

Citizen's charter for citizen-friendly service delivery: a case of two selected upazilas of Bangladesh

Jannatul Ferdous¹

ABSTRACT

Citizen-friendly service deliveries have progressively evicted to be significant concerns in public sector management. Citizen's Charter (CC) has accepted throughout the world as a component of enlightening public service delivery as an apparatus of the new public management. The proposal of hosting CC in government offices of Bangladesh was first presented in 2000 by the Public Administration Reform Commission (PARC). However, CC is a great move ahead to deliver citizen-friendly services. It is also a matter of concern to observe whether the initiation of CC has truly enhanced the status of service delivery. The researcher pursues to deliver an impression of the view of CC by the means of its initiation and development. This paper searches the influence of CC in enlightening service delivery at the LGIs, for instance, Upazila Parishad embraces mixed method study. The researcher communicated to diverse participants – people's representatives of Upazila Parishad, officials, staff and citizens to assemble data. The researcher also took support from official records, documents and other different secondary sources. The study disclosed that citizens located difficulty in access to services and were disappointed with their quality. Some difficulties were recognized as a failure in execution and poor performance of public officials that made the citizen-friendly service delivery ineffective. The key focus of challenges in implementing citizen's charter was given to institutional, knowledge, cultural, financial and political barrier. Finally, the researcher pursues to mention positive proposals for efficient progress and execution strategies of the CC.

Keywords: citizen's charter, service delivery, LGIs, Bangladesh.

INTRODUCTION

Delivery of government services has been at the fore part of public sector reorganization in various states through the previous three spans. Consistently, the craving is to perform more with less, enable citizenries, improve transparency, and keep the government servants responsible. Various states have consequently advanced a quantity of service transfer apparatuses over the ages to attain this aim (Ohemeng, 2010). Citizens Charter is the community

¹Assistant Professor, Department of Public Administration, Comilla University, Cumilla, Bangladesh, E-mail: jannat.lata@yahoo.com

contracts between the citizens and service transfer suppliers that evidently classify prospects and principles in the jurisdiction of delivery of services. This acts as an approach of New Public Management (NPM) running to a deliberate articulated statement by the government segment organizations treated in execution of the government service delivery; the principles of service transfer that they promise to, obtainability of choice of the citizens, instrument accessible for efficient recompense and other associated news (Paliwal, 2017). While in the 21st century, public administration is experiencing histrionic transformation (Robinson, 2015), most of the régimes of developed states introduced the solicitation of private sector's elegances, practices and apparatuses in the working procedures of government departments which are designated as the concept New Public Management (NPM). The NPM systems are not transformation initiatives for government sector relatively it epitomizes a change in the government segment and its affiliation with administration and people (Chowdhury, 2017). Different scholars argue that the traditional managerial structure is unproductive, unresponsive, incompetent, and frequently unfriendly to individuals whom they entitled to provide service. Because of their devotion to outmoded and procedure-oriented organizational arrangements, governments of diverse states have long been distressed from discouraged workforces, poor excellence of service, incompetence and unproductive bureaucracy. Various public sector establishments serving citizens in extents for example education, health, waste management etc. in diverse states have been gradually evading citizens' trust and happiness, afterwards it is upsetting not only the situation of a specific government, but also the political and financial picture of a state for their low distribution of facilities. Thus, regimes have been considering for a client-oriented policy to progress their service excellence to attain citizens' trust and contentment (Razzaque, 2012). Various organizations have initiated provision charters to develop service excellence and customer contentment. Yet, this objective is not continually attained (Thomassen et al., 2014).

The development of public management involved consideration to a quantity of principles that are estimated to outcome in developments in the government facilities. Economy, efficiency, effectiveness, market emphasis, rivalry, accountability, flexibility and transparency comprise a collection of structures that emphasized the evolution from the outmoded to an advanced and rationalized tactic to organizations in the public arena. One of the faces in attaining these transformations involved the accessibility of relevant information and approach to the facilities. Without these services, citizens are incapable to take public facilities. In developing states, provisions for crafting citizens conscious of the accessibility of facilities and processes for access and delivering them with networks to explicit their inclinations and view have continued mistreated (Huque & Ahsan, 2016). Better government service transfer and accountability have progressively twisted to be significant matters in public segment organization. There has been remarkable advancement in Bangladesh, comprising the insertion of citizen's charter while 2008 (Kundo,

2018). At the local level, the Citizen's Charter is a significant apparatus of good governance and user-friendly services to the citizen. This article discovers explores the effect of CC in enlightening service delivery at the LGIs, for instance, Upazila Parishad and City Corporation. The key focus of challenges in implementing citizen's charter was given to institutional, knowledge, cultural, financial and political barrier. Finally, the researcher pursues to mention positive proposals for efficient progress and execution strategies of the CC. Therefore, the objectives are:

- a) To inspect the present status of the extent of implementation of CC in Upazila level.
- b) To identify the challenges that affects the implementation of CC in Upazila level.
- c) To suggest some recommendations for effective implementation of CC.

