

**THE ROLE OF GOOD GOVERNANCE PRACTICES IN ENHANCING  
SERVICE DELIVERY IN PUBLIC INSTITUTIONS IN TANZANIA: THE  
CASE STUDY OF THE TANZANIA ELECTRIC SUPPLY COMPANY LTD**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS  
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**2017**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: “**The Role of Good Governance Practices in Enhancing Service Delivery in Public Institutions in Tanzania: The Case Study of the Tanzania Electric Supply Company Ltd.**”, in partial fulfillment of the requirement for the degree of Master Business Administration (MBA) of the Open University of Tanzania.

.....  
Dr. William Pallangyo

(Supervisor)

.....  
Date

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## DECLARATION

I, **Saada Ahmed Ali**, do hereby declare that, this dissertation is my original work and that; it has not been presented and will not be presented to any other university for a similar or any other degree award.

.....

Signature

.....

Date

**DEDICATION**

I dedicate this dissertation to my family. This dissertation is the fruit of their sacrifice and dedication in supporting my studies and career.

## **ACKNOWLEDGEMENT**

My sincere gratitude goes to Almighty God for providing me the strength, determination and courage I needed to conduct this study. My appreciation also goes to my adorable family whose moral and material support enabled me to successfully conduct and complete this study.

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## **ABSTRACT**

This study aimed at finding out the role of good governance practices in enhancing service delivery in public institutions in Tanzania using The Tanzania Electric Supply Company Ltd. The main objective of this study was to assess the role of good governance practices in enhancing service delivery in public institutions in Tanzania. The methodology used to conduct this study was qualitative research design where random sampling method was employed to select respondents. Questionnaires were made use of to gather raw data from the respondents. Secondary data was also used. The data was analyzed using Microsoft excel package and presented using tables. The study found that good governance practices are adhered to at TANESCO. It was also revealed that good governance contribute to quality service delivery at TANESCO. The study further found that good governance practices at TANESCO are hindered by various factors such as bureaucracy, corruption and delays. The study lastly concluded the existence of a relationship between good governance and service delivery. The study recommended that, to improve service delivery at TANESCO, the management of TANESCO should ensure that all TANESCO staff are aware of the principles of good governance and adhere to them in their day to day activities. It was suggested, TANESCO, to pay attention to staff and human resources development strategies with appropriate training packages to enhance knowledge of good governance.

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**LIST OF ABBREVIATIONS**

CSV	Comma Separated Values
EWURA	Energy and Water Utilities Regularity Authority
IFA	Institute of Financial Accountants
OECD	Organisation for Economic Co-operation and Development
PSRP	Public Service Reform Program
SERVQUAL	Service Quality
TANESCO	Tanzania Electric Supply Company Limited
UN	United Nations

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Good governance, in this era has drawn public awareness of the operations of public institutions. It has also become an important factor in the consideration of a nation's ability to adhere to universally acceptable democratic standards (Bratton and Rothchild, 2012). It ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources (World Bank, 2003).

Good governance in the public sector aims to encourage better service delivery and improved accountability by establishing a standard for good governance in the public sector (IFA, 2013). Effective governance in the public sector encourages better decision making, efficient use of resources and strengthens accountability for the stewardship of resources (Mutahaba, 2012).

According to IFA (2013), good governance is characterized by strong inspection which provides important pressures for enhancing public sector performance and tackling misconduct. It also improves management, leading to more effective implementation of the chosen interventions, better service delivery and better outcomes.

The principles of good governance such as participation, rule of law, transparency, accountability, fairness and efficiency enable employees to be more effective and

transparent in providing high quality services. It also protects them from the tendency towards misconduct (Alaaraj, 2014). On the other hand, weak governance compromises service delivery and tends to benefit a selected elite.

There is worldwide dissatisfaction with the quality of service offered in public institutions. Many people complain about the quality of customer service representatives, facilities, procedure/policies and the general atmosphere of public institutions. It was reported by Ara and Rahman, (2006) that in Bangladesh poor quality customer service in the public sector is due to lack of well-organized management and accountability on the part of public servants.

Rashid (2008) in Malaysia concludes there is poor quality customer service among employees in government agencies. The Australian Government's Overseas Aid Program (2000) reported that in Australia public institutions lacked sufficient resources and had a leadership that does not adequately involve its stakeholders in decision making, which lead to customer dissatisfaction with the services provided in public institutions.

The issue of poor governance in the African public sector has also been well documented in other studies in the field of public management. Considering the fragile nature of governance policies in African public institutions, Timothy and Maitreesh (2005) pointed out that public services delivery in many African countries is riddled with bureaucracy, corruption, selfishness and favoritism that tend to benefit the privileged few at the expense of the impoverished many. And this has the effect of undermining the quality of service offered by these institutions.

In Tanzania, public service delivery faces numerous challenges including public money wastage, low revenue collections, low paid and unmotivated public servants, poor accountability, and, generally poor performance on service delivery (Issa, 2010 and Magayane, 2013).

On the other hand, the delivery of service by public sector is also not properly tailored to customer needs. Major setbacks to the efficient running of the public organization system include lack of employee motivation, poor accountability and accumulated debts due to unethical and inadequate formulation and implementation of policies governing these organizations (Lubuva, 2008).

Recent evidence shows that even when resources are allocated for provision of services, the bulk of it never reaches the intended public (Lubuva, 2008). Despite broad plans and massive injections of international and domestic resources, public services delivery is still poor in Tanzania (Lenietal, 2012). This is primarily due to poor fund management which, in turn, is indicative of poor governance in the country's public institutions.

Poor governance in TANESCO is evidently reflected in the rampant multi-million dollar corruption Tegeta ESCROW scandal in which about TZS 300 billion (US \$250 million) from the revenue collected by TANESCO was illegally distributed among government officials and other individuals (Guardian Newspaper 2014).

The government of Tanzania has been in the fore front advocating for good governance by holding seminars and workshops to its public servants in order to

improve service delivery to the populace. Despite these, public complaints on inadequate electricity services, poor electricity infrastructure, poor emergency response, complex connection procedures, poor customer services, corruption and frequent power cuts by TANESCO staff are rife (Magayane, 2013). Power supply is notoriously erratic and there seems to be no guarantee of electricity services in the country, which in turn will affect the country economic growth and community development.

## **1.2 Statement of the Problem**

Since establishment of TANESCO in the year 1967, only 18.4% of the country's citizens have access to electricity (TANESCO Annual Report, 2014). Low access and utilization of electricity in the country for decades is a matter of concern which stagnate country development and TANESCO growth as an institution. There is worldwide dissatisfaction with the quality of service offered in public institutions. In Africa particularly Tanzania, many people complain about the quality of customer service representatives, facilities, procedure/policies and the general atmosphere of public institutions.

In addition, the delivery of service by public sector is also not properly tailored to customer needs. Therefore, public service delivery faces numerous challenges including public money wastage, low revenue collections, low paid and unmotivated public servants, poor accountability and generally poor performance on service delivery (Issa, 2010 and Magayane, 2013).

According to Tanzania utilities performance report for the year 2008/2009 poor electricity services were attributed to poor institutional governance. Moreover, there

are public cries on inadequate electricity services, poor electricity infrastructure, poor emergency response, complex connection procedures, poor customer services, corruption and frequent power cuts by TANESCO staff are rife (Magayane, 2013).

This raised the question “Does good governance enhance service delivery?” and prompted a study to investigate the role of good governance in enhancing the delivery of service in public institutions in Tanzania

### **1.3 Objective of the Study**

The objectives of the study were divided in to two categories namely, general and specific objectives.

