


Figure 6: Awareness of grievance redress mechanisms - Clients

Usage of a certain grievance mechanisms implies its knowledge. Therefore, it was crucial to establish the percentage of clients that are aware of some of the grievance redress mechanisms at the two institutions. Overall, 50.0% were aware (49.3% at DHRMD and 50.7% at ESCOM), 39.6% were not aware and 10.4% did not respond. A similar study in Bangladesh showed that out of 24 respondents who were aware about a citizen charter, 17 were also aware of grievance mechanisms (Chanthura, 2018). The graph above summarizes the finding.

When the key informants were asked about some of the common grievances raised by clients or customers, seven did not respond while the remaining eighteen explained that some of the grievances were related to corruption and bribery; poor service delivery; services taking too long; lack of courtesy in dealing with the clients and unfulfilled promises even after taking bribes. The graph below illustrates the finding. Bribes are a form of corruption. They are not accepted in Malawi. The Ant Corruption Bureau (ACB) was formed to try to end corruption. The Bureau commenced full operations on the 9th of February, 1998.

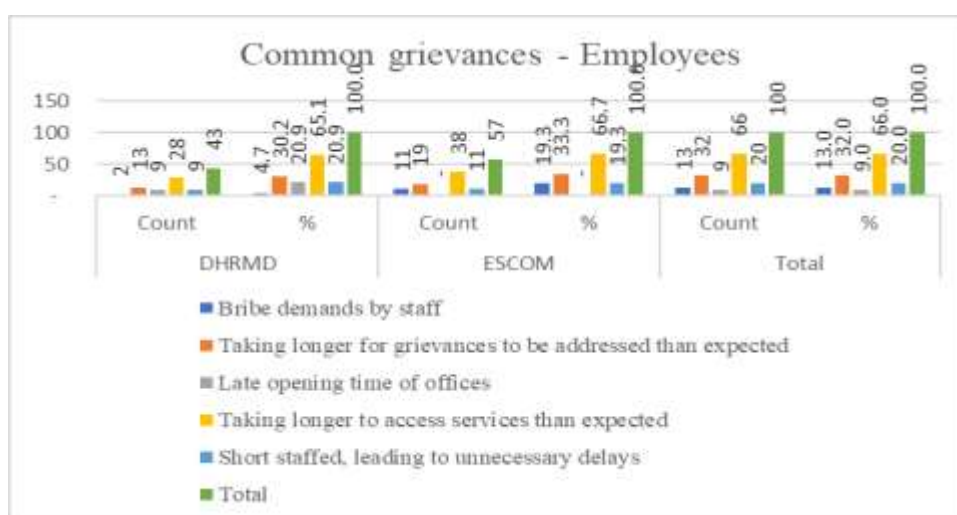


Figure 7: Common grievances - Employees

Quantitatively, employees, when asked what some of the common grievances are, the majority (66.0%) said most of them are regarding services taking longer than expected. Only 9% said late opening of offices is one of the common grievances reported by clients. The graph above shows the finding.

The findings highlight the crucial role of grievance mechanisms in enhancing service delivery at ESCOM and DHRMD. Qualitative insights reveal the existence of operational grievance hearings, whistleblowing, and customer reporting mechanisms. However, concerns about the limited utilization and effectiveness of these mechanisms, particularly suggestion boxes, echo broader challenges outlined by Tamrakar (2010) regarding the potential paper-exercise nature of charters in Nepal.

Quantitative data further detail the prevalence of specific grievance mechanisms, with suggestion boxes and toll-free lines being commonly mentioned at DHRMD and ESCOM, respectively. Awareness among clients about these mechanisms is relatively balanced, with half of the interviewees being aware, as observed in both institutions. Key informants and quantitative data converge on common grievances raised by clients, including corruption, poor service delivery, delays, lack of courtesy, and unfulfilled promises after bribes. The majority of employees identify delays in service provision as the most common grievance, emphasizing the importance of timely and efficient service delivery.

In summary, the findings emphasize the need for effective grievance mechanisms to address client concerns and improve service delivery. Addressing identified issues as soon as possible, particularly those related to corruption and delays, is crucial for fostering transparency, accountability, and overall organizational effectiveness within public institutions.

4.3.3 Opportunities offered by charters in public service delivery

One of the purposes of the study was also to uncover some of the opportunities offered by Service Charters, if any. The Malawi Public Service Charter was founded during the Bingu wa Muthalika DPP led government era in 2010 (Chasukwa & Kayuni, 2018.). As cited in Chasukwa and Kayuni (2018), Loquai & Klavert (2011) explain that the National Public Service Charter is intended to increase the participation of the citizens of a country in service delivery as well as to enhance the accountability of the Public Servants to taxpayers. According to the foreword section of the Malawi Public Service Charter, the Malawi Growth and Development Strategy as well as the Vision 2020 could not be achieved in the absence of dedicated strategies and an efficient Public Service. As a result, to improve the quality of public services, the charter was developed with the aim of creating a value system that can add value for the public service, which would in turn improve delivery of services.

Findings from the qualitative interviews with individuals from the three institutions showed that charters offer opportunities for the following reasons; they ensure that there is standard and direction in service implementation; they enable clients to know their rights and services expected as well as the timelines of those services to be delivered; they enhance service delivery by setting the standards or performance targets for employees; they enable trust building with clients and lastly, they instill public confidence. Below are some of the opinions expressed by key informants on the benefits of charters in Public Service delivery:

“It has decreased the opportunity for corruption as clients are aware of the processes on a time bound manner.” – Key informant

“Service charters also assist the organization in maintenance of their standards as advertised on the charter, since they commit to provide certain performance standards.” – Key informant

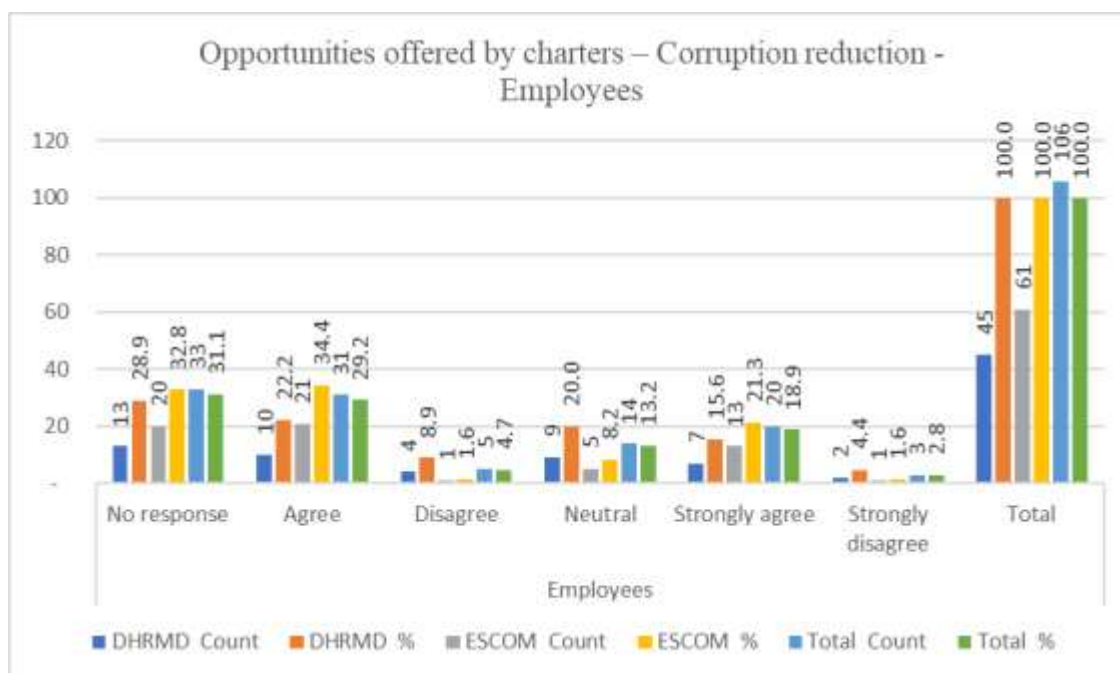


Figure 8: Opportunities offered by charters – Corruption reduction - Employees

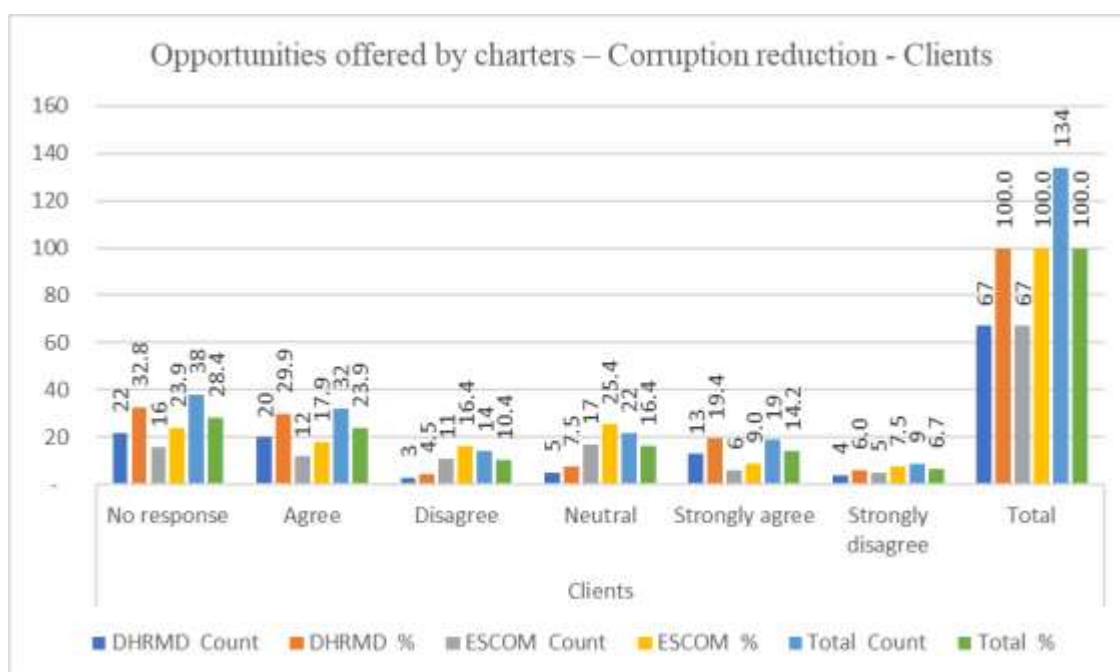


Figure 9: Opportunities offered by charters – Corruption reduction - Clients

In order to assess the opportunities offered by charters through the quantitative interviews, three Likert scale questions were asked to both employees and clients to know their level of agreement to whether they believed charter were important or not. When asked if they think charters help to reduce corruption, 31.1% of the employees did not respond, 18.9% strongly agreed, 29.2% agreed and 13.2% were neutral. In terms of clients, 28.4% did not respond, 14.2% strongly agreed and 23.9% agreed while 16.4% were neutral. Overall, it shows that most of the employees and clients agree with the statement that charters help to reduce corruption. The table below shows the finding.

Which of the following statements regarding service charters at ESCOM/DHRMD do you agree with? They reduce corruption							
Respondent	Rating	DHRMD		ESCOM		Total	
		Count	%	Count	%	Count	%
Employees	No response	13	28.9	20	32.8	33	31.1
	Agree	10	22.2	21	34.4	31	29.2
	Disagree	4	8.9	1	1.6	5	4.7
	Neutral	9	20.0	5	8.2	14	13.2
	Strongly agree	7	15.6	13	21.3	20	18.9
	Strongly disagree	2	4.4	1	1.6	3	2.8
	Total	45	100.0	61	100.0	106	100.0
Clients	No response	22	32.8	16	23.9	38	28.4
	Agree	20	29.9	12	17.9	32	23.9
	Disagree	3	4.5	11	16.4	14	10.4
	Neutral	5	7.5	17	25.4	22	16.4
	Strongly agree	13	19.4	6	9.0	19	14.2
	Strongly disagree	4	6.0	5	7.5	9	6.7
	Total	67	100.0	67	100.0	134	100.0

Figure 10: *opportunities offered by charters corruption reduction*

The other opportunities offered by charters which was explored was whether it in any way assists customers to know what to expect from public service. From the quantitative interviews only 0.9% of the employees strongly disagreed while 48.1% strongly agreed and 30.2% agreed. In terms of clients, the trend was similar, with only

0.7% strongly disagreeing with 26.1% and 33.6% strongly agreeing and agreeing respectively. This shows that one of the opportunities offered by charters is indeed to assist customers and clients to have awareness of the services to expect at DHRMD and ESCOM. The graphs above summarize the findings.



Figure 11: Opportunities offered by charters - Quality services - Employees

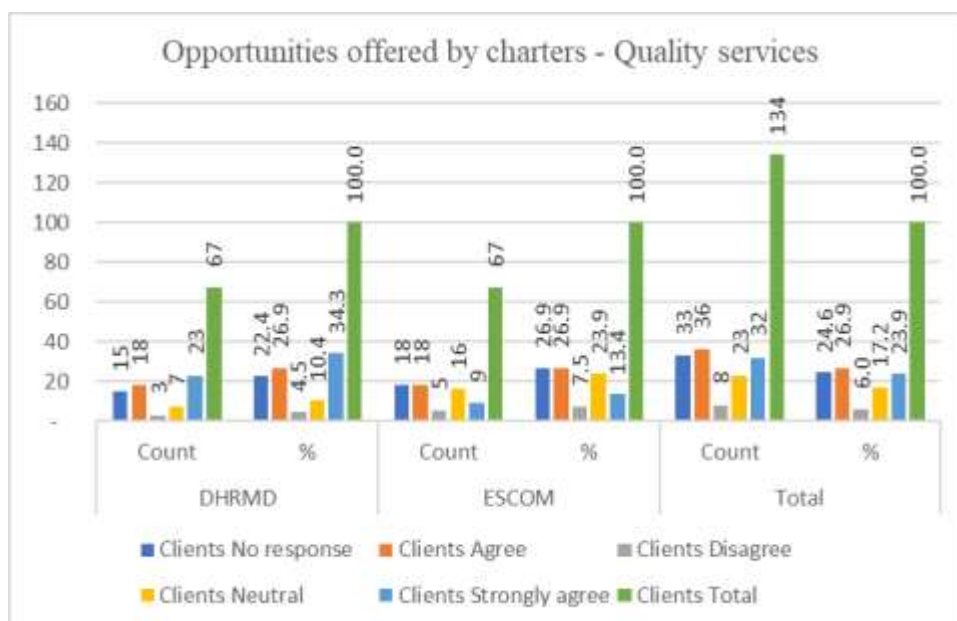


Figure 1210: Opportunities offered by charters - Quality services – Clients

In terms of whether charters help to deliver quality services at the two institutions, 30.2% of the employees strongly agreed and 39.6% agreed. Only 1.9% disagreed. 23.9% and 26.9% of the clients strongly agreed and agreed respectively. This also shows that charters are beneficial because they contribute to delivery of high-quality services. The graph above shows the finding.