CITIZEN'S CHARTER

Citizen's Charter can be expressed as an understanding between the service suppliers and citizens concerning the excellence and the magnitude of the services fundamentally splitting with the justifications of the citizen and the responsibilities of the organizations in the focus of rendering sufficient excellence of public services (Paliwal, 2017). The citizen's charter updates the citizen about the accessibility of public facilities (Huque & Ahsan, 2016). This Citizen's Charter targets to confirm the service delivery of grounded on excellence, timeliness, transparency and consumer choice comprehended through the presentation of communication associated to facilities projected their quality principles, opinion opportunities and grievance and recompense instruments (Haque, 2005). CC attempts to allow citizens to be in frontage to choose about the nature, procedure, and category of local facilities for their improvement and inspiration. The crucial opinion of CC program is to create community services' response well to the requirements of their clients or consumers, and to increase their excellence largely. There are found four public sector reorganization practices: (i) levitation of income, (ii) fiscal control, (iii) separating purpose of strategy from means of execution and (iv) enabling clients. Among the four represented methods, the policy tactic of the citizen's charter agenda dwells on the idea of authorizing customers (Acharya, 2010).

David & Sanjay (2011) articulated some positive aspects of Citizen Charters as:

- a) Develop accountability by delivering people with a strong consideration of service delivery principles, comprising schedules, consumer charges for services, and opportunities for complaint to rectify the service.
- b) Escalation of administrative efficiency and functioning by crafting a public obligation to obey to considerable service delivery principles.

- c) Generate a means for mutually inside and outside performers to accurately supervise service delivery functioning.
- d) Generate a more specialized and customer-receptive environment for the transfer of services.
- e) Promote developments in staff determination.
- f) Lessening prospects for corruption and dishonesty by growing transparency and enlightening people about their claims.
- g) Intensification of government income by confirming that the money people spend for facilities goes into the government's reserves and not for staffs' pockets.

CITIZEN'S CHARTER AND IT'S PROGRESS

According to the recent writings Citizens Charter is a comparatively an innovative instrument. For the first time, the regime of John Major executed in 1991, the Citizen's Charter Rule in the United Kingdom with the purpose to constantly progress the excellence of government service delivery (Sharma, 2012). The main determinations of the CC are to provide importance to clients, create the community service evident and available, decrease red-tape and interruption, create the authority more responsible, deliver all essential data to clients and create service providers approachable to consumers' requirements (Osborne, 2000; cited in Haque, 2005). As per the CC of UK, the government service delivery must be charted some philosophies (Seidle, 1995). These include:

- a) Putting, observing and publication of clear principles.
- b) Communication and directness to the service receiver.
- c) Choice where feasible, plus consistent and organized discussion with customers.
- d) Consideration and utility.
- e) Well-broadcasted and convenient-to-use grievances dealings.
- f) Significance of money (Pollitt, 1995).

In proportion to these philosophies of CC government service suppliers are accommodated to explain the values of services to deliver detail evidence concerning the existing facilities and to propose apology if objects go error (Razzaque, 2011). Though, the basis of motivation for the citizen charter was the better restructuring effort commonly named the New Public Management (NPM) wherein government facilities were becoming more "consumer approachable" and cost efficient. Emphasizing more on enhanced public sphere functioning, the NPM policy appeared to swap the inflexibility in the functioning of government with structures of out-of-date guidelines and principles, entrusted political benefits, indifference and lack of plans on the portion of government staffs, extensive corruption and technical red-tapism (Osborne and Plastrik, 1997; Osborne and Gaebler, 1992). Thus, so as to

rectify the discontent and analysis of government sector functioning for the state progress, i.e., reaching the masses more straightforwardly and competently an innovative instrument have been comprehended. The NPM tactic that proposed definite philosophies for entrepreneurial administration and learning instructions from the private segment administration reflects peoples as clients and proposes to rationalize the managerial role by transforming strategy choices into market alternatives (Osborne, 2010; Hood, 1992).

Torres (2010) examines the consequences of public provision charters. It gazes at the usage of provision charters for enlightening citizens' trust in the administration in Anglo-American states and in states in Europe. Exposure to study on charters in Spain, the researcher accomplishes that service charters have exposed various public service suppliers how they can improve the excellence of their facilities and have been beneficial apparatuses in streamlining government and growing citizen trust. James et al., (2005) stated Charter would value from more planned or methodical arrangement that includes the opinions and proficiency of an extensive range of stakeholders before being initiated and the effort to converted an essential segment of the tactic to the principles of service afterwards.