#### **1.3.1 General Objective of the Study**

The main objective of the study was to assess the role of good governance practices in enhancing service delivery in public institutions in Tanzania.

#### **1.3.2 Specific Objective of the Study**

The specific objectives of the study were:

- (i) To examine the extent of adherence to good governance practices in public institutions.
- (ii) To determine the contribution of good governance to service delivery in public institutions.
- (iii) To analyze challenges facing good governance in public institutions.
- (iv) To determine the relationship between good governance and service delivery in public institutions.

## **1.4 Research Questions**

The study was guided by the following research questions;

### **1.4.1 General Research Question**

The main question of the proposed study was: What are the roles of good governance in enhancing service delivery in public institution.

### **1.4.2 Specific Research Questions**

The specific research questions of the study were:

- (i) What is the extent that public institutions adhere to good governance practices?
- (ii) Does good governance have any contribution to the quality of public service delivery in public institutions?
- (iii) What are the challenges facing good governance in public institutions?
- (iv) What is the relationship between good governance and service delivery in public institutions?

## **1.5 The Significance of the Study**

The study will benefit policy makers and committees responsible for ensuring quality service delivery in public institutions and help them come up with highly modified policies as well as more appropriate measures to improve governance in public institutions, enabling them to attain high levels of service quality. It will be of great importance to the institution under study since it will make the management aware of their position in terms of good governance and help them know how best to govern the institution. Furthermore the study will serve as a source of information and reference to future researchers.

## **1.6 Organization of the Research Report**

The research report is organized in five chapters; chapter one: Describes the background of the study, statement of problem, research objectives and questions, the significance of the study and organization of the report. Chapter two: Identifies key terms and relevant theories that were used in the study as a guide to better understanding of the role of good governance practices in the enhancement of public service delivery. It also presents relevant literature that was reviewed and used as conceptual model.

Chapter three: Presents the methodology of the study. It is centered on research design, area, population, sample size, sampling technique, data collection, methods of data analysis, validity and reliability of research instrument. Chapter four: Is devoted to the presentation of data and an analysis of results and findings.

Chapter five: Presents the Summary, conclusion, implications of the study, recommendation and suggestions for further research.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the definitions of key terms, a theoretical literature review, an empirical literature review, the literature gaps and the conceptual framework. The reviews of literature led to draw significant conclusion and served as a guide for the study.

#### **2.2 Definition of the Key Terms**

A theoretical definition gives the meaning of a word in terms of the theories of a specific discipline. This type of definition assumes both knowledge and acceptance of the theories that the study depends on. According to Patrick (2007), theoretical definitions are common in scientific contexts, where theories tend to be more precisely defined and results more widely accepted as correct.

##### **2.2.1 Governance**

Governance refers to the formal and informal arrangements that determine how public decisions are made and how public actions are carried out from the perspective of maintaining a country's constitutional values (United Nations, 2007). Governance has been defined as a network of private non- governmental bodies that have a role to play in the formulation and implementation of public policy and the delivery of public services. Governance is government plus the private and third (not for profit) sectors (Smith, 2007).

Stoker (1998:17) asserts that good governance “is ultimately concerned with creating the conditions for ordered rule and collective action.” In addition, Chotary and Stoker (2009:3) emphasize that governance is about the rules of collective decision-making in settings with a plurality of actors or organizations and where no formal control system can dictate the terms of the relationship between these actors and organizations. Ikome, (2007:147) defines governance as a style that promotes the creation of strong, open, equal and free economic and political institutions.. In this study the definition by United Nations, (2007) was used.

### **2.2.2 Good Governance**

The United Nations (2007) defines good governance as the exercise of authority through political and institutional processes that are transparent and accountable and encourage public participation. UN (5 *ibid*) further elaborates that good governance makes institution to be democratic making them create avenues for the public to participate in policy making via formal or informal consultations. It also establishes mechanisms for the inclusion of multiple social groups in decision-making processes, especially on a local level.

According to (OECD, 2013), good governance can be explained as participation, transparency and accountability, effective, equity promoting rule of law. This proposed study used the UN (2007) definition of good governance. With regard to good governance, the World Bank (2003) stressed that good governance in institutions is the key to successful and satisfactory efficiency and should thus be initiated and practiced within institutions in order to achieve better performance.

Furthermore, Bond (2006) views good governance as transparent and accountable management of human, natural, economic and financial resources of a country in the drive towards equitable and sustainable development. Good governance generally implies a number of institutions, which regulate the behavior of public bodies, stimulate citizens' participation in government and control public-private relations (Villadsen, 1999).

### **2.2.3 Public Institutions and Public Services**

Public institutions are institutions which are backed by public funds and controlled by the state to provide services to the community (OECD, 2013). According to White, (1900s) public institutions consist of all those organizations offering services to community members while fulfilling public policy as declared by authority. The study used OECD (2013) definition of public institutions. However, the term public services is defined as service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services Villadsen, 1999).

## **2.3 Theoretical Literature Review**

This section encapsulates the theoretical literature review of the study. Intuitive theory and SERVQUAL Theory of Customer Satisfaction were discussed.

### **2.3.1 Intuitive Theory**

This is the theory which was developed from the philosophy of intuitionism defined by Fox and Meyer (1995) as the philosophy which states that moral and practical dilemmas can be solved by means of intuitions or the basic truths which tend to be

intuitively known. The intuitive theory was developed in reaction to the theory of rationalism.

According to intuitionism, one does not need to go through any kind of logical or experiential processes to discover what is right or wrong since everyone has been born with certain basic understanding ethical truths. According to this philosophy, one's native intuition is capable of informing him immediately when something is wrong as the result of being transparent to our natural moral laws that are influenced by outside factors such as a healthy environment, sound political institutions, good economic situation, adequate education and religious belief as the fruits of one's intuitive inner powers. A good code of ethics may be of great importance in inculcating the principles of good governance such as transparency and accountability.

Therefore, a code of conduct is significantly beneficial as enabling public officials to regain their correct intuitive powers and become transparent, responsible and accountable in their services to the community (Bauer, 1997). The theory enabled the study to understand how public officials are supposed to act when delivering services to the community, where they are guided by a code of ethics in implementing policies that will contribute to the social and economic development of the nation.

### **2.3.2 SERVQUAL Theory of Customer Satisfaction**

Just over a decade ago, Parasuraman et al. (1985) initiated a research stream that many consider to be the most comprehensive investigation into service quality. Parasuraman et al. (1985) proposed service quality to be a function of pre-purchase

customer expectations, perceived process quality and perceived output quality. They defined service quality as the gap between customers' expectations of service and their perceptions of the service experience, ultimately deriving the now-standard SERVQUAL multiple-item survey instrument (Parasuraman et al., 1988).

The SERVQUAL scale is a principal instrument in assessing service quality. This instrument has been widely utilized by both managers and academics (Babakus and Boller, 1992; Somchai, 2013) to assess customer perceptions of service quality for a variety of services. Based on Parasuraman et al.'s (1988) conceptualization of service quality (noted above), the original SERVQUAL instrument included items designed to measure (a) customers' (service receivers) expectations for various aspects of service quality, and (b) customers' perceptions of the service they actually received from the service organization.

The SERVQUAL instrument is based on the gap theory and good governance that a consumers' perception of service quality is a function of the difference between his/her expectations about the performance of a general class of service providers and his/her assessment of the actual performance of a specific organization/institution within that class (Cronin and Taylor, 1992). The results of the initial published application of the SERVQUAL instrument indicated that five dimensions of service quality emerged across a variety of services.