Which of the following statements regarding service charters at ESCOM/DHRMD do you agree with? They help in delivering quality services							
Respondent	Rating	DHRMD		ESCOM		Total	
		Count	%	Count	%	Count	%
Employees	No response	11	24.4	15	24.6	26	24.5
	Agree	14	31.1	28	45.9	42	39.6
	Disagree	1	2.2	1	1.6	2	1.9
	Neutral	2	4.4	2	3.3	4	3.8
	Strongly agree	17	37.8	15	24.6	32	30.2
	Total	45	100.0	61	100.0	106	100.0
Clients	No response	15	22.4	18	26.9	33	24.6
	Agree	18	26.9	18	26.9	36	26.9
	Disagree	3	4.5	5	7.5	8	6.0
	Neutral	7	10.4	16	23.9	23	17.2
	Strongly agree	23	34.3	9	13.4	32	23.9
	Strongly disagree	1	1.5	1	1.5	2	1.5
	Total	67	100.0	67	100.0	134	100.0

Figure13: Employees' opinion on benefits of charters

Employees' opinion through a quantitative survey was also very crucial to determine some of the opportunities offered by charters that they have observed at their institutions as a result of having a charter in place. The most common opportunity that was stated by 57.0% was that charters ensure that citizens are aware of the services to be expected. This was followed by 42.0% who said they ensure that staff at the institutions are held accountable to their clients. The graphs above illustrate the findings.

Overall, the qualitative findings highlight the various benefits of charters, including informing clients about their rights and expected services, enhancing service delivery through performance standards, building trust, and instilling public confidence. Key informants emphasized how charters reduce corruption opportunities and hold organizations accountable. Quantitative analysis revealed positive perceptions, with employees and clients acknowledging the role of charters in combating corruption, informing clients about services, and improving service quality. Employees emphasized that charters ensure citizen awareness of expected services and hold staff accountable. Overall, the study reveals the significant and varied positive impacts of service charters on public service delivery, aligning with the objectives of the Malawi Public Service Charter.

4.3.3.1 Effectiveness of charters in public service delivery

The qualitative interviews also sought to find out whether charters were effective in-service delivery. Therefore, key informants were asked whether charters had in any way led to improvement in service delivery at their institutions. Eleven said yes (four from ESCOM and seven from DHRM), nine said no (three from ESCOM and six from DHRMD), four did not respond (two from ESCOM and two from DHRMD) while one employee from ESCOM said a little bit. The respondents who said yes explained that charters had improved service delivery with reasons being that as a result of the charters, employees now know that the customers are always right; customers are aware of their rights; customers' expectations are guided; customers' feedback is taken into consideration by employees; customers are given bargaining power and that charters keep employees on their toes as they know that they will be assessed. Below are some of the opinions expressed by key informants on the effectiveness of charters in service delivery:

“Yes. It has made staff work more efficiently” – Key informant.

“Yes, by guiding customer expectations” – Key informant.

On the contrary, those that said no explained that charters had not improved service delivery because there is lack of internal awareness; not every employee is concerned about implementing what is written in the charter and therefore do not refer to it when carrying out their duties; there is lack of monitoring mechanisms to ensure that the employees are indeed are implementing it; employees’ attitude has not been changed and that clients are not aware of it. Below are some of the opinions expressed by key informants on the ineffectiveness of charters in service delivery:

“Unfortunately, the charters have not led to improvement in service provision because it is rarely referred to in our daily business. There is also a lack of monitoring mechanism to check whether officers are complying with the pronouncements in the charters.” – Key informant

“Not really. They are not taken seriously by clients. Clients do not know its purpose due to lack of awareness” – Key informant

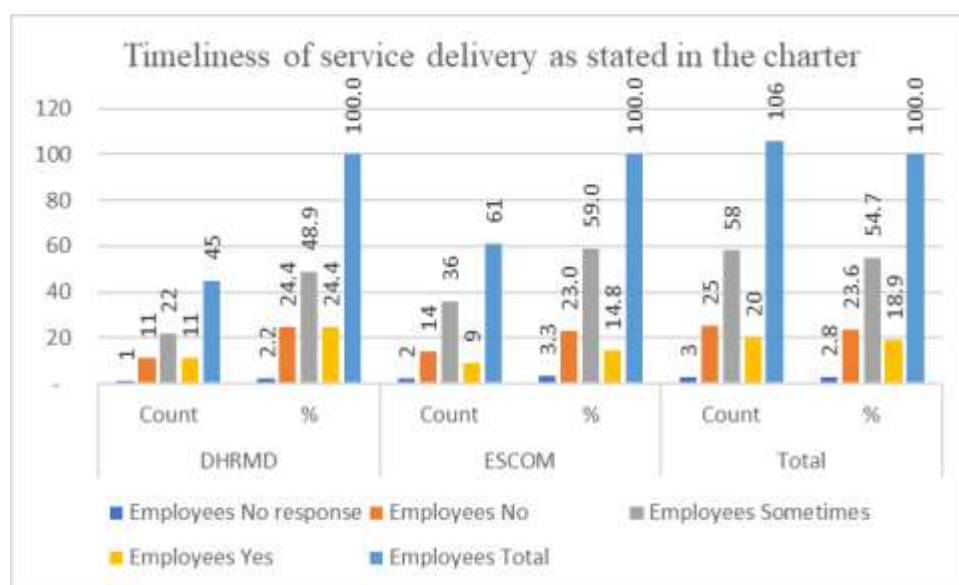


Figure 14: Timeliness of service delivery as stated in the charter - Employees

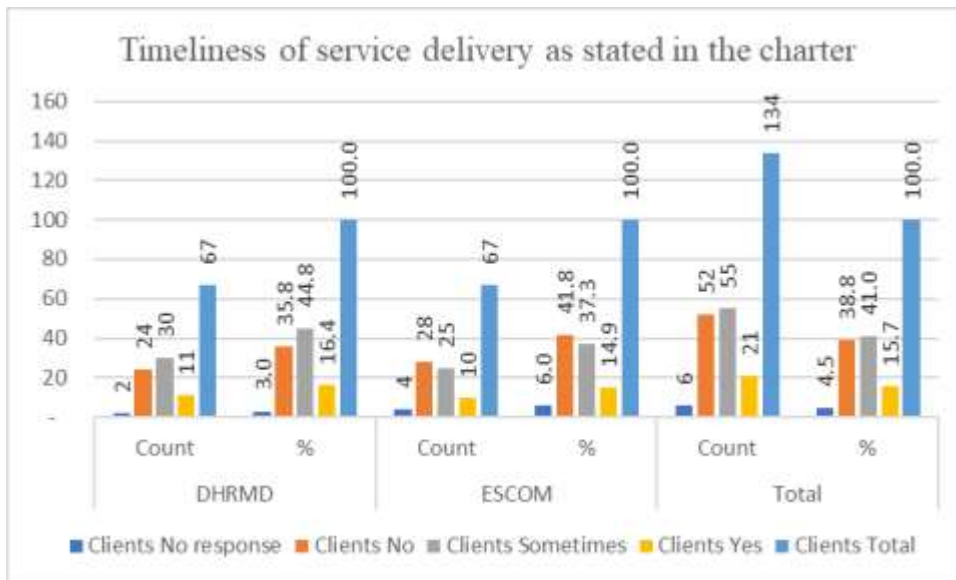


Figure 15: Timeliness of service delivery as stated in the charter - Clients

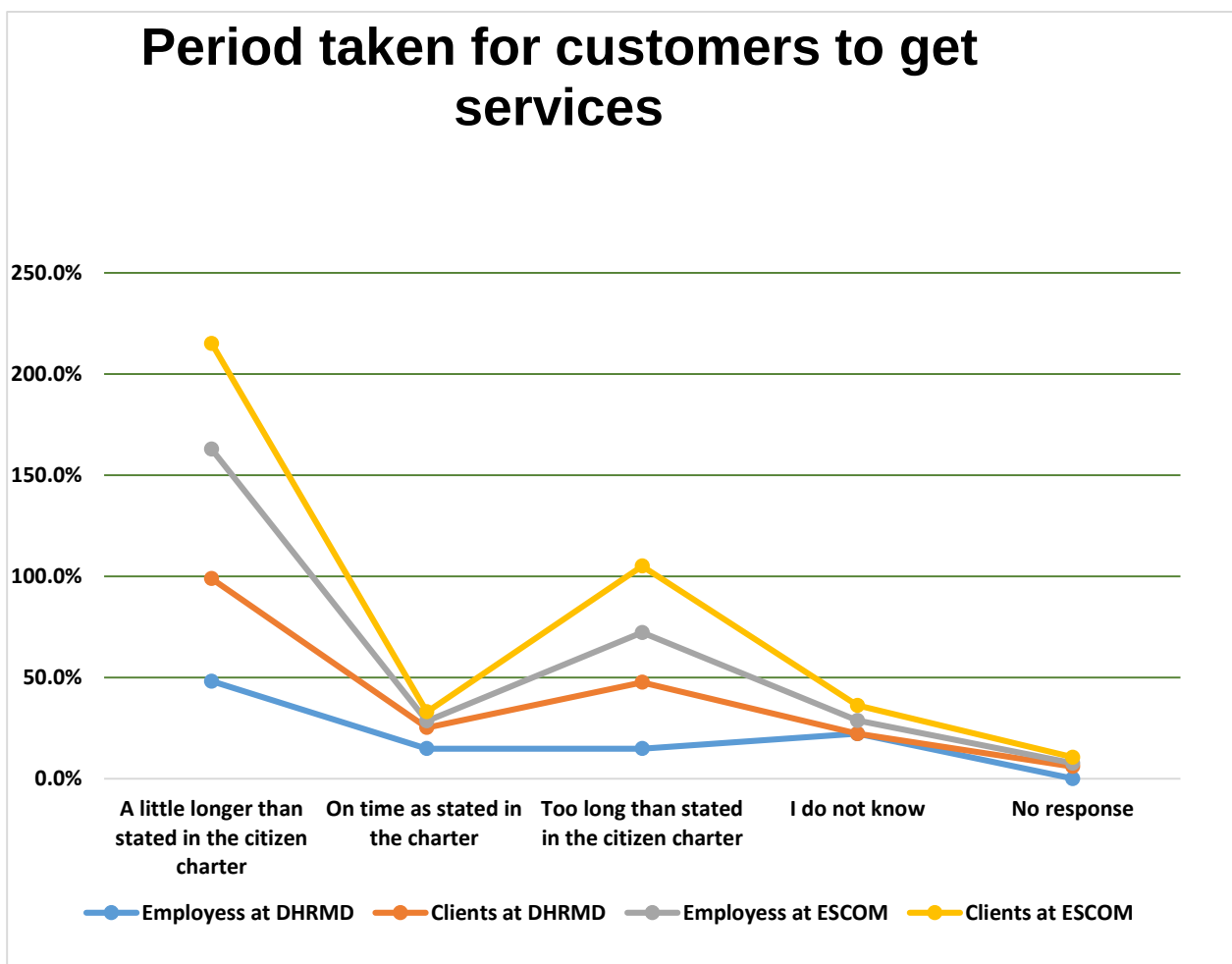


Figure 16: Period taken for customers to get services

In terms of the quantitative element, employees and clients through a survey were asked if the two institutions offer services in a timely manner as stated in the charter. The majority of both the employees (54.7) % and the clients (41.0%) stated that sometimes services are delivered in a timely manner. This was followed by views that services are not provided in a timely manner, as stated by 23.6% of the employees and 38.8% of the clients. Only 18.9% of the employees and 15.7% of the clients reported that services are provided in a timely manner as stated in a timely manner. The graphs above show the findings.