Jamil (2001) The crucial components in the paper includes principles of services, money value, communication and directness, discussion, consideration and usefulness, and placing things with the correct approach and supporting the period for service delivery. The citizen charter specifically delivers no innovative legitimate justifications. It, yet, places stress on discussion with all participants therefore, that obligations are satisfied with the greatest potential approach. The citizen charter acknowledges stakeholders as the key determination of the organization and each of the instructions, principles, processes etc. are accelerated to simplify the service delivery to the individuals.

Citizen's charter instruments are named in diversified way and that have been propelled in diverse states across the world (Thomassen et al, 2014). Grounded in the ideal of United Kingdom it has been accepted by developed states (Sharma, 2012), with local alteration and changeable degree of achievement in such states as Spain, France, Portugal, Belgium, Australia, Jamaica, Canada, India and Malaysia. During the procedure the Citizens Charter normally recognized as "the appearance of accepting between the people and the suppliers of a public service with matter of magnitude and excellence of service the former obtains in altercation of their levies". It is a legitimate non-obligatory deed – a social agreement concerning the service benefactor and service beneficiary about the claims of the end and the duties of the previous (Iftekharuzzaman, 2012).

CITIZEN'S CHARTER IN BANGLADESH

From the time of independence of Bangladesh forty-eight years back there has been some determinations both by consecutive regimes and donors to determine the troubles distressing the civil service scheme. The reform committees methodically considered the civil service and suggested a sum of essential transformations in its arrangement, tasks and philosophy. Many of these endorsements were envisioned to smooth-running the civil service from its colonial and neo-colonial organizational legacy and formulate it to face the tasks of the contemporary age (Khan, 1998). However, the contemporary story of reform initiatives of Public Administration is unfruitful and only a succession of reform analyses and offers, with little indication of actual transformation. Stimulating, from the independence, Bangladesh government comprised 17 reform Commissions or Committees with an assessment to reorganize/reform the civil service (Kim & Monem, 2009). Donors' attentiveness in organizational reform has been evident from the later part of '70s. All of the key donors were the United States Agency for International Development (USAID), the World Bank, the United Nations Development Program (UNDP), Asian Development Bank (ADB) and the Department of International Development (DFID) all devoted significant resources to create the civil service arrangement effective, dynamic, operational and responsible (Khan, 2013).

The then voted regime directed by Prime Minister Sheikh Hasina in 1997 founded another commission named as "the Public Administration Reform Commission", which was directed to endorse strategies, agendas and events to develop the level of proficiency, value, accountability and transparency in government establishments (Sarker, 2006). In June 2000, it offered its announcement with particular concrete suggestions grounded in NPM policy. The proposal for familiarizing Citizen's Charter in distinct three ministries and five significant organizations was considered one of them. Following that, the significance of presenting the Citizen's Charter in the government sector was highlighted in Poverty Reduction Strategy Paper (PRSP) 2005. Ultimately, the Citizen's Charter was accepted the ruling of the Caretaker Government (Razzaque, 2011).

In 2007, the Citizens Charter enticed by the direction of Bangladesh generally affirmed its objective as delivering the citizens attaining assistance of the Charter the excellence of services accompanied by confirming the transparency, openness and accountability of the organization. For the accomplishment of any Citizens Charter produced by the organizations treated in execution the public services establishment of philosophies with which the organization has to accept by to a large degree provides to the attainment of objective appropriately. Factors or the philosophies state by the authorities whilst creating the standard of the Citizens Charter for public organizations of Bangladesh includes:

- i. Delivering quality services at low cost,

- ii. Simplifying the service delivery on time, according to the necessity of the people
- iii. Confirming operative grievance mechanism
- iv. Constructing close links with the service providers and the clients or the citizens (Paliwal, 2017).

In Bangladesh, the key determinat of initiating Citizen's Charter was to create the government servants more responsible, obvious, approachable and citizen-friendly. Moreover, the institutionalization of Citizen's Charter is aimed at bringing about changes within the service delivery instrument by the insertion of service options, a philosophy of discussion, and working the vital instrument of restoring public criticisms. Allowing to the protagonists of the Charter, it will lessen the annoyance of the citizen and create the citizen conscious of their privileges by publicizing information about the procedure and advantage of gaining proper service delivery in Bangladesh.