These dimensions include tangibility, reliability, responsiveness, assurance and empathy (Parasuraman et al., 1999). Tangibles are the physical evidence of the service (e.g. physical facilities, the appearance of personnel, or tools or equipment

used to provide the service), reliability involves consistency of performance and dependability (i.e. whether the organization/institution performs the service right and honors its promises) and responsiveness concerns the willingness or readiness of service providers or employees to provide service (e.g. timeliness of service), assurance corresponds to the knowledge and courtesy of service providers/employees and their ability to inspire trust and confidence and finally, empathy pertains to caring, individualized attention that an organization provides to its customers.

According to this theory the study understood, what customers/community members expect in terms of quality of the service provided by TANESCO. Therefore, it provides a benchmark on what customer should get determining good governance practices application in TANESCO. Thus for customers to be satisfied with the services, organizations/institutions should provide services that observe a high degree of tangibility, reliability, credibility, responsiveness and assurance.

## **2.4 Empirical Literature Review**

In this section what have been done in other studies concerning the role of good governance in enhancing service delivery in public institution was discussed from the perspectives of other authors.

### **2.4.1 Good Governance in Public Institutions**

A study conducted by the Government of Malawi (2005) on Governance and Corruption Baseline Survey to identify the locus and extent of corruption in the country. The survey indicated that: Nine out of ten Malawians perceived corruption to be a serious problem which destroys people's confidence in public institutions.

Sixty percent believed that it is common to bribe public officials in order to be served. It was further pointed out that money received was portioned out between superiors (26.9%), colleagues in the organization (21%), politicians or political parties (24.6%) and the recipient.

The survey added that Malawi society perceived public institutions as deliverer of inferior service and the departments identified in this regard were the Directorate of Road Traffic, office of the Director of Public Procurement, Administrator General, Malawi Revenue Authority, Malawi Housing Corporation and the Department of Immigration, which ranked high as departments particularly prone to corruption. The survey placed special emphasis on the need for the establishment of good governance in these institutions (Governance and Corruption Baseline Survey, 2005).

Magayane (2008) investigated the recruitment procedures and job satisfaction in the Police Force in Tanzania. A population sample of 145 respondents was used. Case study research design and qualitative research approach were used during the study. Interview, observations and documentary analysis methods were used to collect data. Content analysis was used for data analysis with large amount of data reduced to small portions for easy analysis.

Findings revealed that respondents were not satisfied with recruitment in the Police Force. Recruitment was characterized by favoritism, corruption, nepotism, forgery of certificates and biasness. It was recommended that recruitment should be done direct from secondary schools, universities and other training colleges. It was also

recommended that further studies be done on the role of corruption in granting promotion in the Police Force.

Tikue (2014) conducted a study, worth mentioning, on the role of good governance in local development. This study aimed to examine the performance of good governance in Tigray Regional State. It assesses the performance of good governance in land administration. More specifically, the study assessed the performance of good governance in terms of transparency, accountability and responsiveness. The study was conducted using 182 household heads selected via convenience sampling. Furthermore, focused group discussion, interview and secondary data were employed to gather relevant data. The study found out that local governments that achieved better transparency, accountability and responsiveness are more likely to about development than their counterparts.

The study finding also indicates that the performance of land administration pertaining to transparency is still at its infancy. With regard to accountability, land administration has installed accountability mechanisms where administrative accountability could be ensured. In spite of that, the practicability of these accountability mechanisms and tools in the land administration is in its early stage. The study also established that there is a dearth of downward accountability. Furthermore, the performance of responsiveness was also found unsatisfactory. Finally, despite the prioritization of the agenda of good governance, the overall performance was found still to remain low, which makes it difficult to conclude that there is significant change.



The study also found that the prime factors that inhibit the performance of good governance in the land administration include; corruption, poor public education, weak monitoring and evaluation system, low implementation capacity, low participation and low coordination among stake holders and low incentives among government employees. Thus, if good land governance is to be ensured, the study recommends that the government should concentrate on overcoming the above bottlenecks by setting out clear guidelines and service standards, employing civic engagement on monitoring and evaluating service delivery process, providing adequate incentives to land committees and local councils and setting up a code of conduct for land administrators.

Siswana (2012) conducted a study to establish the relationship between leadership and governance in the South African public service. Specifically the study aimed to examine how good governance practices improve public finance management systems. The findings of the study show that good governance has resulted in the improvement of public finance management systems by improving accountability and transparency.

#### **2.4.2 Good Governance versus Service Delivery in Public Institution**

Rashid (2008) conducted a survey of the quality of customer service provided by public agencies in Malaysia, focusing on the road transport department. A sample of 100 respondents recruited through convenience sampling technique was used to gather reliable data for the study. The method used for data collection was online questionnaires. Data was examined by CSV format for statistical analysis. The study found that most of the respondents were unsatisfied with the quality of customer

service representatives, facilities, procedure for receiving service and the general atmosphere of the department itself. It was recommended that employees in the studied department should be sent for training in customer care related courses.

Egwaikhide and Udon (2012) conducted a study on the role of service delivery and good governance in the institutionalization of taxation in Nigeria. Specifically, the study aimed to examine how good governance in tax collection can be improved through good governance and how service delivery can be improved by increasing tax collection especially in the petroleum sector. The findings of the study show that lack of good governance practices in the petroleum sector in Nigeria has led to rampant tax evasion and corruption which undermine revenue collection. This, in turn, translates into poor service delivery and unequal distribution of wealth. This points to a direct link between good governance and service delivery.

Dash (2012) conducted a study on the impact of good governance on service delivery by focusing on the power sector reforms in Orissa, India. Specifically, the study aimed at exploring the reforms initiated in the Orissa power sector and its impact on service delivery, equity and efficiency. The main research problems were whether these objectives are achieved or not. If not, for what reasons. Is there any study exploring these questions? What are the causes of the poor functioning of the power sector? Has the status of the service delivery improved? How can the electricity service be equitably distributed?

O'Neal and Cammack (2012) conducted a study on good governance and service delivery in Malawi. This study is based on case studies of two districts (Dedza and

Rumphi) and one city (Blantyre) and three services – health, education and water and sanitation. Data was collected through interviews with key informants from central and local government, civil society and local communities. The findings of the study show that many local government employees and service providers are doing good work and some remarkable success is achieved with little money or support. Boreholes are dug, schools built, babies delivered, children taught, health campaigns conducted and security ensured. While national social indicators are generally low, some show rapid improvement.

The study also found that Malawi's health and education sectors face well-known, long-standing problems. For instance, the government has completely failed to guarantee adequate infrastructure, availability of essential materials (e.g. drugs, textbooks) and trained staff to meet the needs of most Malawians. Such shortcomings in the delivery of quality services are caused by lack of good governance practices. The study concluded that dysfunctional institutions at all levels of government directly affect local service delivery because they mean that goods and services (medicine, water, doctors, mechanics to fix pumps) are not produced or do not reach those who are targeted and poor Malawians who will afford to opt out of the public system pay the price.

Bjerkili (2014) conducted a study on solid waste management in Addis Ababa with the objective of finding out the reasons behind the poor solid waste management situation in that city. The study used an ethnographic approach to explore the subjective perspectives of the actors involved in solid waste management in Addis

Ababa. The main method used was semi-structured interviews, which were designed to collect the subjective views of the participants involved and identify conflicting interests. In addition, personal observation, documents and newspaper reviews were used. The methods were used to compare the subjective views and official norms with my own observations made in the field.

The main findings of the study address the formal rules, regulations and policies officially adopted to improve solid waste management in Addis Ababa. The official rules and regulations are compared with the findings of a detailed study of their adoption and implementation. The findings of the study showed that power and politics affect the way that solid waste is managed in Addis Ababa and that the promise of good governance has fallen short of attaining the official goals and remained merely a matter of rhetoric. The Ethiopian Government has adopted good governance policies to suit its own interests and agendas but this has not led to any improvement in the management of solid waste in the city.