Similar findings were obtained in Nepal on a study at the District Administration Officer in Kathmandu whereby only 26% of respondents said they were getting services as stipulated in the charter while the majority 60% percent of people said they were getting services but taking a little longer time than stipulated in the charter. Only 21% of the respondents showed their positive reaction towards maintaining the time as stipulated in charter (Tamrakar, 2010). Another study conducted in Nepal on implementation of service charter also showed similar findings in such a way that 30% of the respondents said they were less satisfied, 39% were somehow satisfied and 31% were more satisfied with timeliness in services (Acharya, 2010). Another study conducted in Tanzania on assessment of service charter in local authorities also indicated that most of the respondents said they do not get timely services as indicated in charter and that only 19.8% said that the services were delivered on time (Kanunu, 2016

On average, how long does it take for customers to get their services?							
Respondent	Response	DHRMD		ESCOM		Total	
		Count	%	Count	%	Count	%
Employees	No response	-	-	1	1.6	1	0.9
	A little longer than stated in the citizen charter	31	68.9	39	63.9	70	66.0
	I do not know	6	13.3	4	6.6	10	9.4
	On time as stated in the citizen charter	4	8.9	2	3.3	6	5.7
	Too long than stated in the citizen charter	4	8.9	15	24.6	19	17.9
	Total	45	100.0	61	100.0	106	100.0
Clients	No response	4	6.0	2	3.0	6	4.5
	A little longer than stated in the citizen charter	34	50.7	35	52.2	69	51.5
	I do not know	-	-	5	7.5	5	3.7
	On time as stated in the citizen charter	7	10.4	3	4.5	10	7.5
	Too long than stated in the citizen charter	22	32.8	22	32.8	44	32.8
	Total	67	100.0	67	100.0	134	100.0

Figure 11: Average time taken to get services - Employees

Do you think ESCOM/DHRMD provides services in a timely manner as stated in the service charter?							
Respondent	Rating	DHRMD		ESCOM		Total	
		Count	%	Count	%	Count	%
Employees	No response	1	2.2	2	3.3	3	2.8
	No	11	24.4	14	23.0	25	23.6
	Sometimes	22	48.9	36	59.0	58	54.7
	Yes	11	24.4	9	14.8	20	18.9
	Total	45	100.0	61	100.0	106	100.0
Clients	No response	2	3.0	4	6.0	6	4.5
	No	24	35.8	28	41.8	52	38.8
	Sometimes	30	44.8	25	37.3	55	41.0
	Yes	11	16.4	10	14.9	21	15.7
	Total	67	100.0	67	100.0	134	100.0

Figure 12: Average time taken to get services - Clients

As a follow up on timeliness of service delivery, both employees and clients were also asked the average time it takes for customers to access services. Similarly, the majority of the employees (66.0%) and clients (51.5%) states that it takes a little longer than stated in the charter. Only 5.7% of the employees and 7.5% of the clients said services are delivered on time as stated in the charter. The tables above summarize the finding.

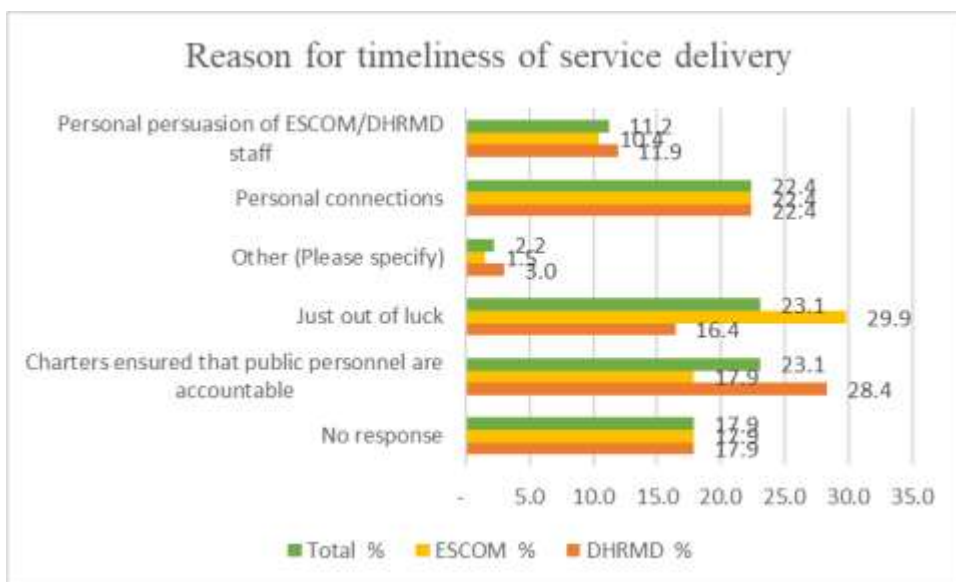
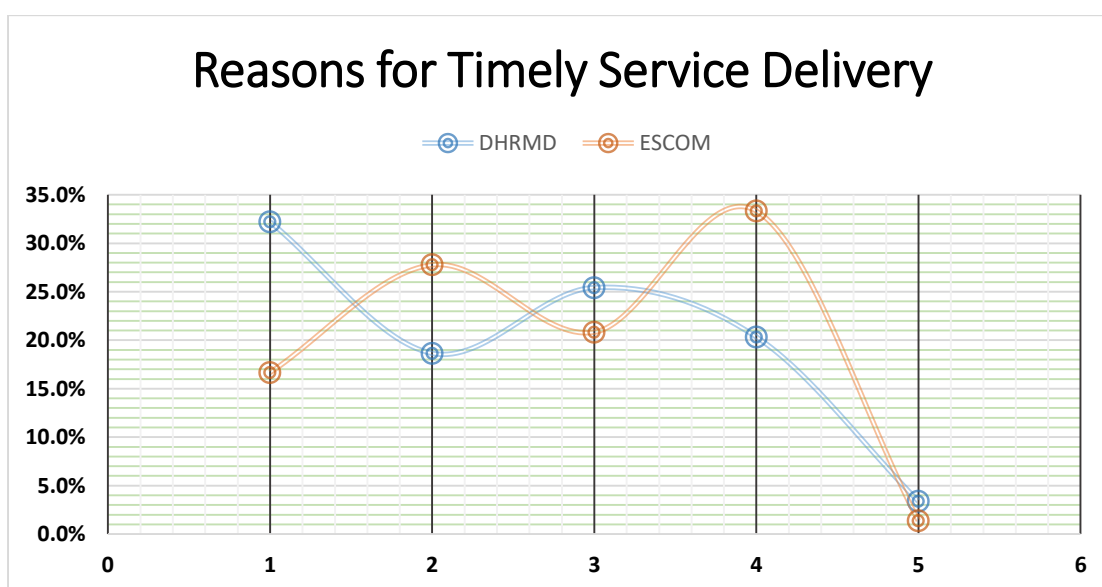


Figure 13: Reason for timeliness of service delivery – Clients

Clients who had ever managed to get their services delivered on time as stated in the charter were asked about some of the reasons they think contributed to the speed of delivery of the services. 23.1% said they believe it was just out of luck and another 23.1% said they think it was because charters contributed to public personnel being accountable to deliver the services on time and another 22.4% said it was because they had some personal connections. The graph above summarizes the finding.



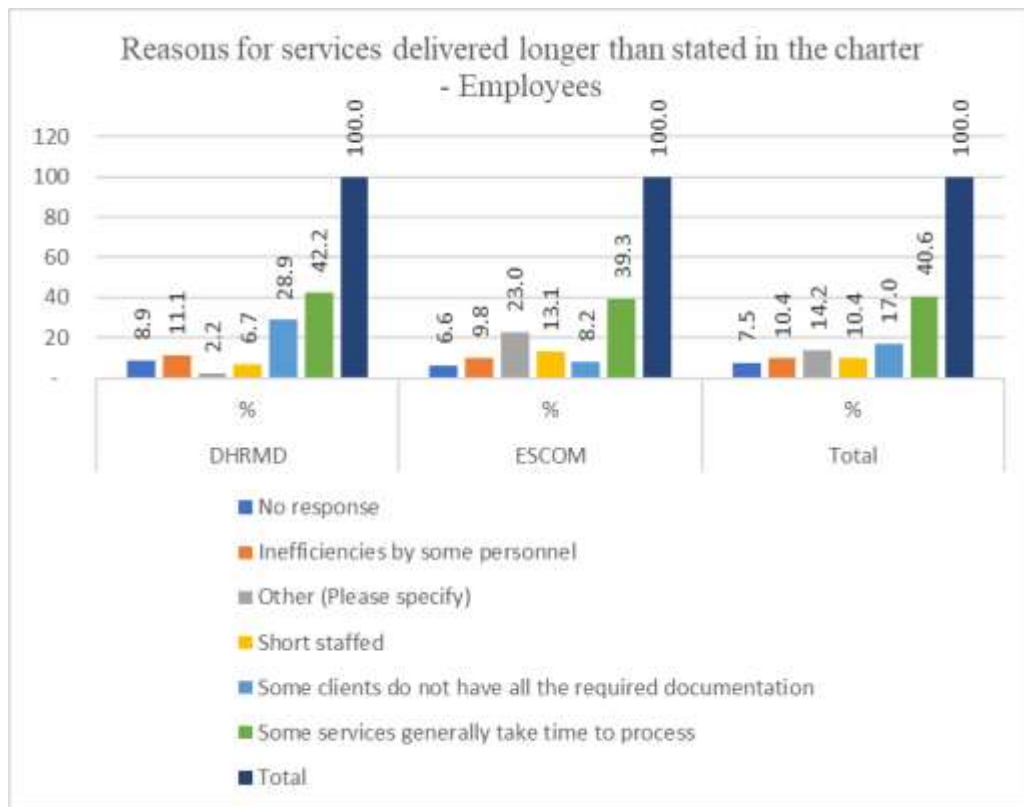


Figure 14: Reasons for services delivered longer than stated in the charter - Employees

When employees were asked their opinion on why services are delivered longer compared to what is stated in the charter, the majority (40.6%) said some services generally take longer to process, followed by 17.0% who said some clients do not have all the requirement to access the services. An equal split of 10.4% of the employees said it was due to being short staffed and due to inefficiencies by some personnel. The figure above illustrates the findings. Tamrakar (2010) also found similar findings in such a way that when people were asked their thoughts on why services take longer than stipulated in the charter, most of the people replied that this may be because of too much work for the staff; limited number of staff or due to lack of modern technology in in the Public Service.

If the services are delivered longer or a little longer compared to what is stated in the Charter, what do you think is the MAIN reason?							
Respondent	Response	DHRMD		ESCOM		Total	
		Count	%	Count	%	Count	%
Employees	No response	4	8.9	4	6.6	8	7.5
	Inefficiencies by some personnel	5	11.1	6	9.8	11	10.4
	Other (Please specify)	1	2.2	14	23.0	15	14.2
	Short staffed	3	6.7	8	13.1	11	10.4
	Some clients do not have all the required documentation	13	28.9	5	8.2	18	17.0
	Some services generally take time to process	19	42.2	24	39.3	43	40.6
	Total	45	100.0	61	100.0	106	100.0

Figure 15: Reasons for services delivered late - Clients

Clients' opinions on what they think is the main reason services are not provided on time compared to what it stated in the charter was that it was due to negligence of ESCOM/DHRMD staff (58.2%). Only 2.2% and 9.7% stated that it was because they submitted the documents late and they did not have all the required documents respectively. The graph above illustrates the findings. A similar study in Bangladesh showed that 24 out of 60 respondents were aware of the service charter and 7 of these stated that they did not receive services on time. When asked the reason why they think they did not receive on time, 6.6% of these individuals said it was because they did not have all the required documents (Chathura, 2018).

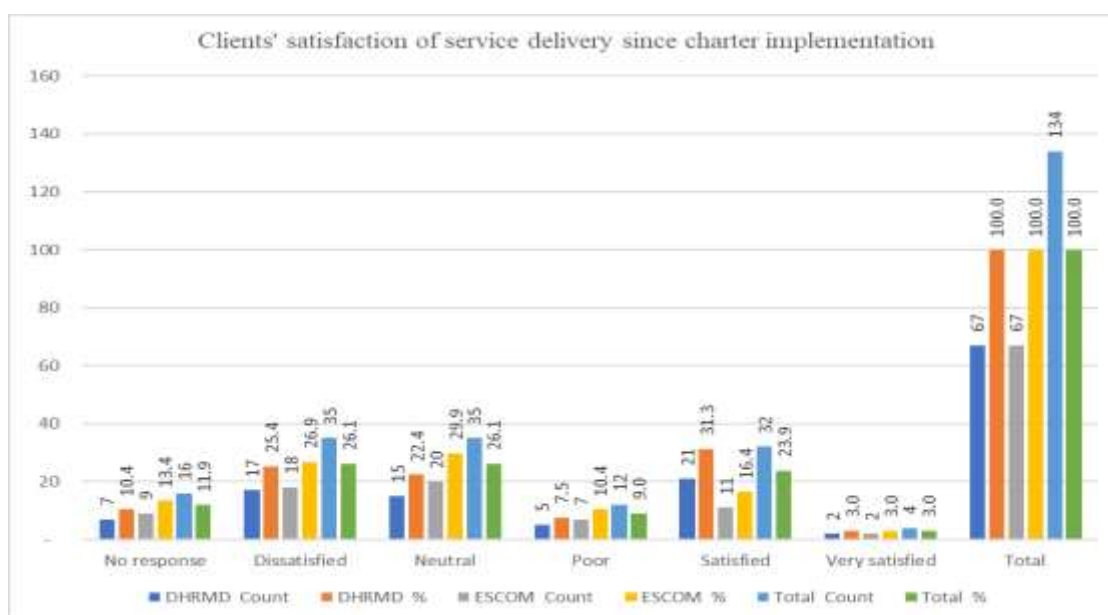


Figure 16: Clients' satisfaction of service delivery since charter implementation – Clients

One key issue was to explore clients' general level of satisfaction with public service delivery in comparison to the time before charters were not there. Only 23.9% said they were satisfied and 3.0% said they were very satisfied. 26.1% were dissatisfied and another 26.1% were neutral. The graph above illustrates the findings. The study conducted by Kanunu (2016) in Tanzania indicated that 51.1% of respondents were not satisfied, 40.2% were satisfied and 8.7% were neutral on service satisfaction level provided by the institution. Overall in terms of effectiveness of charters in improving service delivery, the findings show that there is a gap that still exists as far as implementation of what was stated in the charter is concerned. This is because most of the respondents explained that services are still not delivered on time compared to what is stated in the charter. In addition, clients' level of satisfaction with services provided is low despite the charter being present at the two institutions.

The qualitative component of exploring the effectiveness of service charters in improving service delivery revealed a mixed perception among key informants. While the majority of the respondents acknowledged positive impacts, others expressed scepticism. The affirmative responses highlighted improvements such as increased efficiency, customer awareness of rights, guided customer expectations, consideration of customer feedback, empowerment of customers, and heightened accountability among employees. On the other hand, negative responses cited issues like internal awareness deficits, inconsistent employee commitment to charter implementation, lack of monitoring mechanisms, unaltered employee attitudes, and inadequate client awareness.