METHODOLOGY

The research methodology is a logical way to solve any problem. It is also necessary for a researcher to design a method for the selected problem (Mühl, 2014). To conduct the research, a researcher should formulate methods and justify the objectives of the study (Rashid, 2014). The methods included the selection of study areas, sample size, method of data collection, and statistical tool measurements for data analysis. This study can open an opportunity to understand the dimensions of the initiative. The study focused on both primary and secondary sources of data. The detailed methods of the study are shown below-

Selection of the Study Area:

The study would conduct in two areas; Adarsha SadarUpazila and Sadar Dakshin Upazila under the Cumilla District.

Determination of the Sample Size:

The study is based on purposive sampling. The sample size of the study was 60 of the two areas. The sample size for each area is 30. A cumulative picture is drawn here from the responses of government officials/elected representatives and general people.

Table 1: Sample Size

Name of the area	Name of the Population	Number of Participants
Adarsha SadarUpazila	Government officials/Elected representatives	5
	General people	25

Sadar Dakshin Upazila	Government officials/Elected representatives	5
	General people	25
Total		=60

Method of Data Collection:

Both primary and secondary sources of data used for this study. Primary data were collected through- structured questionnaires, observation and interview. For this research, secondary data collected from books, website, various reports & journals.

Data Analysis: For this study, MS Excel was used for data analysis.

RESULTS AND DISCUSSION

Certainly, local government is commonly observed at the base of national government (Khan & Obaidullah, 2003). As per the Article 59 of the constitutional provision, the Government of Bangladesh is thought to create the local government bodies at each stage of administration under the central government. Now, there are two different types of local government bodies in Bangladesh: one is located at rural extents and the other one is located at urban extents. In rural extents, the local government signifies a classified scheme containing three layers including Union Parishad, Upazilla Parishad, and Zilla Parishad, whilst the urban local government bodies contain a municipal corporation and Pourashavas (Panday, 2011). With an assessment to stimulating the key inclinations, features and challenges which might enlighten the concerned sectors in Bangladesh – comprising the policy makers, events and academia. Such an exploration, practice may be predominantly significant nowadays in respect of the point that there has, lately, been transformed importance on decentralization of local governance issues by the central government and civil society similarly, and a quantity of organizational and legitimate restructuring have been prepared (Khan, 2016). Upazila Parishad is provided with preparation and execution of local development strategies and programs, advancement of health and family provision, delivering support and reinforcement to Union Parishad, advancement of socio-cultural events, elevation of forests, fisheries and livestock, advancement of educational and vocational events, Advancement of agricultural events and cooperative effort and organization of tasks of officials attending in Upazila level (Khan, 2016). Every UPZ will be requisite to circulate a citizen charter to hold informed of the citizens concerning all matters of the UPZ. The citizen charter will encompass amongst others, evidently specific services to be delivered comprising time frame maintenance, charges for all services, and liability of citizens concerning facilities, promise to deliver facilities, resolution to

criticize concerning service, penalty to the breakdown of the obligation of the charter, etc. Moreover, the UPZ will revise the citizen charter in different occasions (Siddiqui & Ahmed, 2016). Therefore, Citizens charter is considered one of the significant plans of the government of Bangladesh to create the citizen authorized. The field data provided a comprehensive focus on the citizen's charter initiative at UPZ level in Bangladesh.

Socio-demographic Characteristics

This segment deals with socio-demographic factors of the respondents. This contains demographic characteristics like gender, age, educational level and occupation patterns of the subjects.

Table 2: Respondent's Demographic Profile

No	Profile	Percentage
1.	Gender	
	Male	(87%)
	Female	(13%)
2.	Age	
	Under 20	(7%)
	20-35	(47%)
	35-49	(33%)
	50+	(13%)
3.	Occupation	
	Businessman	(40%)
	Government Officials	(26%)
	Teacher	(16%)
	Housewife	(11%)
4.	Education	
	P.S.C	(13%)
	J.S.C	(20%)
	S.S.C	(33%)
	H.S.C	(27%)
	Total	100%

Source: Field Survey, 2019

Gender

In this study, researcher collected data from the respondents of two areas which are Adarsha SadarUpazila and Sadar Dakshin Upazila. During collecting data, researcher took 57% male members & 43% female members of these two study areas. The research has been conducted based on their information.

Age

The age of the respondents revealed that most of them are belonged to 35-49 age. Under 20 age are 7%, 20-35 ages are 47%, 35- 49 are 33% and 50-59 are 13% respectively.

Occupations

Considering the occupation of respondents, it is revealed that two areas most of the respondents involve in business. This respondent is belong 11% housewife, 40% business, 16% teacher, 7% student & government official 26%. The research has been conducted based on this information.

Education Level of Respondents

The education level of respondents revealed that the respondents are educated. Among these are 13% P.S.C, 20% J.S.C, 33% S.S.C, 27 % H.S.C, 7% Honor's covered in the study.