Mughal (2005) examined the level of good governance and role of the government in the provision of sustainable public housing development in Malawi. Data was collected by interviewing district government officials, administrators, and politicians, planning organizations and by consulting professionals. The study highlighted the existence of poor governance practice in public organizations and recommended the establishment of dynamic vibrant institutions which would ensure the presence of participatory principle, consensus orientation, strategic vision, effectiveness and efficiency, transparency and the rule of law in all administrative

and political institutions. This study was done on the provision of sustainable housing while our study focuses on the provision of electricity services.

Tadesse (2013) conducted a study aimed at assessing the service delivery and governance system in the road agencies of the Benishangul Gumuz Regional State in Ethiopia. Specifically, the study examined the capacity and role of different actors and the good governance system in the public road service delivery in the regional state.

The research revealed that, while private firms play a leading role among the non-state actors, the role of the public still remains negligible. The designing of platforms in different good governance programs that involved the public is still inadequate. The level of transparency is higher in the road agencies at higher level than those at lower administrative levels. The road agencies in the region are less responsive to public needs. The main reasons for this problem are, limited human resource capacity and political interference. The absence of appropriate voicing mechanisms and media coverage has adversely affected public responsiveness. On the other hand, there is no direct mechanism to make the road agencies accountable to the road users.

The major problems are, staff incompetence within the regional road agencies and lack of qualifications on their part for position they hold and lastly the existing imbalance in budgetary allocation between, say the maintenance and construction work or between higher and lower level agencies. These in turn, negatively affected

the level of transparency, responsiveness, voicing and accountability. However, to improve performance in the road agencies, capacity building alone will not suffice. There is need to formulate policies for empowering the public to enable them to raise their voice and to hold the service providers accountable in order to make the service a demand driven one.

#### **2.4.3 Challenges facing Good Governance in Public Institutions**

The World Bank (2004) conducted a National Governance Baseline Survey in Zambia to identify the governance challenges facing the government. The interview method was used for data collection. It was found that Zambia government institutions faced a number of governance challenges which can only be addressed through the application of a series of institutional reforms in key areas to improve transparency and accountability.

It was further discovered that corruption was a very serious problem affecting public sectors within the country, leading to poor governance and impeding development. Again, the delivery of some public services was found to be poor and uneven across the country. Lastly, the study saw that public officials are rarely recruited on the basis of quality and transparency. It was recommended that the Public Service Reform Program (PRSP) be implemented to improve governance within the public sector.

Waheduzzaman (2010) investigated the specific circumstances at the local level and the barriers to the process of people's participation in local government bodies. Both

qualitative and quantitative approaches were used. Data was collected using the interview and questionnaire method. The findings revealed that there were various hindrances to effective participation by the people. Firstly, there is lack of awareness by government officials of the value of people's participation. Secondly, the mechanisms for direct people's participation through different management committees were found to be flawed.

Finally, the local people's lack of confidence in their elected leaders hindered effective people's participation through their elected leaders. It has recommended that a new system be devised to overcome existing barriers to serious people's participation in local development programs. The author concluded that laws and rules were required to make the new people's participation system legally binding and to build trust among different actors by clarifying their roles in the system.

Hessen (2011) conducted a study on governance and good governance related issues and sustainable development in Bangladesh. An explanatory design was used as well as extensive literature review and secondary sources. It was discovered that democracy and governance in both public and private institutions in Bangladesh is still plagued with violence, corruption, outdated policies, human rights abuse, absence of rule of law, non-accountability and heavy politicization of all government institutions including the judiciary. It was recommended that a strong political leadership with commitment to fight against deep rooted corruption, non-accountability, non-transparency and inefficiency is imperative for establishing good governance and for ensuring the sustainable development of both public and private sectors.

Asiimwe and Steyn (2013) assessed factors hindering the effective governance of public universities in Uganda. Qualitative and quantitative approaches were used and data was collected using interviews, questionnaire and the focus group discussions method. Data was coded and analyzed by statistical package of social science. The study revealed that the key obstacles to public university governance in Uganda were internal politics, lack of commitment, bureaucracy in management, conflicting values and cultures in the institution, centralization of authority and decision-making, inadequate funding, insufficient remuneration and the effect of globalization.

Its recommended that lack of commitment, bureaucracy in management, conflicting values in the institution, centralization of authority and decision- making, insufficient financing, financing higher education and insufficient remuneration should be reduced by maximizing delegation and decision-making, increasing governance financing and balancing bureaucracy in management. Dayanandan (2013) wrote a dissertation assessing the governance practice and its impact on the performance of the community organizations (cooperatives) in Ethiopia.

A sample of 125 members from eight primary cooperatives was obtained using the random sampling technique. Data was collected by a semi structured questionnaire and analyzed using SPSS (version 20) and simple statistics such as mean, percentages and chi-square test was used. A binary logistic regression model was also used. It is revealed that inadequate business participation, poor responsiveness, lack of awareness about the management, lack of democracy, corruption, a poor sense of ownership, double responsibility and lack of member awareness were found



to be the reasons for weak performance. The binary logistic regression model results show that four predictor variables such as participation, accountability, transparency and rule of law are found to be significant on the impact of cooperative performance which calls for proper attention on the part of the stakeholders concerned in maintaining good governance practice.

Uddin (2010) conducted a study on the impact of good governance on development in Bangladesh. Specifically the study aimed to establish how the absence of good governance practices hinders development in the country. The study found that good governance is more effective where it can overcome different forms of discrimination. Both genders should enjoy equal rights to render good governance more effective. The study also found that equality in development cannot be achieved without good governance. The study also discovered a direct link between accountability and good governance.

The study concluded that good governance in Bangladesh is rare in practice because both the public officials are not accountable and the decision-making process is far from transparent. The study further concluded that corruption is a major obstacle to good governance in Bangladesh. To ensure good governance the principal prerequisite is the minimization of corruption. Bangladesh is a least developed country with abysmally low literacy rate. Bangladesh would do well to take its cue from developed countries in the matter of good governance.

Ntalaja (2011) conducted a study on the role of good governance in improving revenue collections and the delivery of public services in South Africa. The study

found that public service delivery in Africa is hindered by various factors such as corruption, staff incompetence, absence of good governance structures and lack of more transparent revenue collection systems.

Dayanand (2013) conducted a study on the impact of good governance community organizations. Specifically, the study aimed to assess the effectiveness of community organizations in terms of the existence of pillars of good governance like, participation, accountability, transparency, predictability and the rule of law. The study involved a sample of 100 respondents selected from among the population of community workers. The findings of the study showed that the effective participation of members in their organizations demonstrated that vigilance is essential in creating a sense of responsibility among the board and the personnel. This paper therefore, aims at assessing the governance practice and its impact on the performance of the community organizations (cooperatives).