Quantitative data, both from employees and clients, focused on the timeliness of service delivery. The majority of employees and clients reported that services are

sometimes provided in a timely manner. This resonates with findings from Nepal and Tanzania, where respondents reported delays in service delivery despite the existence of charters. The average time for customers to access services was perceived to be longer than stated in the charter, as reported by the majority of both employees and clients. Clients who experienced timely service attributed it to factors like luck, the influence of charters in holding personnel accountable, and personal connections.

When exploring reasons for delays, employees attributed longer service processing times to the nature of certain services, client deficiencies in required documents, staff shortages, and inefficiencies by some personnel. Clients, on the other hand, primarily attributed delays to the negligence of ESCOM/DHRMD staff.

In assessing general satisfaction with public service delivery, only a few respondents expressed satisfaction, while a few others were dissatisfied. This finding is consistent with a Tanzanian study that reported the majority of respondents being dissatisfied with service satisfaction levels provided by institutions.

In conclusion, the study reveals a mixed landscape regarding the effectiveness of service charters. While some positive impacts were acknowledged, challenges such as inconsistent implementation, lack of awareness, and delays persist, affecting overall satisfaction with public service delivery. Addressing these challenges is crucial for maximizing the potential benefits of service charters in fostering efficient and timely service delivery.

4.3.4 Challenges

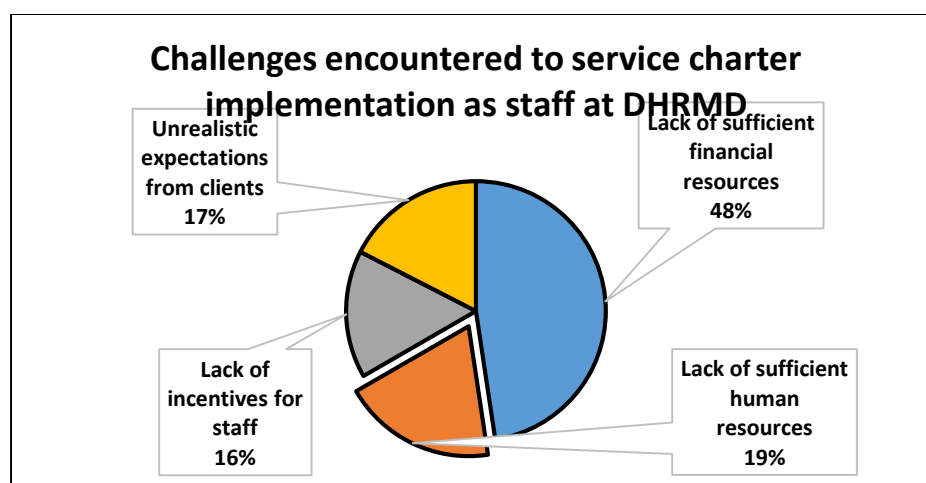
The study also sought to explore some of the challenges or barriers that affect the implementation of service charters. At ESCOM, three did not respond while the other seven explained that some of the challenges were that there is lack of employee

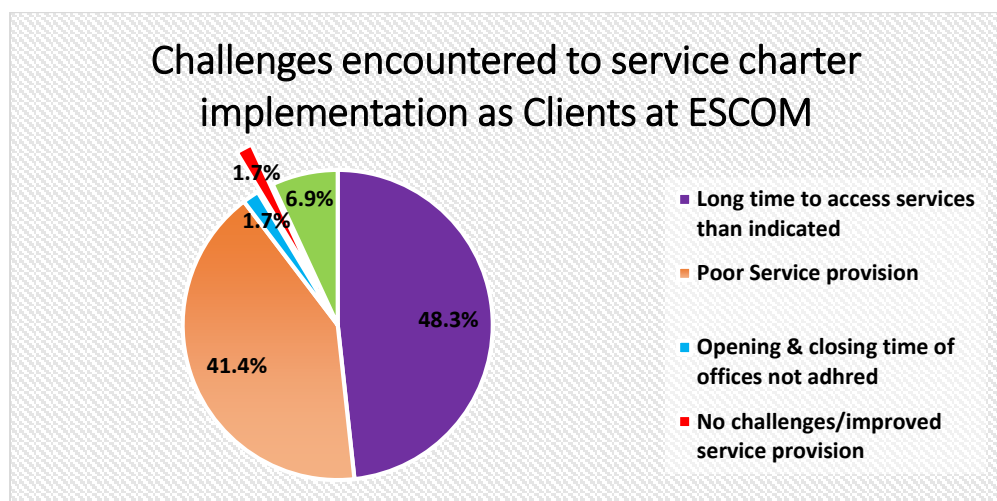
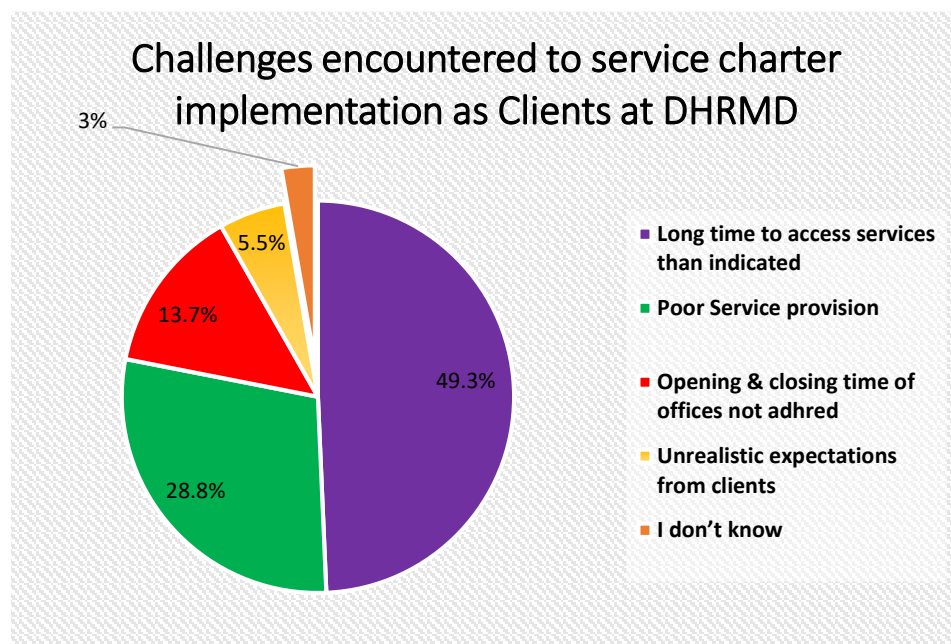
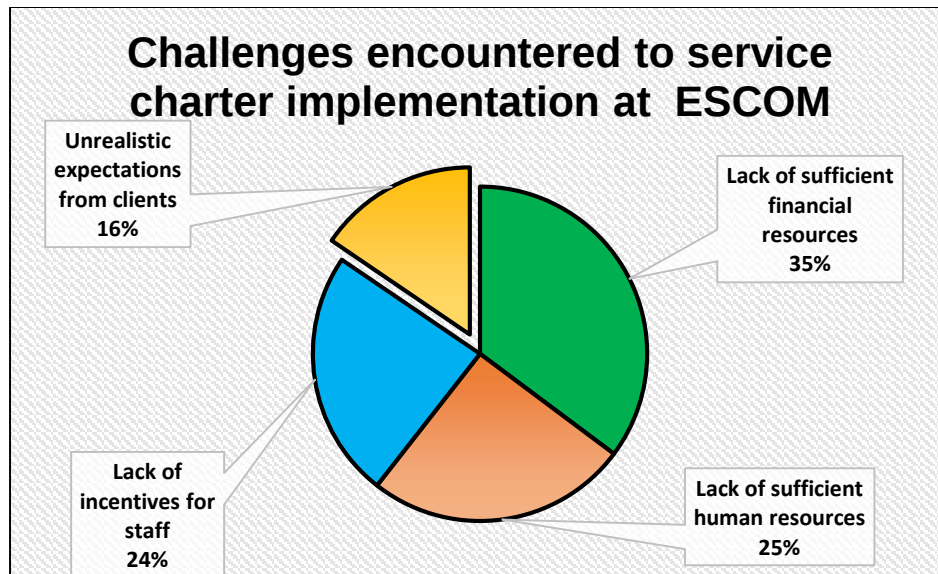
training on charter implementation; lack of commitment by employees to implement what is stated in the charter; lack of the necessary materials as well as human resources and political interference. At DHRMD out of the fourteen respondents, one did not respond while the other thirteen explained that there are lack of funds for advocacy; employees lack familiarity with the charter; lack of awareness of the charter by both employees and clients; lack of enforcement of the charter as well as monitoring mechanisms; shortage of human resources and that there is lack of translation of the charter to other languages. OPC representative also explained that some of the challenges were that there is lack of information as well as lack of feedback on charter implementation. Below are some of the opinions expressed by key informants:

“Failure to promote awareness of the charter to members of the department, not taken seriously by all members” – Key informants

“Nobody is taken to task for delivering services outside the indicated timeframes” – Key informants

This is like a disease in the Public Service. Those involved in misconducts are rarely not taken to task and the laissez faire attitude continue to incapacitate the Public Service.





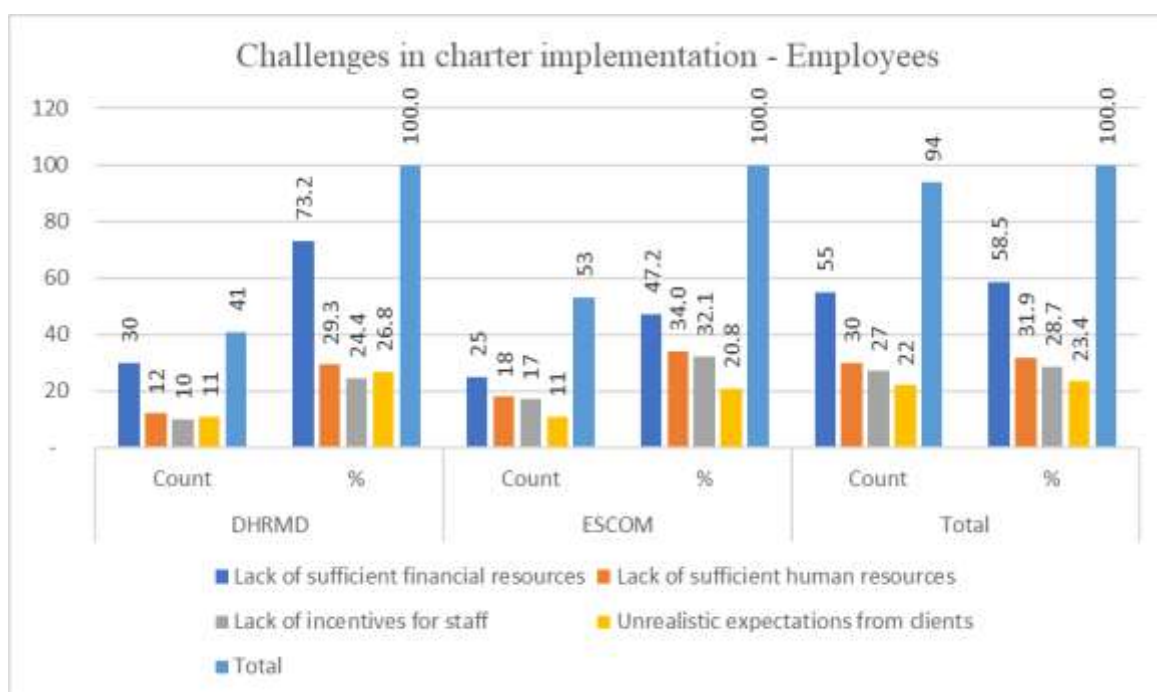
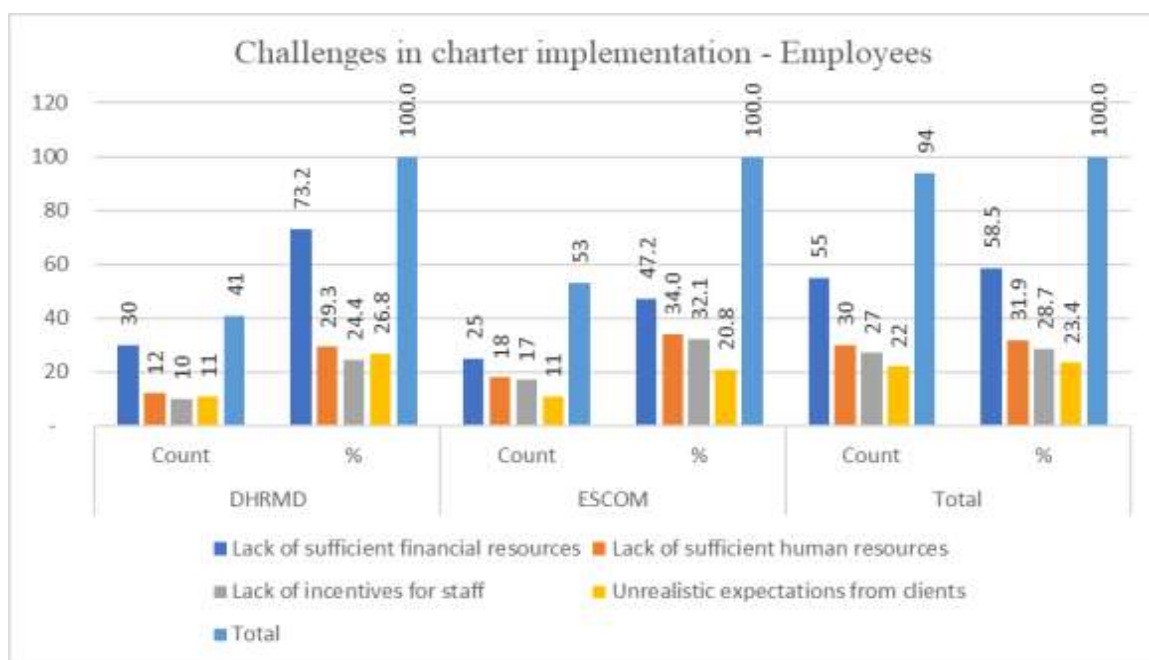