Table 3: The Present Status of the Implementation of CC in Upazila Level (Response of Adarsha SadarUpazila and Sadar Dakshin Upazila Respondents)

	Criteria	Adarsha SadarUpazila	Sadar Dakshin Upazila
Procedure for Informing Citizen Charter	Publicity of print media	27%	47%
	Publicity of electronic media	46%	33%
	Knowing from officials	27%	20%
Picture about Simplifying to Read and Understand	Yes	67%	47%
	No	33%	53%
Access of Discussion	Yes	33%	40%
	No	67%	60%
Availability of Officials for Delivering Services	Enough	33%	27%
	Not enough	67%	73%
Knowledge about Lodge a Complaint	Yes	27%	20%
	No	46%	73%
	Moderate	27%	7%
Duration about Following up of the Complaint by People	Immediately	40%	27%
	Quietly Long Time	20%	40%
	Very Long Time	27%	13%

Satisfaction about Solution Offered for Grievances	No Action at all	13%	20%
	Often	33%	20%
	Sometime	60%	27%
	Rarely	27%	53%
Awareness about Citizen Charter	Fully aware	33%	27%
	Somewhat aware	20%	33%
	Marginally aware	47%	20%
	No aware	0%	20%

Source: Field Survey, 2019

Procedure for Informing Citizen Charter

The table 3 shows about the procedure for informing citizen charter. Publicity in print media helps citizen to know or aware about citizen charter. In Adarsha Sadar Upazila 20% respondents said that print media publicity played an important role to know the citizen charter. Other, 46% respondents replied that publicity of electronic media like various TV channel related program about the citizen charter that helped to know about the citizen charter. Only 27% respondents opined that they would collect or get information from the official members. In Sadar Dakshin Upazila, 47% respondents said print media publicity played a vital role to inform the citizen charter. Other, 33% replied that publicity of electronic media also helped to inform about the citizen charter. Also, 20% respondents opined that they got information from the official members.

Picture about Simplifying to Read and Understand

In Adarsha Sadar Upazila, most of the respondents (67%) said that they knew the information about the citizen charter one of the easiest ways, 33% respondents replied that this was not simple to understand, but in the Sadar Dakshin Upazila, 47% respondent said it was the best way to know about the information. On the other hand, 53% respondents said this picture was not simple to read and understand.

Access of Discussion

Regarding the access of discussion, it was found that officials were in master mood. They consider people as a servant. Most of the officials did not talk elaborately about people lodge. They vary man to man. They could not accept the general people like a politician or the elite class. As a result, most of the people said they cannot talk easily about their problems.

Availability of Officials for Delivering Services

In Adarsha SadarUpazila, 10 (33%) respondents said that government employee provided available service to the citizen and rest 20 (67%) respondents replied that they would not get available services from the government office about the citizen charter. But in the Sadar Dakshin Upazila, 8 (27%) respondents opined that government employee provided available service to the citizen and another 20 (73%) respondents said that their services were not enough for the citizens.

Knowledge about Lodge a Complaint

People were not so much well known about complain lodge. In Sadar Dakshin Upazila, there were found that 20% people were known and 7% people are moderately known and the rest of them had not known about lodging a complaint. In Adarsha SadarUpazila, most of the respondents said that they were not well known about complain lodge.

Duration about Following up of the Complaint by People

People vary to take action against compliant about lodging. In Adarsha SadarUpazila, 40% people said the take action immediately where 20% people said quite long and 27% people said very long time and 13% people said there is no action about their complaints. In Sadar Dakshin Upazila, 27% respondents said they take action immediately where 40% people said quite a long time and 13% people said very long time and 20% people said they are not taking action.

Satisfaction about Solution Offered for Grievances

Considering the satisfaction about the solution offered for grievances, in Adarsha SadarUpazila, People were not so much satisfaction about their grievances. Because a small number of people said they were satisfied often (33%), sometimes (60%) and the rest of the people said rarely. Especially the people who were educated and very much conscious about their right they could easily solve their problem and satisfied about the CC. In Sadar Dakshin Upazila, maximum people were not satisfied about their grievances.

Awareness about Citizen Charter

In Adarsha SadarUpazila, 33% persons fully informed about the task of citizen charter and slighter knowledge about the citizen charter is 20% people and 47 people are marginally aware. In Sadar Dakshin Upazila, more or less every man knew about the citizen charter, but some know more and some know less.