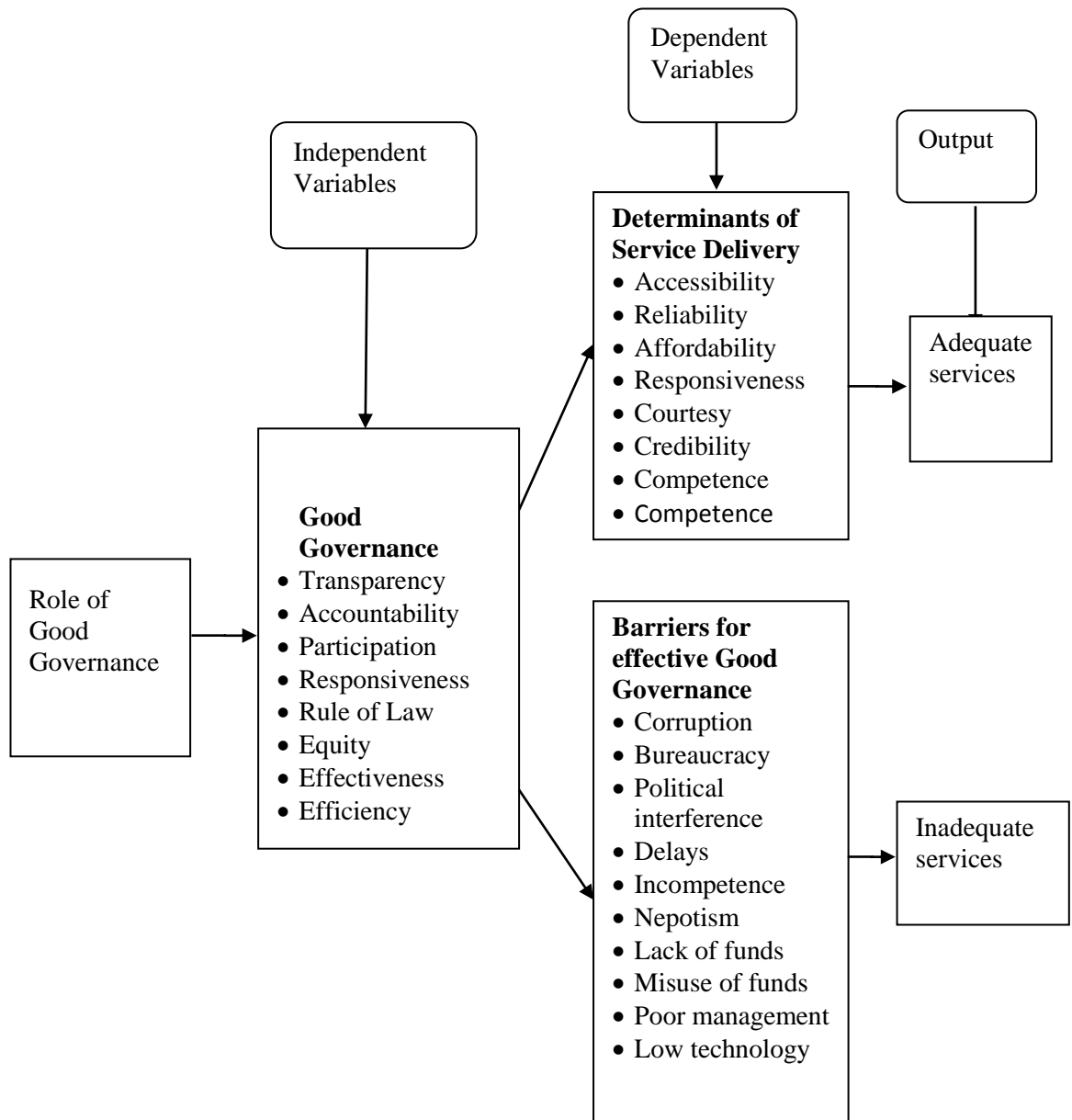
To address the objectives, 125 sample members from eight primary cooperatives have been identified by proportionate random sampling technique to collect the primary data using a semi structured questionnaire. The collected data was analyzed using SPSS (version 20) and simple statistics such as mean, percentages and chi-square test were used to arrive at the results. The findings indicate that inadequate business participation, poor responsiveness, lack of awareness about management, lack of democracy, corruption, poor sense of ownership, duplication of responsibility and lack of members' awareness were found to be the reasons behind weak performance. The results show that, participation, accountability, transparency and the rule of law have a significant impact on cooperative performance.

#### **2.4.5 Knowledge Gap**

Based on the various literature reviewed in this study, the study found that many investigations have been conducted on good governance and service delivery in public institutions. In our set up, very little research has been conducted to determine the link between governance in public institution and service delivery in the power sector. The same is true in the case of Tanzania. The result is a knowledge gap that needs to be filled. The present research therefore aims to fill this gap as well as to provide material for further research and reference.

#### **2.5 Conceptual Model**

The conceptual model is known as the approach that shows the important variables to be studied in the research either in graphical or narrative form as given by Fellows and Liu (2003). According to Kenneth (2005), conceptual framework is structured from a set of broad ideas and theories that help a researcher to properly identify variables that he/she is looking at, frame his/her questions and identify the relevant literature. A conceptual framework helps the researcher to clarify his research question and aims. In this view this, conceptual framework was developed as shown in Figure 1.1.



**Figure 2.1: Conceptual Framework of the Study**

Source: Researcher (2016)

### 2.5.1 Description of the Model

The model above was developed by the study based on the literature reviewed. The model shows that the quality of the services delivered to the community by public officers working in the public institutions depends on the existence of good governance within a given institution. Independent variables were measured on the

basis of the pillars of good governance namely; transparency in operating institutional activities, proper accountability, participation, responsiveness, rule of law, equity, effectiveness and efficiency in the management and delivery of the services.

Quality of services was determined using the following dependent variables; accessibility and affordability of the service which relates to physical facilities, equipment and general services delivery, reliability of service given by staff; the ability of staff to perform the promised service reliability and accurately. Responsiveness is the willingness of staff to help customers and provide prompt service. Courtesy and competence of employees/staff; characterized by caring, individualized attention and ability to inspire trust and confidence and an understanding of the service users.

In the study, other dependent variables (hindrance factors for good governance in public institutions) include; corruption, bureaucracy, political interference, delays, incompetence, nepotism, lack of funds, misuse of funds poor management and poor technology. All these variables were analyzed in the context of factors obstructing good governance in the public institutions.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

Research methodology refers to the way how a research problem can be solved systematically through exhaustive investigation (Kothari, 2006). This chapter presents the methodology that was used in the study. It describes the research design, area of the study and study population, sample selection and data collection methods. It also discusses techniques for data analysis.

#### **3.2 Research Design**

Research design is used to structure the research; to show how all of the major part of the research project the samples or group, work together in addressing research question (Kothari, 2004). Due to the nature of the proposed study, the researcher used descriptive design. Descriptive was used to help researcher to establish relationship between good governance and service delivery in public institutions. Descriptive research is according to Saunders et al. (2007) the research for which the purpose is to produce an accurate representation of persons, events or situation.

#### **3.3 Research Approach**

The research adopted qualitative research design, because it describes a particular situation/problem rather than a sweeping statistical survey. It is also a method used to narrow down a very broad field of research into an easily researchable topic. A qualitative design was used to describe a unit in detail (when, how, altitude, feeling, and why questions are being imposed when the investigation has no control over

events and when the focus is on contemporary phenomena within some real life context). Furthermore Shuttleworth (2008) states that a qualitative design provides more realistic responses than a purely statistical survey.

The study aimed to assess the role of good governance practices in TANESCO as well as indentifying a root cause of the poor service delivery in this institution. The study therefore focused on the quality of public services offered by public institutions as the dependent variable and indicators of good governance practices as the independent variables. This has been clearly shown in the conceptual framework of the study.

### **3.4 Area of the Study**

The study was conducted in Dar es Salaam region. TANESCO regional offices of Kinondoni South, Kinondoni North, Temeke and Ilala were selected. The two major reasons for selecting these TANESCO regional offices is that these offices involve officers responsible for simple as well as complex cases relating to services provision and that they been in existence for a long time which the study believed could have developed structures of good governance.