Figure 17: Challenges in charter implementation - Employees

The majority of the employees through the survey (58.5%) said they are affected by inadequate financial resources, followed by 31.9% that said lack of adequate human resource. Only 23.4% said unrealistic expectation from clients. The figure above

shows the findings. In Tanzania, when clients were asked some of the factors or challenges that affect implementation of the charter 87.4% agreed, 8.4% disagreed, and 4.4% were neutral on citing the factors such as lack of education on charters to stakeholders, lack of accountability, lack of facilities to implement the charters, presence of tribalism, corruption, and favouritism. The three major challenges out of these were lack of education on charters for the stakeholders, lack of facilities to implement charters, and lack of accountability on the part of employees (Kanunu, 2016)

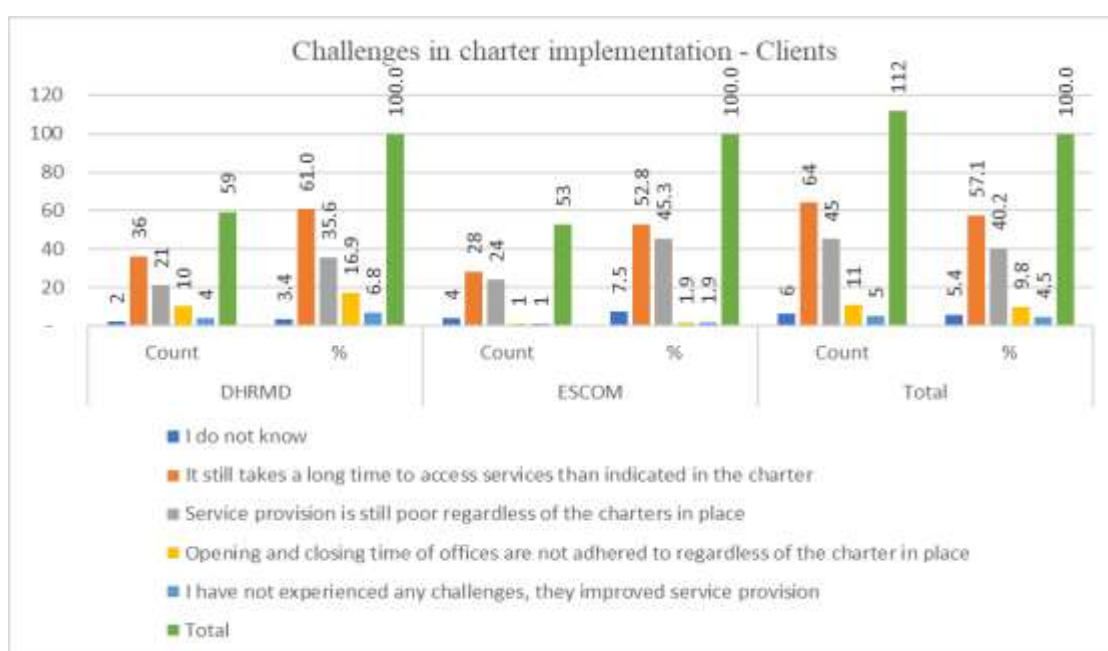


Figure 18: Challenges in charter implementation - Clients

The majority of the clients (57.5%), when asked the challenges they have encountered said it still takes a long time to access services than indicated in the charter. This was followed by poor services (40.2%). Only 4.5% said they had not experienced any challenges and that service provision had improved since charters were put into place. The graph above summarizes the finding.

Key informants were further asked how the challenges to charter implementation can be resolved. Overall, the respondents included the following suggestions; there is need for procurement of necessary materials as well as recruitment of more staff; need to sensitize employees and talking about charters frequently; ensuring that there is enforcement of charters through among other things managers supervising junior staff as well as giving penalties to employees for non-compliance; public sensitization on charters; mindset change among employees; assessing and reviewing charter effectiveness internally and lastly translating and distributing copies to the public.

Key informants cited various obstacles to charter implementation, including a lack of employee training, insufficient commitment, shortages of materials and human resources, and political interference at ESCOM. At DHRMD, challenges included a lack of funds for advocacy, employee unfamiliarity with the charter, limited awareness, inadequate enforcement and monitoring, human resource shortages, and language translation issues. OPC representatives mentioned challenges related to a lack of information and feedback on charter implementation. Survey responses from employees emphasized the impact of inadequate financial resources, with the majority indicating this as a significant challenge, followed by a few others who noted a lack of adequate human resources. Unrealistic expectations from clients were mentioned by a few other employees. Clients primarily noted delays in accessing services and poor service quality as major challenges. Only very few clients reported improved service provision since the implementation of charters.

Key informants proposed resolutions to address the challenges, including procuring necessary materials, recruiting more staff, sensitizing employees, enforcing charters through managerial supervision and penalties for non-compliance, public sensitization, promoting mindset change among employees, conducting internal

assessments, reviews of charter effectiveness, and translating and distributing copies to the public. All these aspects emphasize the need for a comprehensive approach involving organizational, managerial, and public engagement strategies to overcome challenges and enhance the effectiveness of service charters in the respective institutions.

4.4 Conclusion

In conclusion, the awareness of charters within the organizations of ESCOM and DHRMD in Malawi is quite high among both employees and clients. Qualitative interviews revealed that a significant majority of employees were aware of charters and these findings were consistent with the quantitative survey results.

The results indicate that although service charters come with various advantages like increased transparency and accountability, there is still a need to enhance their implementation and effectiveness. Frequently, services are not provided as promptly as promised in the charters, and ensuring client satisfaction remains problematic. To unlock the complete potential of service charters in enhancing public service delivery, it is essential to address these problems and reinforce internal awareness, commitment, and monitoring systems.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The previous chapter was aimed at presenting the research findings and discussion of results. This chapter focuses on the summary of all the previous chapters by drawing main conclusions and where necessary provide recommendations based on the research questions and objectives.

5.2 Major Conclusions

This section explores the major conclusions drawn from this study. Through key informant interviews, the research identified several critical challenges faced by the public sector. Among these challenges were a lack of mindset change among employees, corruption, resistance to change, and a perceived lack of seriousness among government employees. Additionally, respondents highlighted constraints such as limited resources, bureaucratic hurdles, low political will and commitment, low accountability, and a lack of consequences for poor performers.

On facilitators of public sector reform, the study identified key institutions to be responsible for overseeing reforms, including the Public Reform Management Unit, the office of the president and cabinet, and the Department of Human Resources Management and Development. External factors like donor requirements, technological availability, government and public support, global pressure, and public awareness were also recognized as facilitators for effective public sector reform.

To address the challenges and enhance the delivery of public sector reforms in Malawi, key informants proposed a range of actions. These actions encompassed the need for a mindset change, combating corruption, raising stakeholder awareness (including the public), ensuring stakeholder ownership, allocating sufficient resources, addressing poor performance, providing capacity building, establishing rewards and recognition, clearly defining reforms and roles, and implementing continuous monitoring. The suggested actions emphasize the multifaceted nature of the challenges and the necessity for a holistic approach to reform implementation.

Moving on to the challenges associated with service charter implementation, the study explored issues faced by institutions such as ESCOM and DHRMD. Challenges included a lack of employee training and commitment, insufficient resources, political interference, lack of funds, employee unfamiliarity with charters, poor enforcement and monitoring mechanisms, and translation issues. The identification of these challenges emphasizes the complexities involved in effectively implementing service charters within public service organizations.

Despite the challenges, the study also uncovered various benefits associated with service charters. These benefits included informing clients about their rights and expected services, enhancing service delivery through performance targets, building trust with clients, and instilling public confidence. The majority of respondents agreed that service charters played a pivotal role in reducing corruption, assisting customers in understanding what to expect from public services, and contributing to the delivery of high-quality services.

To ensure the effectiveness of service charters, the study explored suggested mechanisms derived from qualitative interviews and quantitative surveys. Proposed mechanisms included integrating charters into organizational culture, providing routine training, raising public and staff awareness, ensuring the availability of necessary resources, improving monitoring processes, automating services, having suggestion boxes and grievance handling mechanisms, and promoting supervision by managers. Key informants also advocated for enforcement through supervision and penalties, mindset change, internal assessment and review of charters, and the translation and distribution of charters to the public. These proposed mechanisms highlight the importance of creating a supportive environment, ensuring adequate resources, and enhancing awareness and incentives for effective charter implementation.

Finally, the study aimed to analyze the effectiveness of service charters in service delivery, with qualitative interviews revealing diverse perspectives. While some respondents acknowledged improvements in service delivery attributable to service charters, others believed that charters had not been effective due to factors such as a lack of internal awareness, inadequate monitoring mechanisms, unchanged employee attitudes, and customer unawareness. The quantitative survey indicated that both employees and clients reported instances where services were delivered in a timely manner as stated in the charter. However, a significant portion also expressed dissatisfaction, suggesting that there are gaps to be addressed to ensure the service charters fulfil their intended purpose of improving service delivery.

5.3 Reform framework

One of the objectives of the study was to analyze the reform framework in the public sector, and data was collected through key informant interviews to understand their

views on challenges, facilitators, and improvements for public sector reforms. Respondents identified several challenges, including a lack of mindset change among employees, corruption, resistance to change, and a lack of seriousness among government employees. Additional challenges mentioned were limited resources, bureaucracy, low political will and commitment, low accountability, and a lack of consequences for poor performers. Key informants highlighted various facilitators, such as institutions responsible for overseeing reforms, including the Public Reform Management Unit, the office of the president and cabinet, and the Department of Human Resources Management and Development. They also mentioned the role of donor requirements, technology availability, government and public support, global pressure, and public awareness. To improve the delivery of public sector reforms in Malawi, informants suggested several actions, such as mindset change, combating corruption, raising stakeholder awareness (including the public), ensuring stakeholder ownership, allocating sufficient resources, addressing poor performance, providing capacity building, establishing rewards and recognition, clearly defining reforms and roles, and implementing continuous monitoring.

5.4 The challenges or barriers in relation to charter implementation

The study also aimed to identify challenges faced in implementing service charters. At ESCOM, three respondents did not respond, while the other seven mentioned challenges such as lack of employee training, commitment, necessary resources, and political interference. At DHRMD, one respondent did not respond, and the remaining thirteen highlighted challenges such as lack of funds, lack of employee familiarity and awareness of the charter, poor enforcement and monitoring mechanisms, and translation issues. In the employee survey, inadequate financial resources and inadequate human resources were reported as the main challenges, followed by

unrealistic client expectations. Clients on the other hand reported delays in accessing services and poor service quality as the main challenges, while a small percentage mentioned improvements in service delivery since the charters were implemented.

5.5 Benefits of charters in public service delivery

The study also aimed to explore the benefits of service charters. Qualitative interviews revealed several benefits. These include that they ensure standardization and direction in service implementation, inform clients about their rights and expected services, enhances service delivery through performance targets, builds trust with clients, and instills public confidence. Quantitative interviews assessed the perception of employees and clients regarding the importance of charters. The majority of respondents agreed that charters help reduce corruption. Similarly, a high percentage agreed that charters assist customers in knowing what to expect from public services. Additionally, respondents indicated that charters contribute to the delivery of high-quality services. In the quantitative survey, employees identified benefits such as increasing awareness of expected services for citizens and holding staff accountable to clients. Overall, the findings suggest that service charters provide valuable benefits in terms of reducing corruption, informing customers, and improving service quality.

5.6 Mechanisms which can be put in place to ensure effectiveness of charters

The study also aimed to explore mechanisms for effective implementation of charters. Qualitative interviews revealed several suggestions from employees, including integrating charters into the organizational culture, providing routine trainings, raising public and staff awareness, ensuring the availability of necessary resources, improving monitoring processes, automating services, implementing suggestion boxes and grievance handling mechanisms, and promoting supervision by managers. Other

suggested solutions from key informants included enforcement through supervision and penalties, mindset change, internal assessment and review of charters, and translation of the charters and distribution to the public. In the quantitative survey, a majority of employees emphasized the need for sufficient financial resources to be provided by the government. Other suggestions included regular internal meetings on charter implementation reviews and providing sufficient incentives to staff. Clients expressed the need to increase awareness of charters and clients' rights, provide staff with incentives, and to promote awareness about grievance redress mechanisms. These findings highlight the importance of creating a supportive environment, ensuring adequate resources, and enhancing awareness and incentives for effective charter implementation.

To conclude, qualitative interviews aimed to determine the effectiveness of charters in service delivery showed that of the respondents, eleven acknowledged that charters had led to improvements in service delivery at their institutions. They highlighted that charters have increased employee awareness of customer rights, guided customer expectations, incorporated customer feedback, empowered customers, and promoted accountability among employees. However, nine respondents believed that charters had not improved service delivery due to a lack of internal awareness, employee indifference towards charter implementation, inadequate monitoring mechanisms, unchanged employee attitudes, and customer unawareness. In the quantitative survey, both employees (54.7%) and clients (41.0%) reported that services are sometimes delivered in a timely manner as stated in the charter. Conversely, a significant portion of employees (23.6%) and clients (38.8%) felt that services were not provided in a timely manner. All these factors show that as much as the charters are in place at the

two institutions, there are still gaps that are supposed to be filled to ensure that the service charters achieve their intended purposes of improving service delivery.

5.7 Recommendations

Based on the findings and conclusions of this study, the following recommendations are made. By implementing these recommendations, the two institutions as well as other similar institutions can maximize the benefits of charters and work towards delivering high-quality services that meet the expectations and needs of employees and clients.