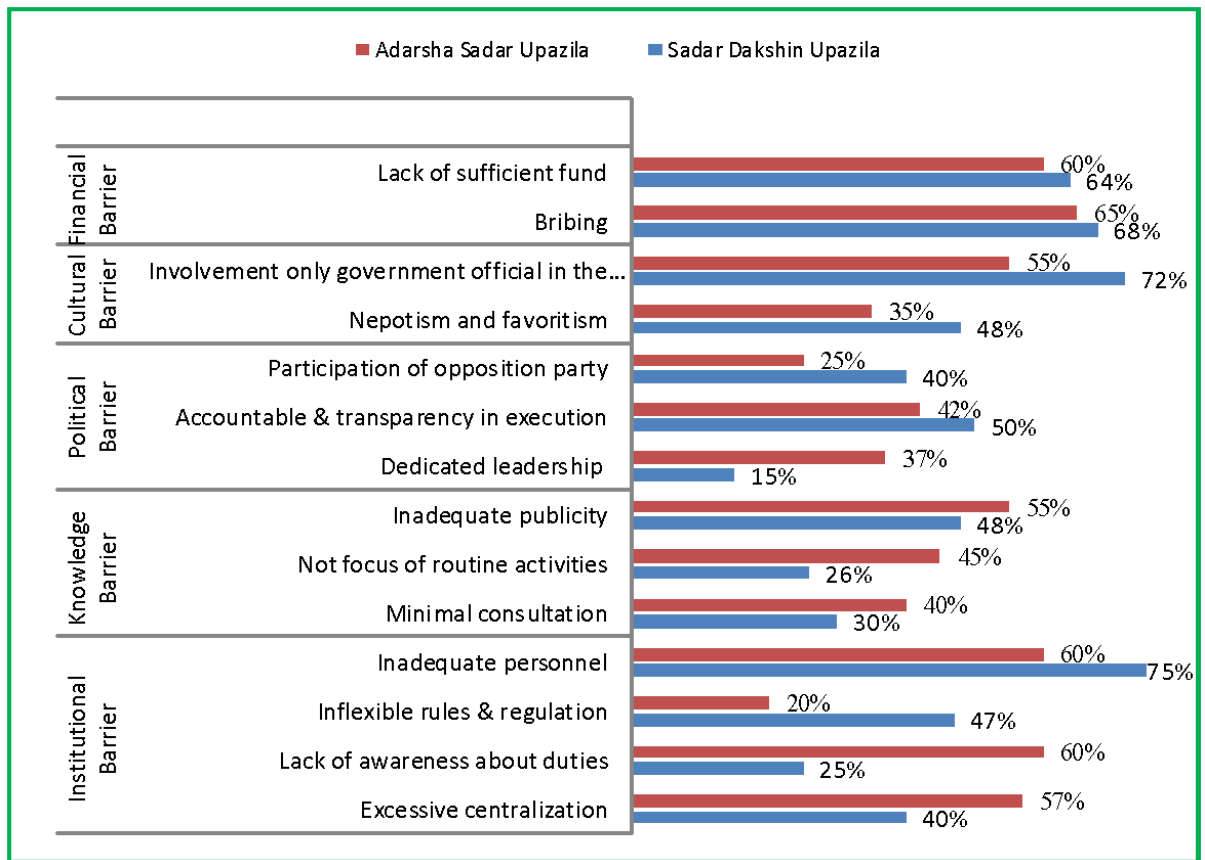


Figure 1: Challenges of Implementing Citizen Charter

Above Figure-1 reveals that a huge number of challenges create an impediment to implementing citizen charter in Bangladesh. In Adarsha SadarUpazila where institutional barriers are excessive centralization (57%), lack of awareness about duties (60%), inflexible rules & regulation (20%), inadequate personnel (60%). Knowledge barriers are minimal consultation (40%), not focus on routine activities (45%), inadequate publicity (55%). Political barriers are lack of dedicated leadership (37%), lack of accountability& transparency in execution (42%), lack of participation of opposition party (25%). Cultural barriers are nepotism and favoritism (35%), involvement only government official in the formulation process (55%). Financial barriers are bribing (65%) and lack of sufficient funding (60%) etc.

In Sadar Dakshin Upazila where institutional barriers are excessive centralization (40%), lack of awareness about duties (25%), inflexible rules & regulation (47%), inadequate personnel (75%). Knowledge barriers are minimal consultation (30%), not focus on routine activities (26%), inadequate publicity (48%). Political barriers are lack of dedicated leadership (15%), lack of accountability& transparency in execution (50%), lack of participation of opposition party (40%). Cultural barriers is nepotism and favoritism (48%) and

involvement only government official in the formulation process (72%). Financial barriers are bribing (68%) and lack of sufficient funding (64%) etc.