### **3.5 Study Population**

Population can be defined as the totality of observation with which the study is concerned (Saunders et. al. 2007). In this study, the population was comprised of all staff and customers of TANESCO in Dar es Salaam region.

#### **3.5.1 Sample Size of the Study**

Kothari (2006) defines sample as a collection of some parts of the population on the basis of which judgment is made. He stressed that a sample should be small enough

to make data collection convenient and should be large enough to be a true representative of the population which is selected. The study used seventy five (75) respondents. In which fifty (51) were customers of TANESCO and the remaining twenty four (24) were TANESCO staff, evenly selected from each of the three aforementioned TANESCO regional offices.

### **3.5.2 Sampling Technique**

Sample procedure was defined by Kothari (2006) as the process of selecting a part of the aggregate of the totality based on which a judgment or inference about the aggregate or totality is made. It is a process of selecting a group of people, events, behavior or other elements with which to conduct a study.

The study used simple random method to select the 75 respondents involved in this study. TANESCO's staff/officials were randomly selected from different levels of management such as executive, middle and operational. Further, only staff present at the study areas (in the TANESCO regional offices) at the time of collecting data was considered to participate in the study.

The inclusion criteria used to select the customers' of TANESCO were that; one should be willing to take part in the study and lastly should be an adult age twenty years or above. No specific characteristics of participants, such as gender or level of education were determined in advance. With these considerations researcher was able to study what factors count for customers' satisfaction with the services offered by public institutions in Tanzania.



### **3.6 Methods of Data Collection**

Based on the work of Van-Zyl (2005) the data collection method is described as the specific approach used to gather information and the choice of methods depends on research objectives and questions to be addressed. The data collected for the study comprised of both primary and secondary data. Data collected from TANESCO's customers was used to measure the level of their satisfaction with the quality of the services they do receive from TANESCO and identify areas of satisfaction and dissatisfaction.

#### **3.6.1 Primary Data**

Primary data can be defined as the fresh information gathered for the first time and happens to be original in character. Kothari, (2006) described primary data as the original work of research or raw data without interpretation or pronouncements presented in official opinion or position. According to the nature of the study structured questionnaires were used as the tool for collecting primary data used in the study.

##### **3.6.1.1 Questionnaires**

According to Kothari (2006), a questionnaire is a set of questions which are usually sent to selected respondents to answer at their own convenient time and subsequently return them to the investigator. Close ended questionnaires were employed in the study as they are easier and more convenient to be filled by respondent. The questionnaires were completed by respondents, asking the respondents to rate the role of good governance practices in enhancing service delivery in public institutions.

### **3.6.2 Secondary Data**

Secondary data are those data obtained from a literature source. These are the ones that have already been collected by the other people for some other purposes. These are the second hand information and include published ones (Sunders et al, 2007). The most important source of literature on the field of good governance and service delivery in public institutions as an aid to gain a better understanding of good governance over service delivery included; relevant books concerning the role of good governance in the delivery of services offered by public institutions, published and unpublished dissertations, articles from journal and newspaper reports. The study also reviewed TANESCO Annual Reports, Tanzania Utilities Performance reports and various other reports related to governance as well as availability, accessibility and affordability of electricity services in Tanzania.

## **3.7 Methods of Data Analysis**

Data was collected qualitatively using a structured questionnaire. All statistical procedures were conducted using Microsoft excel and results included tables and percentages. In analyzing qualitative data, data was coded, investigated for integrity, analyzed and presented in useful outputs, such as tables for easy drawing of conclusions and to make recommendations regarding the role of good governance practices in enhancing service delivery in public institutions.

## **3.7 Validity and Reliability of the Research Instrument**

### **3.7.1 Validity**

Validity was used to determine whether research measured, what it intended to measure and to approximate the truthfulness of the results. Validity is concerned

with whether the findings are really about what they appear to be (Saunders et al, 2009:p157). The study ensured that valid questions only asked.

### **3.7.2 Reliability**

Reliability is the consistency of measurement or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. Reliability of the instrument according to Amin (2005) refers to the degree to which the said instrument consistently measures whatever it is measuring. To check for reliability the questionnaire was given to 20 people and after a month they were given the same questionnaire. The variance was determined and found that the questionnaire was reliable since the degree of variation from the earlier response was negligible.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

Analysis of data is a very important part of any research. The quality of data collected matters but what matters more is the interpretation of that data. This chapter deals with presentation of data analysis and discussions of the findings. Data of all the respondents to the questionnaires were compared to provide a better understanding of the situation. This comparison was used to achieve the objectives of the study.

#### 4.2 Profile of the Respondents

This section aims at discussing the respondents' profile to help the study establish the extent of judgment one might have in the area of the study. The researched respondents' characteristic included sex, age, level of education and experience in using TANESCO services. Perry (2000), contends that, personal attributes like gender, age, education and experience had significant effect on understanding governance practices.

##### 4.2.1 Gender of the Respondents

**Table 4.1: Respondents by Gender**

	<b>Males</b>	<b>Females</b>	<b>Total</b>
No. of respondents	43	32	75
Percentage (%)	57.3%	42.7%	100%

Source: Researcher (2016)

The reason why the gender of the respondents was recorded was to show that respondents came from both sexes. Table 4.1 shows the sample size of the study was 75 respondents; interestingly it was made up of 43 male representing 57.3% and 32 females representing 42.7% percent which contradicted our thinking. The study expected somehow an equal number of males and females due to government advocacy of women empowerment and equal opportunities. However the study associated this difference with a patrilinealism mode of life whereby more males than female work and go to follow up public services in public institution.

#### 4.2.2 Age of Respondents

**Table 4.2: Age of Respondent**

	<b>No. of respondents</b>	<b>Percentage (%)</b>
20-30 years	4	5%
30-40 years	24	32%
40-50 years	26	35%
50-60 years	18	24%
Over 60 years	4	4%
<b>Total</b>	<b>75</b>	<b>100%</b>

Source: Researcher (2016)

Table 4.2 indicates that the majority of the respondents (35%) were in the 40-50 years age bracket, 32% of respondents were in 30-40 years age bracket, 24% of respondents were in the 50-60 years age bracket, 5% of respondents were in the 20-30 years age bracket, while 4% of respondents were in the over 60 years age bracket. These results implied that those majority respondents were mature people who understood well the topic under investigation.

### 4.2.3 Level of Education of Respondents

**Table 4.3: Level of Education of Respondents**

<b>Qualification</b>	<b>Frequency</b>	<b>Percentage</b>
Postgraduate	8	10.6
University degree	20	26.7
Diploma Level	35	46.7
Secondary Level	12	16
Below Secondary Education	0	0
<b>Total</b>	<b>75</b>	<b>100</b>

Source: Researcher (2016)

The study had an interest of educational level of respondents because employing a low level educated employee is irrelevant in understanding good governance. This is asserted by Kearney (1997), who studied management and found out that those people with low education brought no change towards understanding management practices.

Table 4.3 shows, 8 respondents had postgraduate qualifications representing 10.6%, 20 respondents were university graduates representing 26.7%, 35 respondents had Diploma level certificates representing 46.7%. Secondary level certificate respondents were 12 representing 16%, there was none with education below secondary school. The study wanted to know if understanding of good governance reflected education level. Interestingly, our findings found that educational level was not a factor in the understanding of good governance.

#### 4.2.4 Experience of Respondents in using TANESCO's Services

The study wanted to know how long the customers have been using TANESCO services from the respondents who were customers. These were 51 respondents in this study as indicated in chapter three methodology. Table 4.4 shows the summary of results.