1. There is need to increase awareness and understanding of charters among employees and clients through various channels, such as regular communication, training programs, and public campaigns. There is also need to strengthen the role of the notice board and other communication platforms in disseminating information about charters to employees and clients.
2. There is need to establish monitoring mechanisms to ensure effective implementation of charters and adherence to service delivery timelines on the part of employees. Staff accountability can be enhanced through performance evaluations, incentives, and clear expectations outlined in the charters.
3. There is need to improve service processes and resource allocation to address delays in service delivery and reduce client dissatisfaction.
4. There is need to develop and implement effective grievance mechanisms to address client complaints and provide timely resolutions.
5. There is need to conduct regular evaluations and assessments of charters' effectiveness in improving service delivery and make necessary adjustments based on feedback and findings.
6. There is need for the two institutions to collaborate with other organizations and institutions to share best practices and lessons learned in implementing charters and improving public service delivery.

7. There is need for the two institutions to develop policies aimed at monitoring the effectiveness of the charters at the institutions.

It is also worth noting that while this study focused on DHRMD and ESCOM to assess the effectiveness of charters in improving service delivery, other research gaps for further exploration still exists. These include conducting studies on the effectiveness of other alternative ways of improving service delivery such as the effectiveness of technology and automation in service delivery. Technology and automation reduce human interventions in short and long processes. A deliberate effort financially and practically among others should be put in place to automate manually done processes to reduce time that is lost when carrying out these processes manually. Also train staff how to use modern technology with ease. It is also important to do research on whether there can be effectiveness of Public Service incentive programs on service delivery. Research should be done to find out the degree of effectiveness with the incentive programs put in place and compare the difference of inputs, outputs and outcomes in service delivery in the Public Service before the incentive programs were introduced and after the introduction of the same and make conclusions if the incentive programs are really important and effective when it comes to use of Service Charters as well as Public Sector Reforms in general in relation to improved Public Service delivery in Malawi.

REFERENCES

- Acharya, S. (2010). *Implementation of Citizen's Charter and Improving Municipal Service in Nepal: Myth or Reality?* (Master's thesis). University of Bergen, Norway. <https://core.ac.uk/download/pdf/30895562.pdf>
- African Union (2011). *African Charter on values and principles of Public Service and Administration*. Author
- Andrews, M. (2013). *The limits of institutional reform in development: Changing rules for realistic solutions*. Cambridge University Press.
- Bana, B. A. (2008, April 6). *The Applicability of Human Resource Management Model in African Public Services: Inherent Challenges and Opportunities*. 30th AAPM Annual Roundtable Conference, Accra, Ghana.
- Bayat, M. S., & Meyer, I. H. (1994). *Public administration: Concepts, theory and practice*. Sigma Press.
- Beevers, R. (2006). *Customer Service Excellence in the Public sector*. <http://www.pscsf.org.uk/wp-content/uploads/2012/08/Public-Sector-Customer-Service-Excellence-report.pdf>
- Brinkerhoff, D. W. & Brinkerhoff, J. M. (2015). Public Sector Management Reform in Developing Countries: Perspectives Beyond NPM Orthodoxy. *Public Administration and Development*, 35(1), 222–237.
- Chasukwa, M. & Kayuni, H. (2018). *Public Sector Reforms and Limits of Institutional Mimicking in Re-designing Global Governance Institutions in Malawi: The Case of Service Charters*. 1st Cape Town African Sun Media
- Chingaipe, H. (2015). *Researching the politics of public sector reforms in Malawi*. <https://www.effective-states.org/researching-the-politics-of-public-sector-reforms-in-malawi/?cn-reloaded=1>

- Chirombo, R (2015). *Service Charters: The Road to Accountability*.
<https://zachimlawi.blogspot.com/2015/08/service-charters-road-to-accountability.html>
- Clarke, D. (2012). *Public Service Charter*.
https://dictionnaire.enap./dictionnaire/docs/definitions/definitions_anglais/public_charter.pdf
- Commonwealth (2016). *Key Principles of Public Sector Reforms Case Studies and Frameworks*. Author
- Delice, A. (2010). The Sampling Issues in Quantitative Research. *Educational Sciences: Theory and Practice*, 10(4), 2001-18
- Drewry, G. (2005). Citizen's Charters, Service Quality Chameleons. *Public Management Review*, 7(3), 321–40.
- Dudley, B. J. (1982). *An introduction to Nigerian Government and Politics*. Macmillan.
- Durevall, D. (2001). Reform of the Malawian Public Sector: Incentives, Governance and Accountability. World institute for Development Economics Research. *Discussion Paper No. 2001/109*.
- Falconer, P., K & Ross, K. (1999). Citizen's Charters and Public Service Provision: Lessons from the UK Experience. *International Review of Administrative Sciences*, 65(3), 45-56.
- Farazmand, A. (1999). Administrative reform in global perspectives: A symposium. *International Journal of Public Administration*, 22(6), 805-813.
- Ghobadian, A. & Ashworth, J. (1994). Performance Measurement in Local Government – Concept and Practice. *International Journal of Operations and Production Management*, 14(5), 35-51
- Greener, J. S. (2008). *Business Research Methods*. Ventus Publishing APS

- Grindle, M.S., (1997). Divergent Cultures: When Public Organizations Perform Well in Developing Countries. *World development*, 25(4), 481-495.
- Hausman D. (2010). *Rebuilding the Civil Service after War: Rwanda after the Genocide, 1998 – 2009*. Princeton University.
- Howard, W. (2001). *Implementing effective ethics standards in government and the civil service*. <https://www.oecd.org/mena/governance/35521740.pdf>
- Islam, M.M (2020). *Performance of Service Charters: Assessment of their Values and Significance in an Indian Perspective*. <https://ssrn.com/abstract=3653350>
- James, S., Murphy, K., & Reinhart, M., (2005). The Citizen's Charter: How such initiatives might be more effective. *Public Policy and Administration*, 20(2),1-18.
- Karyeija, K. G. (2010). *Performance appraisal in Uganda's civil service: Does Administrative Culture Matter*. University of Bergen.
- Kasera, S. (2014). *The Effectiveness of Client Service Charters in Public Service Delivery in Tanzania: A Case of The Business Registrations And Licensing Agency (BRELA)*. <http://hdl.handle.net/11192/3549>
- Kaunda, J.M., (2004). *Public Sector Reforms*. BIDPA Briefing, Botswana
- Kilelo, H. (2015). Public Sector Reforms in Africa: Focus, Challenges and Lessons Learnt. *International Journal of Humanities and Social Science Invention*,4(7), 19-27,
- Kiragu, K. & Mutahaba, G. (2005). *Public Service Reform in Eastern and Southern Africa – issues and Challenges*. Mkuki na Nyota publishers.
- Kothari, C. R (2004). *Research Methodology: Methods and Techniques*. New Age International Publishers.

- Kulkarni, P. (2013). *What is triangulation of Data in Qualitative Research? Is it a Method of Validating the Information Collected through Various Methods?*
<https://www.researchgate.net/post/What-is-triangulation-of-data-in-qualitative-research-Is-it-a-method-of-validating-the-information-collected-through-various-methods/1000>
- Lamidi, K. O., Agboola, T. O. & Taleat, B. A. (2016). Public Sector Reforms in Africa: A Collection of Essays. *Canadian Social Science*,12(10),1-20.
- Lufunyo, H. (2013). Impact of public sector reforms on service delivery in Tanzania. *Journal of Public Administration and Policy Research*,5(2),26-49.
- Malawi National Public Sector Reforms Policy (PSRP) (2018). Office of the President & Cabinet
- Malawi Public Service Charter, Raising the Bar of Excellence. OPC.
- Mishra, S. (2020). *Public Service Guarantee Act, Citizen's Charter, Right to Information, Corporate Social Responsibility*.
<http://egyankosh.ac.in/handle/123456789/67146>
- Mothusi, B. (2008). *Public Sector Reforms and Managing Change in Botswana: The Case of Performance Management System (PMS)*.
<https://engagedscholarship.csuohio.edu/etdarchive/211>
- Nicolas, A. (2021). *Content Analysis*. <https://www.researchprospect.com/content-analysis/>
- Njunwa, M.H.M. (2011). Achieving the Millennium Development Goals through Innovation Public Service Delivery: A Critical Assessment of Implementation Client Charter in Tanzania. *JOAAG*, 6 (1), 45-56.
- Ntelela, R., F. (2012). *Assessment of the Impact of Service Charters on Service Delivery in Malawi – A Case of Southern Region Water Board* (Master's thesis). University of Fort Hare.
- Nthenda, G. (n.d.). *Service Charter to improved delivery of social services*. Malawi Broadcasting Cooperation (MBC)

- Odiya, J.N., (2009). *Scholarly Writing: Research Proposals and Reports in APA or MLA Publications Style*. Makerere University Printers
- Odugbemi, S. & Jacobson, T. (2008). *Governance Reform under Real-World Conditions: Citizens, Stakeholders and Voice*. World Bank
- Organization for Economic Cooperation and Development (2005). *Modernising Government: The Way Forward*. Author
- Organization for Economic Cooperation and Development (2006). *DAC Guidelines and Reference Series Applying Strategic Environmental Assessment: Good Practice Guidance for Development Co-operation*. Author
- Osborne, D. & Plastrik, P. (1997). *Banishing Bureaucracy: The Five Strategies for Reinventing Government*. Addison-Wesley Publishing Company Inc.
- Owusu, F. (2005). *Organizational Culture, Performance and Public Sector Reforms in Africa: The Ghanaian Case*. ISSER /World Bank/Cornell University
- Loffler, E., Parrado, S. & Zmeskal, T. (2007). *Improving Customer Orientation through Service Charters: A Handbook for Improving Quality of Public Services*.
<http://www.oecd.org/site/sigma/publicationsdocuments/38370028.pdf>
- Peters, B.G., (1993). Managing The Hollow State. In K. A. Eliassein & J. Kooiman (Eds.), *Managing Public Organizations: Lessons from Contemporary European Experience*. Sage Publications.
- Polidano, C. (2001). Why civil service reforms fail. *Public Management Review*, 3(3), 345-361.
- Saxena, N. C. (2013). *Public Service Reforms – Trends, Challenges and Opportunities*. Global Centre for Public Service Excellence, Singapore.
- Schacter, M. (2000). *Public Sector in Developing Countries: Issues Lessons and Future Institute on Governance*. CIDA

Service delivery charter (n.d.).

<https://www.dpsa.gov.za/dpsa2g/documents/gics/bphb/chap4.pdf>

Seven Steps (2008). *Seven steps to a Citizen Charter with Service Standards*.

[https://www.eupan.eu/wp-](https://www.eupan.eu/wp-content/uploads/2019/05/2008_2_FR_Seven_Steps_to_a_Citizen_Charter_with_Service_Standards.pdf)

[content/uploads/2019/05/2008_2_FR_Seven_Steps_to_a_Citizen_Charter_wit
h_Service_Standards.pdf](https://www.eupan.eu/wp-content/uploads/2019/05/2008_2_FR_Seven_Steps_to_a_Citizen_Charter_with_Service_Standards.pdf)

Sikwese, L.K. (2011). *Public Sector Reforms in Malawi: Rethinking Management Strategies*. OPC

Sikwese, L. K. (2013, September 5-7). *Public Sector Reforms in Malawi: How to Support Successful Implementation of the Economic Recovery Plan*. Paper presented at the Annual Economic Conference Nkopola Lodge, Mangochi.

Tamrakar, R. (2010). *Impact of Citizen Charter in Service Delivery: A Case of District Administration Office, Kathmandu* (Master's thesis). North South University, Bangladesh.

Thakur, M & Vaidya, D (2023). *Margin of Error*.
<https://www.wallstreetmojo.com/margin-of-error-formula/>

European Public Administration Network (2018). *Citizen's Charters and Public Service Delivery Standards*. [https://www.eupan.eu/wp-](https://www.eupan.eu/wp-content/uploads/2019/02/2018_1_BG_Citizens_Charters_and_Public_Service_Delivery_Standards.pdf)
[content/uploads/2019/02/2018_1_BG_Citizens_Charters_and_Public_Service
_Delivery_Standards.pdf](https://www.eupan.eu/wp-content/uploads/2019/02/2018_1_BG_Citizens_Charters_and_Public_Service_Delivery_Standards.pdf)

Thomassen, J., Van de Walle, S., Nabit, U., & Ahaus, K. (2012). *An Implementation Framework for Public Service Charters: Results of a concept mapping study*.
<http://doi.org/10.1080/14719037.2012.726062>

Tria, G. & Valotti, G. (2012). *Introduction: Challenges of Public Sector Reform*.
[https://www.brookings.edu/wp-](https://www.brookings.edu/wp-content/uploads/2016/07/reformingthepublicsector_chapter.pdf)
[content/uploads/2016/07/reformingthepublicsector_chapter.pdf](https://www.brookings.edu/wp-content/uploads/2016/07/reformingthepublicsector_chapter.pdf)

ANNEX

Annex 1: Informed Consent Form

Research purpose and procedures

I am Sofilina Msanyama, a student at The University of Malawi, Chancellor College. I am conducting research on “Charters and Service Delivery” in partial fulfilment of the requirement for the award of a Master of Arts degree in Public Administration.

Dzina langa ndi Sofilina Msanyama, ndimaphunzira ku sukulu ya ukachenjede ya University of Malawi, Chancellor College. Ndikupanga kafukufuku okhudzana ndi ndondomeko ya kagwilidwe ka ntchito kuti ndikwanilitse zofunikila pa maphunziro anga a master’s degree in public administration.

You were chosen as a possible participant in this study because your insights with regards to charters implementation will be very valuable to the research.

Mwasankhidwa ngati mmodzi yemwe tingacheze naye chifukwa ndemanga zanu zokhudzana ndi kayendetsedwe ka ndondomeko ya kagwilidwe ka ntchito zikhala zothandiza pa kafukufukuyu.

If you agree to participate in this study, you will be asked some questions regarding service charter implementation at ESCOM and/or DHRMD. The interview will take less than 30 minutes.