SUMMARY OF THE FINDINGS

Ensuring effective public service delivery at local level is important for economic development. The findings of the study expose that the existence performance is not overly satisfactory. Whereas the GoB has made various rules and regulation, some employees mentioned that lack of sufficient manpower and fund are the main causes of this performance Gap. The researcher found that the present practice of bribing, anomaly, nepotism and favoritism at the time of service delivery in these organizations. Lack of awareness, not fully concern, procedural complexity, insufficient delivery service, not access of talking to easily, lack of knowledge about complaining lodge, not respond quickly, and low satisfaction among people are major issues contributing negatively of the service delivery. So, general citizens try to find friendly services without any stresses, harassment, and irritation.

RECOMMENDATIONS FOR EFFECTIVE IMPLEMENTATION OF CC

The following initiative must be taken for the fruitful implementation of Citizen Charter in the UPZ.

- Engage local people and service providers in the policy formulation process.
- Proper training for officials and builds up an effective awareness campaign among the entire participant in reducing the knowledge barrier.
- Build up coordination for increasing awareness.
- A regular monitoring system should be established where officials will be examined in case of any anomaly.
- Should be created quickly responsive system.
- Recruit sufficient officials and create the best environment for reduce hassle.
- Government should provide sufficient funding for reducing financial barrier.

FINAL OBSERVATIONS

Developments in service transfer do not transpire suddenly. Though, if intended and executed properly, Citizen Charters have the prospect to produce a quantity of welfares for participants and service suppliers correspondingly, comprising enlightening the excellence of service provision, developing responsibility, lessening corruption, and chasing functioning of the service delivery (David & Sanjay, 2011). Citizens Charter is a tool of development indicators that the main aim is to improve the quality of public service

delivery. To bring about positive changes in the Upazila level, the Government has been trying to use new tools and technique for developing activities. In this regard, Citizen Charter should improve by the systematic way to providing more citizens' public services. To reduce existing challenges like institutional barrier, knowledge barrier, political barrier, cultural barrier and financial barrier, there is developing an effective mechanism. So, Citizen Charter should its citizens oriented so that standard services are provided to citizens. To implement the CC with full strength, its essentials more funds for solving financial problems. Increase organizational effectiveness and performance by making a public commitment to adhere to measurable service delivery standards. So, if the Citizen's Charter is cost efficiency, timely service, and the delivery systems are clearer and more accountable. It is hoped that Citizen Charter will play more effective service delivery role in public offices and finally it makes successful governance in Bangladesh.

REFERENCES

- Acharya, S, 2010, Implementation of citizen's charter and improving municipal services in Nepal: myth or reality? (Master's thesis, The University of Bergen).
- Chowdhury, S, 2017, 'Transparency at the Local Level Planning in Bangladesh: A Study on the Role of Citizen's Charter (CC)', *Social Science Journal*, no. 21, pp. 57-76.
- David, P & Sanjay, A 2011, *Citizen charters: enhancing service delivery through accountability (English)*. Social Development how to series. Washington, DC: World Bank. Available at <<http://documents.worldbank.org/curated/en/543241468135929562/Citizen-charters-enhancing-service-delivery-through-accountability>>
- Drewry, G, 2005, Citizen's Charters, *Public Management Review*, 7:3, 321-340, DOI: 10.1080/14719030500180823
- Haque, MS, 2005, 'Limits of the Citizen's Charter in India', *Public Management Review*, vol. 7, no. 3, pp. 391-416, Available at <<https://doi.org/10.1080/14719030500180971>>
- Hood, C 1992, 'A Public Management for All Seasons?', *Public Administration*, 69: Spring: pp. 3-19.
- Huque, AS & Ahsan, AHMK 2016, 'Citizen's charter and implementation failure: Performance of local councils in Bangladesh', *Public Administration and Policy: An Asia Pacific Journal*, vol. 19, no. 1, pp. 6-22.
- Iftekhharuzzaman, 2012, *Citizens Charter as a Social Accountability Tool: The Role of Non-Governmental Organizations*, Available at :<<https://www.ti-Bangladesh.org/research/CitChart-MOPA.pdf>>
- Jamil, I 2011, 'Status of citizen's charter in urban governments: Bangladesh and Nepal compared', In: Jamil, I, Aminuzzaman, SM, Askvik, S & Haque, STM (Eds.), *Understanding governance & public policy in*