**Table 4.4: Experience of Respondents in using TANESCO's Services**

<b>Experience in Years</b>	<b>No. of respondents</b>	<b>Percentage (%)</b>
0-5	8	15.7
5-10	10	19.7
10-15	21	41
15-20	6	11.8
Over 20	6	11.8
<b>Total</b>	<b>51 ( Only respondents who were customers)</b>	<b>100%</b>

Source: Researcher (2016)

The findings in Table 4.4 above show that 15.7% of respondents have been using TANESCO's services for 0-5 years, 19.7% of respondents have been using TANESCO's services for 5-10 years, 41% of respondents have been using TANESCO's services for 10-15 years, 11.8% of respondents have been using TANESCO's services for 15-20 years and 11.8% of respondents have been using TANESCO's services for 20 years or more. This data confirmed that respondents understood the nature of TANESCO services well.

### 4.3 Knowledge of Good Governance Practices, Perception and Service

#### Delivery by TANESCO

#### 4.3.1 Awareness of Respondents on Good Governance Practices

The study aimed at discovering the awareness of respondents in the matter of good governance practices. Table 4.5 shows the summary of the results.

**Table 4.5: Awareness of Respondents on Good Governance Practices**

<b>Variable</b>	<b>No. of respondents</b>	<b>Percentage (%)</b>
Totally aware	31	41%
Aware	36	48%
Partially aware	5	7%
Not aware	3	4%
<b>Total</b>	<b>75</b>	<b>100%</b>

Source: Researcher (2016)

Table 4.5 shows that 48% of respondents are aware of good governance practices, 41% of respondents are totally aware of good governance practices, 7% of respondents are partially aware of good governance practices while 4% of respondents are not at all aware of good governance practices. These findings show that the majority of respondents are either aware or totally aware of good governance practices and enabled us to get the correct information on the issue at hand.

#### 4.3.2 Knowledge of TANESCO's Customer Service Charter

The study analyzed feedback from respondents on the existence of TANESCO's Customer Service Charter. The feedback from respondents is summarized in Table 4.6.



**Table 4.6: Knowledge of the Existence TANESCO's Customer Services Charter**

<b>Variable</b>	<b>No. of respondents</b>	<b>Percentage (%)</b>
Have knowledge of the existence of TANESCO's Customer Service Charter	33	44%
Have no knowledge of the existence of TANESCO's Customer Service Charter	42	56%
<b>Total</b>	<b>75</b>	<b>100%</b>

Source: Researcher (2016)

Table 4.6 show that 56% of respondents have no knowledge of the existence of TANESCO's Customer Service Charter while 44% have knowledge of its existence. These findings show that TANESCO has not made sufficient efforts to create awareness about its Customer Services Charter and this denies its customers the right to know what to expect from TANESCO as their service provider.

#### **4.3.3 The Extent to which TANESCO Abides by the Customer Service Charter**

The study analyzed the feedback from respondents regarding their opinion as to the extent to which TANESCO abides by its Customer Service Charter. The feedback was documented as shown in Table 4.7.

The Table 4.7 show that 15% of respondents had the opinion that the extent to which TANESCO abides by its Customer Service Charter is "Maximum", 35% of the respondents had the opinion that the extent to which TANESCO abides by its Customer Service Charter is "Average", 49% of respondents had the opinion that the extent to which TANESCO abides by its Customer Service Charter is "Minimum"

while 1% of respondents had the opinion that the extent to which TANESCO abides by its Customer Service Charter is “None”. This gave an impression that TANESCO does not abide by its service charter.

**Table 4.7: The extent to which TANESCO Abides by its Customer Service Charter**

<b>Variable</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Maximum	11	15%
Average	26	35%
Minimum	37	49%
None	1	1%
<b>Total</b>	<b>75</b>	<b>100%</b>

Source: Researcher (2016)

#### **4.3.4 The Perception of Respondents on the Quality of TANESCO’s Services (Only 51 Respondents who were Customers of TANESCO)**

The study analyzed the feedback from respondents on their perception as to the quality of services offered by TANESCO. The feedback was documented as shown in Table 4.8.

**Table 4.8: The Perception of Respondents on the Quality of TANESCO’s Services (51 Respondents who were Customers of TANESCO)**

	<b>No. of respondents</b>	<b>Percentage (%)</b>
Very good	1	2
Good	13	25.5
Poor	33	64.7
Bad	4	7.8
<b>Total</b>	<b>51</b>	<b>100%</b>

Source: Researcher (2016)

The findings in Table 4.8 show that 25.5% of respondents perceive the quality of TANESCO's services to be good, 64.7% of respondents perceive the quality of TANESCO's services to be poor and 2% of respondents perceive the quality of TANESCO's services to be very good while 7.8% of respondents perceive the quality of TANESCO's services to be bad. Overall, 72.5% of respondents perceived the quality of TANESCO's services to be either poor or bad.

#### 4.3.5 Experience with Service Delivery Problems with TANESCO

The study analyzed feedback from respondents as to whether they have experienced any service delivery problems with TANESCO. The feedback from respondents was documented as shown in Figure 4.9.

**Table 4.9: Experience with Service Delivery Problems among Respondents**

<b>Variable</b>	<b>No. of respondents</b>	<b>Percentage (%)</b>
Have experienced service delivery problems with TANESCO	74	99%
Have not experienced service delivery problems with TANESCO	1	1%
<b>Total</b>	<b>75</b>	<b>100%</b>

Source: Researcher (2016)

Table 4.9 shows that 99% of respondents have experienced service delivery problems with TANESCO, while only 1% of respondents had not experienced service delivery problems with TANESCO. These findings indicate the existence of service delivery problems encountered by TANESCO's customers and these problems undermined the quality of services offered by TANESCO, hence the need to improve the quality of services.

#### 4.3.6 Service Delivery Problems Encountered by Respondents (51 Respondents who were Customers)

**Table 4.10: Service Delivery Problems Encountered by Respondents**

<b>Problem Encountered by Respondents</b>	<b>No. of Respondents</b>
Unscheduled power cuts	50
Power tariff hikes	49
Late restoration of power	44
Billing problems	14
Long queues at point of sales	8
Bribes by TANESCO staff	36
Low Network	18
Frequent power cuts	14
Late installation of meters	40
Tariff variances	18

Source: Researcher (2016)

Table 4.10 indicates analysis of the feedback from the 51 respondents regarding service delivery problems encountered as customers of TANESCO. Respondents were asked to choose among 10 possible service delivery problems namely; unscheduled power cuts, power tariff hikes, late restoration of power, billing problems, long queues at points of sale (PoS), bribes by TANESCO staff, low network, frequent power cuts, late installation of meters and tariff variances between different TANESCO customers. Respondents were asked to choose as many

problems as suitable and the problem most frequently mentioned was considered to be the most prominent. In the circumstances unscheduled power cuts was found to be the most serious problem encountered (mentioned by 50 respondents).

The findings in Table 4.10 further show that other service delivery problems encountered by respondents with TANESCO were power tariff hikes, (mentioned by 49 of respondents), late restoration of power (mentioned by 44 respondents), billing problems (mentioned by 14 respondents), bribe seeking by TANESCO staff (mentioned by 36 respondents), low network when purchasing electricity through mobile (mentioned by 18 respondents), tariff variations among different consumers (mentioned by 18 respondents), late installation of meters (mentioned by 40 respondents), frequent power cuts (mentioned 14 respondents) and long queues at points of sale (mentioned by 8 respondents).

#### **4.4 The Extent to which Good Governance Practices are Adhered to at TANESCO**

##### **4.4.1 Transparency in Service Delivery at TANESCO**

To establish whether good governance practices are adhered to at TANESCO, the study analyzed data on whether there is transparency in service delivery at TANESCO. The feedback is shown in Table 4.11.