Ngati muvomere kutenga nawo mbali pa kafukufukuyu, mufunsidwa mafunso okhudzana ndondomeko ya kagwilidwe ka ntchito ya ku ESCOM/DHRMD. Machezawa atenga mphindi zosapyola makumi atatu

Risks and discomforts of the research study

This study does require that we meet in person to talk and because any contact with other people brings the risk of infection with COVID-19, we want to ensure that you carefully consider your participation. As such, we will mitigate this risk by following all the government COVID-19 prevention measures such as observing one meter social distance, wearing a mask and conducting the interview at a well ventilated place.

Macheza pa kafukufuku wathu akuyenela kukhala a pamaso, choncho potengera kuti kukumana ndi anthu kumatha kubweretsa chiopsezo chotenga matenda a COVID-19, tikufuna kuti mulingalire potenga mbali. Pachifukwa chimenecho, tichepetsa chiopsezo chimenechi potsatira ndondomeko zonse zopewela COVID-19 zomwe zinakhazikitsidwa ndi boma, monga kutalikirana 1 mita, kuvala mask komanso kucheza podutsa mphepo.

There is otherwise no risk and no direct advantage for participating in this study. However, your responses will be helpful in ensuring that charters are implemented effectively and efficiently.

Kupatula zimenezo, palibe chiopsezo kapena mwai wapadera chifukwa chotenga nawo mbali pa kafukufukuyu. Komabe, mayankho anu athandizira kuti ndondomeko za kagwilidwe kantchito ziyende bwino.

Confidentiality

Bearing in mind that confidentiality is a critical issue in research, the researcher will ensure this element by making sure that no personal identifying information such as respondent's names or titles are included in the dissertation. Additionally, interviews will be conducted in privacy and this information will not be shared with anyone else but the researcher or assistant researcher.

Polingalira kuti chinsinsi ndi chofunika pa kafukufuku, tionetsetsa kuti chinsinsi chanu chisungidwe poonetsetsa kuti zomwe zingakuzindikilitseni monga maina kapena udindo wanu sizidzalembedwa mu dissertation. Kupyolera pamenepo, macheza athu achitika pobisika komanso zomwe munganene sizidzauzidwa kwa wina aliyense koma mwini wa kafukufuku ndi omuthandizira okha.

Voluntary participation

Please note that participation in this research is voluntary. If you do not wish to take part in this research or to respond to any question, you are able to do so. If you choose to participate in this study, you can withdraw your consent and discontinue participation at any time.

Dziwani kuti kutenga nawo mbali ndi kosakakamizidwa. Ngati simukufuna kutenga nawo mbali mu kafukufukuyu kapena kuyankha funso lilironse, muli ndi ufulu kutero. Ngati muvomere kutenga nawo mbali, mukhoza kusiya mutenga nawo mbali pa nthawi iliyonse yomwe mwafuna.

Questions

If you have any questions, you can contact Sofilina Msanyama, the principal investigator on 0888 897 201 or the Chairperson of the University of Malawi Research and Ethics Committee (UNIMAREC) Prof Alister Munthali on +265 888 822 044 or you can write a letter via P.O. Box 280, Zomba

Ngati muli ndi mafunso, mukhoza kuimba foni kwa yemwe akupanga kafukufukuyu a Sofilina Msanyama pa nambala iyi + 265 888 897 201 kapena a tcheya a University of Malawi Research and Ethics Committee (UNIMAREC) Prof Alister Munthali pa nambala iyi +265 888 822 044 kapena kulemba kalata ku address ya P.O. Box 280, Zomba

Consent

You are making a decision whether or not to participate in this research study. Your signature below indicates that you have decided to participate in the study after reading all of the information above and you understand the information in this form,

have had any questions answered and have received a copy of this form for you to keep.

Mukupanga chiganizo chotenga nawo mbali kapena ayi pa kafukufukuyu. Kusaina mmunsimu kusonyeza kuti mwavomera kutenga nawo mbali pa kafukufukuyu mutawerenga zonse zomwe zalembedwa mmwambamu komanso kuti mwanvetsetsa zonse, mwayankhidwa mafunso anu komanso mwalandira fomu ina yoti musunge.

Signature _____ Date _____

Research Participant

(Otenga nawo mbali)

Signature _____ Date _____

Interviewer

(Ofunsa mafunso)

Annex 2: Key Informant Interview Guide

CHARTERS AND SERVICE DELIVERY

INTRODUCTION

I am Sofilina Msanyama, a student at The University of Malawi, Chancellor College. I am conducting research on “Charters and Service Delivery” in partial fulfilment of the requirement for the award of a Master of Arts degree in Public Administration.

Dzina langa ndi Sofilina Msanyama, ndimaphunzira ku sukulu ya ukachenjeda ya University of Malawi, Chancellor College. Ndikupanga kafukufuku okhudzana ndi ndondomeko ya kagwilidwe ka ntchito kuti ndikwanilitse zofunikila pa maphunziro anga a master’s degree in public administration.

I request your favour, to take part in this research. The information given is purely needed for academic purposes and therefore will be treated with utmost confidentiality. The interview will take less than 40 minutes. Thank you in advance for your cooperation.

Ndikufuna kukupemphani kuti muyankhe mafunso omwe ndingafunse. Zomwe mudiuze ndi zofunikila ku mbali ya maphunziro okha, kotero zidasungidwa mwa chinsinsi. Machezawa sapyola mphindi makumi awiri. Ndafuna ndithokozeletu kwambiri chifukwa chodzipeleka.

Before we begin, I would like to ask for your consent, are you willing to take part in this research?

Tisanayambe, ndimafuna ndipemphe chilolezo, kodi mukuvomera kutenga nawo mbali pa kafukufukuyu?

If yes, interview proceeds

If no, interview terminated

PART 1: GENERAL INFORMATION

1. What is your name? (optional).....

Kodi dzina lanu ndi ndani?

2. Sex of respondent.....

3. What is your job title?.....

Kodi muli ndi udindo wanji?

4. Employee Organization (ESCOM or DHRMD or OPC Chief secretary)

PART 2: CITIZEN CHARTERS BACKGROUND

1. Are you aware of the existence of a citizen’s charter for DHRMD and/or ESCOM?

Kodi mukudziwa ngati pali ndondomeko ya kagwilidwe ka ntchito ya DHRMD/ESCOM?

2. If “Yes” in q1, how did you hear about it?

Ngati eya, kodi munanva kuti?

3. When were charters put in place at DHRMD/ESCOM?.....

Kodi ndondomeko ya kagwilidwe kantchito inakhazikitsidwa liti ku DHRMD/ESCOM?

PART 3: CITIZEN CHARTER IMPLEMENTATION – ESCOM and DHRMD

1. What do you think are the main benefits of service charters at ESCOM or DHRMD?

Kodi mukuona kuti phindu lokhala ndi ndondomeko za kagwilidwe kantchito ku ESCOM/DHRMD ndi chani?

2. In your opinion, have the charters in any way led to improvement of public service delivery at your organization? If yes, how? If no, why not?

Mmaganizo anu, kodi ndondomeko ya kagwilidwe ka ntchito zapititsa patsogolo kagwilidwe ka ntchito ku bungwe lanu? Ngati eya, munjira yanji? Ngati ayi, chifukwa chani?

3. What do you think are the main challenges regarding service charter implementation at your organization?

Kodi mukuona kuti ndi mavuto anji omwe alipo kumbali ya kayendetsedwe ka ndondomeko ya kagwilidwe ka ntchito ku bungwe lanu?

4. In your opinion, how can these challenges be resolved?

Mmaganizo anu, mavuto amenewa angathetsedwe bwanji?

5. Do you have grievance redress mechanisms at your organization? If yes, could you please mention them and explain briefly the extent to which they are operational at your organization? If not, why don't you have them?

Kodi muli ndi njira zopelekela madandaulo ku bungwe lanu? Ngati eya, mungawatchuleko komanso kufotokoza momwe akugwilira ntchito ku bungwe lanu? Ngati ayi, chifukwa chani kulibe?

6. If yes, what are some of the common grievances raised by clients at your organization and how are these resolved?

Ngati eya, kodi ndi madandaulo ati omwe kawirikawiri ma kasitomala ku bungwe lino amapeleka komanso mumathana nawo bwanji?

7. What do you think are some of the mechanisms which can be put in place to ensure charter effectiveness at your organization?

Kodi mukuona kuti chikuyenela kuchitika ndi chani kuti ndondomeko ya kagwilidwe ka ntchito iziyenda bwino ku bungwe lanu?

8. What are the main challenges affecting public sector reforms in Malawi?

Kodi ndi mavuto anji omwe akulepheretsa ndondomeko yokonzanso kagwiridwe ka ntchito m'boma? (Public sector reform)

9. What are the main facilitators of public sector reforms in Malawi?

Kodi ndi zinthu ziti zomwe zikuthandizira kupititsa patsogolo ndondomeko yokonzanso kagwiridwe ka ntchito m'boma? (Public sector reform)

10. What can be done to improve the delivery of public sector reforms in Malawi?

Kodi mukuona kuti chikuyenela kuchitika ndi chani kuti ndondomeko yokonzanso kagwiridwe ka ntchito m'boma ipite patsogolo? (Public sector reform)

PART 4: CITIZEN CHARTER IMPLEMENTATION – OPC Chief Secretary

1. What do you think are the main benefits of service charters generally as well as specifically for DHRMD and ESCOM?

Kodi mukuona kuti phindu lokhala ndi ndondomeko za kagwilidwe kantchito ndi chani? Nanga ubwino wake ndi otani ku ESCOM/DHRMD?

2. In your opinion, have the charters in any way led to improvement of public service delivery at these two organizations? If yes, how? If no, why not?

Mmaganizo anu, kodi ndondomeko ya kagwilidwe ka ntchito zapititsa patsogolo kagwilidwe ka ntchito ku ma bungwe awiri amenewa? Ngati eya, munjira yanji? Ngati ayi, chifukwa chani?

3. What do you think are the main challenges regarding service charter implementation at these two organizations?

Kodi mukuona kuti ndi mavuto anji omwe alipo kumbali ya kayendetsedwe ka ndondomeko ya kagwilidwe ka ntchito ku mabungwe awiri amenewa?

4. In your opinion, how can these challenges be resolved?

Mmaganizo anu, mavuto amenewa angathetsedwe bwanji?

5. As far as you know, do these two organizations have grievance redress mechanisms? If yes, could you please mention them and explain briefly the extent to which they are operational at these organizations? If no, why do they not have them?

Momwe mukudziwira, kodi kuli njira zopelekela madandaulo ku mabungwe awiri amenewa? Ngati eya, mungawatchuleko komanso kufotokoza momwe akugwilira ntchito ku mabungwe amenewa? Ngati ayi, chifukwa chani kulibe?

6. What are some of the common grievances raised by clients to your office regarding these two organizations and how are these resolved?

Ngati eya, kodi ndi madandaulo ati omwe kawirikawiri ma kasitomala a mabungwe amenewa amapeleka ku ofesi yanu komanso mumathana nawo bwanji?

7. What do you think are some of the mechanisms which can be put in place to ensure charter effectiveness at these two organizations?

Kodi mukuona kuti chikuyenela kuchitika ndi chani kuti ndondomeko ya kagwilidwe ka ntchito iziyenda bwino ku mabungwe amenewa?

8. What are the main challenges affecting public sector reforms in Malawi?

Kodi ndi mavuto anji omwe akulepheretsa ndondomeko yokonzanso kagwiridwe ka ntchito m'boma? (Public sector reform)

9. What are the main facilitators of public sector reforms in Malawi?

Kodi ndi zinthu ziti zomwe zikuthandizira kupititsa patsogolo ndondomeko yokonzanso kagwiridwe ka ntchito m'boma? (Public sector reform)

10. What can be done to improve the delivery of public sector reforms in Malawi?

Kodi mukuona kuti chikuyenela kuchitika ndi chani kuti ndondomeko yokonzanso kagwiridwe ka ntchito m'boma ipite patsogolo? (Public sector reform)

END OF INTERVIEW

Thank you for taking the time to complete this interview.

Annex 3: Research Questionnaire for Employees: Charters and Service Delivery

INTRODUCTION

I am Sofilina Msanyama, a student at The University of Malawi, Chancellor College. I am conducting research on “Charters and Service Delivery” in partial fulfilment of the requirement for the award of a Master of Arts degree in Public Administration.

Dzina langa ndi Sofilina Msanyama, ndimaphunzira ku sukulu ya ukachenjeda ya University of Malawi, Chancellor College. Ndikupanga kafukufuku okhudzana ndi ndondomeko ya kagwilidwe ka ntchito kuti ndikwanilitse zofunikila pa maphunziro anga a master’s degree in public administration.

I request your favour, to answer this questionnaire. The information given is purely needed for academic purposes and therefore will be treated with utmost confidentiality. The interview will take less than 20 minutes. Thank you in advance for your cooperation.

Ndikufuna kukupemphani kuti muyankhe mafunso omwe ndingafunse. Zomwe mundiuze ndi zofunikila ku mbali ya maphunziro okha, kotero zidasungidwa mwa chinsinsi. Machezawa sapyola mphindi makumi awiri. Ndafuna ndithokozeletu kwambiri chifukwa chodzipeleka.

Before we begin, I would like to ask for your consent, are you willing to take part in this research?

Tisanayambe, ndimafuna ndipemphe chilolezo, kodi mukuvomera kutenga nawo mbali pa kafukufukuyi?

If yes, interview proceeds

If no, interview terminated

PART 1: GENERAL INFORMATION

1. What is your name? (optional).....

Kodi dzina lanu ndi ndani?

2. Sex of respondent

a. Male b. Female

3. What is your level of education?

Kodi maphunziro munapita nawo patali bwanji?

(Single response)

a. None

b. Primary level

c. Secondary level

d. Graduate degree or higher

4. What is your job title?.....

Kodi muli ndi udindo wanji?

5. How old are you?

Kodi muli ndi zaka zingati?