- Bangladesh (pp. 175–194). Dhaka, Bangladesh: MPPG Program, North South University.
- James, S, Murphy, K & Reinhart, M 2005. ‘The Citizen’s Charter: How such initiatives might be more effective’, *Public Policy and Administration*, vol. 20, no. 2, pp. 1–18. doi:10.1177/095207670502000201
- Kim, PS & Monem, M 2009, ‘Civil service reform in Bangladesh: all play but hardly any work’, *Asia Pacific Journal of Public Administration*, vol. 31, no. 1, pp. 57-70.
- Khan, MM 1998, *Administrative Reforms in Bangladesh*. New Delhi and Dhaka: South Asian Publishers and University Publishers Limited.
- Khan, MM & Obaidullah, ATM 2003, ‘Local Government in Bangladesh: Evolution, Reorganization, Center-Local Relations and Critical Issues’, In: *Local Democracy and Politics in South Asia* (pp. 65-91). VS Verlag für Sozialwissenschaften, Wiesbaden.
- Khan, MM 2013, Implementation Failure of Major Administrative Reforms in the Bangladesh Civil Service: Does the Governance Perspective Matters. *Governance at Crossroads: Insights from Bangladesh*, 15-31.
- Khan, NA 2016, Challenges and Trends in Decentralised Local Governance in Bangladesh, ISAS Working Papers, no. 222 – 22, Institute of South Asian Studies National University of Singapore.
- Kundo, HK 2018, ‘Citizen’s charter for improved public service delivery and accountability: The experience of land administration at the local government in Bangladesh’, *International Journal of Public Administration*, vol. 41, no. 3, pp. 226-237.
- Mühl, JK 2014, *Research methodology*, Contributions to Management Science, 75–100. <https://doi.org/10.1007/978-3-319-04069-1_4>
- Ohemeng, FLK 2010, ‘The new Charter System in Ghana: the ‘holy grail’ of public service delivery?’, *International Review of Administrative Sciences*, vol. 76, no. 1, pp. 115-136.
- Osborne, D & Gaebler, E 1992, *Reinventing Government* Reading, MA: Addison Wesley
- Osborne, D 2000, Lessons from Abroad Gov.Exec.Com 1 January. <<http://www.govexec.com/features/0100/0100s7.htm>> Accessed 16 July 2004
- Osborne, SP 2010, ‘Delivering Public Services: Time for a New Theory?’, *Public Management Review*, vol. 12, no. 1, pp. 1–10.
- Osborne, D & Plastrik, P 1997, ‘Banishing Bureaucracy’, In: *The Five Strategies for Reinventing Government*. Boston: Addison-Wesley.
- Paliwal, M 2017, Citizens Charter and Public Services: Global Overview and Analysis, Available at <<http://crsgpp.nujs.edu/wp-content/uploads/2017/09/Volume-1-Issue-4-Article-8.pdf>>
- Panday, PK 2011, ‘Local Government System in Bangladesh: How Far is it Decentralised?’, *Journal of Local Self-Government*, vol. 9, no. 3, pp. 205 – 230.

- Pollitt, C 1994, 'The Citizen's Charter: a preliminary analysis', *Public Money & Management*, vol. 14, no. 2, pp. 9-14.
- Rashid, SMM 2014, Empowering Farmers Through E-Agriculture.
- Rahman, MS 2012, 'Upazila Parishad in Bangladesh: Roles and functions of elected representatives and bureaucrats', *Commonwealth Journal of Local Governance*, 100-117.
- Razzaque, F 2011, *Making citizen's charter effective in public organizations of Bangladesh: Rhetoric or reality? A study of department of immigration and passports* (Master's thesis, The University of Bergen).
- Razzaque, F 2012, Citizen's charter and its effectiveness: A case study of Department of Immigration and Passports of Bangladesh, IGS Working Paper Series No. 01/2012. Dhaka: Institute of Governance Studies, BRAC University.
- Robinson, M 2015, From Old Public Administration to the New Public Service: Implications for Public Sector Reform in Developing Countries. Singapore: UNDP, Global Centre for Public Service Excellence. Available at <https://www.undp.org/content/dam/undp/library/capacity-development/English/Singapore%20Centre/PS-Reform_Paper.pdf>
- Sarker, AE 2006, 'New public management in developing countries: An analysis of success and failure with particular reference to Singapore and Bangladesh', *International Journal of Public Sector Management*, vol. 19, no. 2, pp. 180-203.
- Sharma, D 2012, 'An Evaluation of a Citizen's Charter in Local Government A Case Study of Chandigarh, India', *Journal of Administration and Governance*, vol. 7, no. 1, pp. 86-95.
- Siddiqui, K & Ahmed, J 2016, Local Government in Bangladesh, Revised Fifth Edition. Dhaka: Academic Press and Publishers Library.
- Seidle, FL 1995, Rethinking the delivery of public services to citizens (vol. 45). Irpp.
- Torres, L 2006, Service Charters in Spain: Transparency and Citizen Empowerment or Government Marketing?, *Public Money & Management*, vol. 26, no. 3, pp. 159-164, DOI: 10.1111/j.1467-9302.2006.00517.x
- Thomassen, JP, Ahaus, K, Van de Walle, S&Nabitz, U2014, An implementation framework for public service charters: results of a concept mapping study,*Public Management Review*, vol. 16, no. 4, pp. 570-589.