6. What is your marital status?

Kodi muli pa banja?

(Single response)

- a. Single
- b. Married
- c. Widowed
- d. Separated
- e. Divorced

7. Employee Organization

(Single response)

- a. ESCOM
- b. DHRMD

PART 2: CITIZEN CHARTERS BACKGROUND

2. Are you aware of the existence of a citizen's charter for this office?

Kodi mukudziwa ngati pa ofesi pano pali ndondomeko ya kagwilidwe ka ntchito?

- a. Yes
- b. No

2. If "Yes" in q1, how did you hear about it?

Ngati eya, kodi munanva kuti?

(Multiple response)

- a. Notice board
- b. Senior Management
- c. Fellow staff
- d. Internet
- e. Family and friends
- f. Media such as TV or radio

g. Other (Please specify)

3. If “Yes” in q1, which of the following statements regarding service charters at ESCOM/DHRMD do you agree with?

Ngati eya, ndi mfundo ziti mwa zotsatirazi zomwe mukugwilizana nazo kumbali ya ndondomeko ya kagwilidwe kantchito ku ESCOM/DHRMD?

(Single response)

a. They reduce corruption Imathandiza kuchepetsa ziphuphu

1) Strongly agree 2) Agree 3) Neutral 4) Disagree 5) Strongly disagree

b. They help customers to know what to expect from public service Imathandiza ma kasitomala kuti adziwe zomwe angayembekezele kuchokela ku ntchito za boma

1) Strongly agree 2) Agree 3) Neutral 4) Disagree 5) Strongly disagree

c. They help in delivering quality services Imathandizira kuti ntchito zaboma zikhale za pamwamba

1) Strongly agree 2) Agree 3) Neutral 4) Disagree 5) Strongly disagree

4. When were charters put in place at DHRMD/ESCOM?.....

Kodi ndondomeko ya kagwilidwe kantchito inakhazikitsidwa liti ku DHRMD/ESCOM?

PART 3: CITIZEN CHARTERS IMPLEMENTATION

11. Do you think ESCOM/DHRMD provides services in a timely manner as stated in the service charter?

Kodi mukuona kuti ESCOM/DHRMD imathandiza ma kasitomala mu nthawi yoyenelela yomwe inalembedwa mu ndondomeko ya kagwilidwe ka ntchito?

(Single response)

a. Yes

b. No

c. Sometimes

12. On average, how long does it take for customers to get their services?

Kawirikawiri, zimatenga nthawi yaitali bwanji kuti ma kasitomala athandizidwe?

(Single response)

a. On time as stated in the citizen charter

b. A little longer than stated in the citizen charter

- c. Too long than stated in the citizen charter
- d. I do not know

3. If the services are delivered longer or a little longer compared to what is stated in the Charter, what do you think is the MAIN reason?

Ngati zimatenga nthawi yaitali kuti anthu athandizidwe kusiyanana ndi zomwe zinalembedwa mu ndondomeko ya kagwilidwe ka ntchito, kodi mukuona kuti chifukwa chenicheni ndi chiti?

(Single response)

- a. Short staffed
- b. Some services generally take time to process
- c. Some clients do not have all the required documentation
- d. Inefficiencies by some personnel
- e. Other (Please specify)

4. In your opinion, what do you think are some of the benefits of having a service charter here at ESCOM/DHRMD?

M'maganizo anu, kodi mukuona kuti ubwino okhala ndi ndondomeko ya kagwilidwe ka ntchito kuno ku ESCOM/DHRMD ndiotani?

(Multiple response)

- a. They ensure that staff are held accountable to clients
- b. They ensure that citizens are aware of the services which they are to expect
- c. They ensure that citizens are aware of grievance redress mechanisms
- d. They encourage staff to work together towards a common vision
- e. Other (Please specify)

5. What are some of the grievance redress mechanisms here at ESCOM/DHRMD?

Kodi ndi njira zotani zotulira madandaulo zomwe ziliko kuno ku ESCOM/DHRMD?

(Multiple response)

- a. Suggestion box
- b. Toll free line
- c. Anonymous letters submitted to the office
- d. Formal letters addressed to the office
- d. Other (Please specify).....

6. On average, how long does it take for grievances to be resolved?

Kawirikawiri, kodi zimatenga nthawi yaitali bwanji kuti muthandizidwe ku madandaulo anu?

(Single response)

- a. Less than a week
- b. Less than 2 weeks
- c. Less than a month
- d. More than a month

7. What are some of the common grievances raised formally or informally by clients in regard to citizen charters at ESCOM/DHRMD?

Kodi madandaulo omwe mumalandira kawirikawiri kuchokera kwa ma kasitomala kumbali ya ndondomeko ya kagwilidwe ka ntchito ku ESCOM/DHRMD ndi otani?

(Multiple response)

- a. Late opening time of offices
- b. Taking longer to access services than expected
- c. Taking longer for grievances to be addressed than expected
- d. Bribe demands by staff
- e. Short staffed, leading to unnecessary delays
- f. Other (Please specify)

8. What are some of the challenges you have encountered as staff with regards to service charter implementation at ESCOM or DHRMD?

Kodi mavuto ena omwe mwakumana nawo ngati anthu ogwira ntchito, kumbali ya kayendetsedwe ka ndondomeko ya kagwilidwe ka ntchito ku ESCOM/DHRMD ndi otani?

(Multiple response)

- a. Lack of sufficient financial resources
- b. Lack of sufficient human resources
- c. Unrealistic expectations from clients
- d. Lack of incentives for staff
- e. Other (Please specify)

9. What do you think can be done to improve the delivery of citizen charters?

Kodi mukuona kuti chikuyenela kuchitika ndi chani kuti ndondomeko ya kagwilidwe ka ntchito iziyenda bwino?

(Multiple response)

- a. Government should ensure that there is sufficient financial resources
- b. Government should ensure that there are sufficient incentives to be provided to staff
- c. There is need for regular internal meetings on citizen charter implementation reviews
- d. Other (Specify).....

END OF INTERVIEW

Thank you for taking the time to complete this survey.

Zikomo kwambiri chifukwa chotenga nawo mbali mu kafukufukuyu.

Annex 4: Research Questionnaire for Clients: Charters and Service Delivery

INTRODUCTION

I am Sofilina Msanyama, a student at The University of Malawi, Chancellor College. I am conducting research on “Charters and Service Delivery” in partial fulfilment of the requirement for the award of a Master of Arts degree in Public Administration.

Dzina langa ndi Sofilina Msanyama, ndimaphunzira ku sukulu ya ukachenjeda ya University of Malawi, Chancellor College. Ndikupanga kafukufuku okhudzana ndi ndondomeko ya kagwilidwe ka ntchito kuti ndikwanilitse zofunikila pa maphunziro anga a master’s degree in public administration.

I request your favour, to answer this questionnaire. The information given is purely needed for academic purposes and therefore will be treated with utmost confidentiality. The interview will take less than 20 minutes. Thank you in advance for your cooperation.

Ndikufuna kukupemphani kuti muyankhe mafunso omwe ndingafunse. Zomwe mundiuze ndi zofunikila ku mbali ya maphunziro okha, kotero zidasungidwa mwa chinsinsi. Machezawa sapyola mphindi makumi awiri. Ndafuna ndithokozeletu kwambiri chifukwa chodzipeleka.

Before we begin, I would like to ask for your consent, are you willing to take part in this research?

Tisanayambe, ndimafuna ndipemphe chilolezo, kodi mukuvomera kutenga nawo mbali pa kafukufukuyi?

If yes, interview proceeds

If no, interview terminated

PART 1: GENERAL INFORMATION

1. What is your name? (optional).....

Kodi dzina lanu ndi ndani?

2. Sex of respondent

a. Male b. Female

3. What is your level of education?

Kodi maphunziro munapita nawo patali bwanji?

(Single response)

a. None

b. Primary level

c. Secondary level

d. Graduate degree or higher

4. What is your occupation?

Kodi muli ndi udindo wanji?

- a. Unemployed
- b. Employed - Civil servant
- c. Employed - Private sector
- d. Retired
- e. Student

5. How old are you?

Kodi muli ndi zaka zingati?

6. What is your marital status?

Kodi muli pa banja?

(Single response)

- a. Single
- b. Married
- c. Widowed
- d. Separated
- e. Divorced

7. Client Type

- a. ESCOM
- b. DHRMD

PART 2: CITIZEN CHARTERS AWARENESS

3. Are you aware of the existence of a citizen's charter for this office?

Kodi mukudziwa ngati pa ofesi pano pali ndondomeko ya kagwilidwe ka ntchito?

- a. Yes
- b. No

2. If "Yes" in q1, how did you hear about it?

Ngati eya, kodi munanva kuti?

(Multiple response)

- a. Notice board

- b. ESCOM or DHRMD staff
- c. Internet
- d. Family and friends
- e. Media such as TV or radio
- f. Other (Please specify)

3. If “Yes” in q1, which of the following statements regarding service charters at ESCOM/DHRMD do you agree with?

Ngati eya, ndi mfundo ziti mwa zotsatirazi zomwe mukugwilizana nazo kumbali ya ndondomeko ya kagwilidwe kantchito ku ESCOM/DHRMD?

(Single response)

a. They reduce corruption Imathandiza kuchepetsa ziphuphu

1) Strongly agree 2) Agree 3) Neutral 4) Disagree 5) Strongly disagree

b. They help customers to know what to expect from public service Imathandiza ma kasitomala kuti adziwe zomwe angayembekezele kuchokela ku ntchito za boma

1) Strongly agree 2) Agree 3) Neutral 4) Disagree 5) Strongly disagree

c. They help in delivering quality services Imathandizira kuti ntchito zaboma zikhale za pamwamba

1) Strongly agree 2) Agree 3) Neutral 4) Disagree 5) Strongly disagree

PART 3: CITIZEN CHARTERS IMPLEMENTATION

13. Does ESCOM/DHRMD provide services in a timely manner as stated in the service charter?

Kodi ESCOM/DHRMD imathandiza ma kasitomala mu nthawi yoyenelela yomwe inalembedwa mu ndondomeko ya kagwilidwe ka ntchito?

(Single response)

- a. Yes
- b. No
- c. Sometimes

14. On average, how long does it take to get your services?

Kawirikawiri, zimatenga nthawi yaitali bwanji kuti muthandizidwe?

(Single response)

- a. On time as stated in the citizen charter
- b. A little longer than stated in the citizen charter

- c. Too long than stated in the citizen charter
- d. I do not know

3. If the service was delivered on time as mentioned in the Charter, what do you think was the MAIN reason?

Ngati munathandizidwa mu nthawi yake yomwe inalembedwa mu ndondomeko ya kagwilidwe ka ntchito, kodi mukuona kuti chifukwa chenicheni ndi chiti?

(Single response)

- a. Charters ensured that public personnel are accountable
- b. Personal connections
- c. Personal persuasion of ESCOM/DHRMD staff
- d. Just out of luck
- e. Other (Please specify)

4. If the service was not delivered on time as mentioned in the Charter, what do you think was the MAIN reason?

Ngati simunathandizidwe mu nthawi yake yomwe inalembedwa mu ndondomeko ya kagwilidwe ka ntchito, kodi mukuona kuti chifukwa chenicheni ndi chiti?

(Single response)

- a. I did not have all the required documents
- b. Negligence of ESCOM/DHRMD staff
- c. I submitted the documents late
- d. Other (Please specify)
- e. I do not know

5. Overall, how satisfied are you with the public service delivery since the implementation of the citizen charter?

Ndinu okhutitsidwa bwanji ndi momwe ntchito zaboma zikuyendela chikhazikitsileni ndondomeko ya kagwilidwe ka ntchito?

1. Very satisfied 2. Satisfied 3. Neutral 4. Dissatisfied 5. Poor

6. If “very satisfied” or “satisfied” in q5, do you think charters have contributed to this improvement in public service delivery?

Ngati ndinu okhutira, mukuona kuti ndondomeko ya kagwilidwe ka ntchito yathandizira kuti kayendetsedwe ka ntchito zaboma zipite patsogolo?

- a. Yes
- b. No

c. To a lesser extent

d. I do not know

7. Are you aware of a grievance redress mechanism here at ESCOM/DHRMD?

Kodi mukudziwa njira zotani zotulira madandaulo zomwe ziliko kuno ku ESCOM/DHRMD?

a. Yes

b. No

8. If “yes” in q7, have you ever used it to lodge a complaint?

Ngati eya, munagwilitsako ntchito kuti mupeleke dandaulo?

a. Yes

b. No

9. If “yes” in q8, was your grievance addressed in good time?

Ngati eya, kodi munathandizidwa za madandaulo anu nthawi yabwino?

(Single response)

a. Yes, it was fully addressed in good time

b. Yes, it was fully addressed but it took a long time

c. No, it was never addressed

d. I am still following up on it

10. What are some of the challenges you have encountered with regards to service charter implementation at ESCOM or DHRMD?

Kodi ndi mavuto otani omwe munakumanako nawo kumbali ya kayendetsedwe ntchito ka ndondomeko ya kagwilidwe ka ntchito kuno ku ESCOM/DHRMD?

(Multiple response)

a. Service provision is still poor regardless of the charters in place

b. It still takes a long time to access services than indicated in the charter

c. Opening and closing time of offices are not adhered to regardless of the charter in place

d. I have not experienced any challenges, they improved service provision

e. I do not know

11. What do you think can be done to improve the delivery of citizen charters?

Kodi mukuona kuti chikuyenela kuchitika ndi chani kuti ndondomeko ya kagwilidwe ka ntchito iziyenda bwino?

(Multiple response)

- a. There is need to increase awareness of the charters and clients' rights
- b. There is need for incentives to be provided to staff
- c. There is need for grievance redress mechanisms awareness
- d. Other (Specify).....

END OF IINTERVIEW

Thank you for taking the time to complete this survey.

Zikomo kwambiri chifukwa chotenga nawo mbali mu kafukufukuyu.