**Table 4.11: There is Transparency in Service Delivery at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of Responders	16	49	8	2
Percentage (%)	21%	65%	11%	3%

Source: Researcher (2016)

Table 4.11 revealed that 21% of respondents strongly agree that there is transparency in service delivery at TANESCO, 65% of respondents agree, 11% of respondents disagree and 3% of respondents strongly disagree. Overall, 86% of respondents either strongly agree or agree that there is transparency in service delivery at TANESCO.

#### **4.4.2 Accountability in Service Delivery at TANESCO**

Data was analyzed on whether there is accountability in service delivery at TANESCO. The feedback from respondents was documented in the following table.

**Table 4. 12: There is Accountability in Service Delivery at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of responders	52	15	7	1
Percentage	69%	20%	9%	2%

Source: Researcher (2016)

Table 4.12 shows that 69% of respondents strongly agree that there is accountability in service delivery at TANESCO, 20% of respondents agree, 9% of respondents disagree while 2% of respondents strongly disagree. Overall, 89% of respondents either strongly agree or agree that there is accountability in service delivery at TANESCO.

#### **4.4.3 Participation in Service Delivery at TANESCO**

The study analyzed data on whether there is participation in service delivery at TANESCO. The feedback from respondents is shown in Table 4.13 below.

**Table 4. 13: There is Participation in Service Delivery at TANESCO**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
No. of respondents	12	39	20	4
Percentage	16%	52%	27%	5%

Source: Researcher (2016)

Table 4.13 shows that 52% of respondents agree that there is participation in service delivery at TANESCO, 16% of respondents strongly agree, 27% of respondents disagree while 5% of respondents strongly disagree. Overall, 68% of respondents either strongly agree or agree that there is participation in service delivery at TANESCO.

#### **4.4.4 Responsiveness in Service Delivery at TANESCO**

Further the study analyzed data on whether there is responsiveness in service delivery at TANESCO. The feedback from respondents is shown in Table 4.14.

**Table 4. 14: There is Responsiveness in Service Delivery at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of Respondents	17	43	13	2
Percentage	23%	57%	17%	3%

Source: Researcher (2015)

The findings in Table 4.14 show that 23% of respondents strongly agree that there is responsiveness in service delivery at TANESCO, 57% of respondents agree, 17% of respondents disagree while 3% of respondents strongly disagree. Overall, 80% of

respondents either strongly agree or agree that there is responsiveness in service delivery at TANESCO.

#### **4.4.5 Rule of Law in Service Delivery at TANESCO**

Data was analyzed on whether the rule of law in service delivery is observed at TANESCO. Table 4.15 shows the summary of results.

**Table 4. 15: There is Rule of Law in Service Delivery at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of respondents	53	14	7	1
Percentage	71%	19%	9%	1%

Source: Researcher (2015)

The Table 4.15 show that 71% of respondents strongly agree that there is rule of law in service delivery at TANESCO, 19% of respondents agree, 9% of respondents disagree while 1% of respondents strongly disagree. Overall, 90% of respondents either strongly agree or agree that there is rule of law in service delivery at TANESCO.

#### **4.4.6 Equity in Service Delivery at TANESCO**

Data from the field was analyzed on whether there is equity in service delivery at TANESCO. The feedback from respondents was documented in Table 4.16.

**Table 4.16: There is Equity in Service Delivery at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of respondents	18	39	17	1
Percentage	24%	52%	23%	1%

Source: Researcher (2016)



The findings in Table 4.16 show that 24% of respondents strongly agree that there is equity in service delivery at TANESCO, 52% of respondents agree, 23% of respondents disagree while 1% of respondents strongly disagree. Overall, 76% of respondents either strongly agree or agree that there is equity in service delivery at TANESCO.

#### **4.4.7 Effectiveness in Service Delivery at TANESCO**

The study analyzed data on whether there is effectiveness in service delivery at TANESCO. The feedback from respondents was documented as shown in Table 4.17.

**Table 4. 17: There is Effectiveness in Service Delivery at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of respondents	22	25	22	6
Percentage	29%	33%	29%	8%

Source: Researcher (2016)

Table 4.17 shows that 29% of respondents strongly agree that there is effectiveness in service delivery at TANESCO, 33% of respondents agree, 29% of respondents disagree while 8% of respondents strongly disagree. Overall, 62% of respondents either strongly agree or agree that there is effectiveness in service delivery at TANESCO.

#### **4.4.8 Efficiency in Service Delivery at TANESCO**

Data from field was analyzed on whether there is efficiency in service delivery at TANESCO. The feedback from respondents was documented in Table 4.18.

**Table 4. 18: There is Efficiency in Service Delivery at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of respondents	20	25	22	8
Percentage	27%	33%	29%	11%

Source: Researcher (2016)

The findings above show that 27% of respondents strongly agree that there is efficiency in service delivery at TANESCO, 33% of respondents agree, 29% of respondents disagree while 11% of respondents strongly disagree. Overall, 60% of respondents either strongly agree or agree that there is efficiency in service delivery at TANESCO.

#### **4.5 The contribution of Good Governance to Service Delivery at TANESCO**

##### **4.5.1 Good Governance enhances Service Accessibility at TANESCO**

To establish the contribution of good governance to service delivery at TANESCO, the study analyzed data on good governance enhancing service accessibility at TANESCO. The feedback from respondents is summarized in Table 4.19 below:

**Table 4.19: Good Governance Enhances Service Accessibility at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of Respondents	33	21	14	7
Percentage	44%	28%	19%	9%

Source: Researcher (2016)

The findings in Table 4.19 show that 44% of respondents strongly agree that good governance enhances service accessibility at TANESCO, while 28% of respondents

agree, 19% of respondents disagree and 9% of respondents strongly disagree. Overall, 72% of respondents either strongly agree or agree that good governance enhances service accessibility at TANESCO.

#### **4.5.2 Good Governance Enhances Service Reliability at TANESCO**

The study also analyzed data on good governance enhancing service reliability at TANESCO. The feedback from respondents was documented in Table 4.20.

**Table 4.20: Good Governance Enhances Service Reliability at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of Respondents	18	40	15	2
Percentage	24%	53%	20%	3%

Source: Researcher (2016)

The findings in Table 4.20 above show that 24% of respondents strongly agree that good governance enhances service reliability at TANESCO, 53% of respondents agree, 20% of respondents disagree while 3% of respondents strongly disagree. Overall, 77% of respondents either strongly agree or agree that good governance enhances service reliability at TANESCO.

#### **4.5.3 Good Governance enhancing Service Affordability at TANESCO**

Data was analyzed whether good governance enhancing service affordability at TANESCO. The feedback from respondents is summarized in Table 4.21.

**Table 4. 21: Good Governance Enhances Service Affordability at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of responders	25	30	17	3
Percentage	33%	40%	23%	4%

Source: Researcher (2016)

The findings in Table 4.21 show that 33% of respondents strongly agree that good governance enhances service affordability at TANESCO, 40% of respondents agree, 23% of respondents disagree while 4% of respondents strongly disagree. Overall, 73% of respondents either strongly agree or agree that good governance enhances service affordability at TANESCO.

#### **4.5.4 Good Governance Enhancing Service Responsiveness at TANESCO**

The study analyzed data whether good governance enhancing service responsiveness at TANESCO. The feedback from respondents was documented as shown in Table 4.22.

**Table 4. 22: Good Governance Enhances Service Responsiveness at TANESCO**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of respondents	29	28	14	4
Percentage	39%	37%	19%	5%

Source: Researcher (2016)

The findings in Table 4.22 show that 39% of respondents strongly agree that good governance enhances service responsiveness at TANESCO, 37% of respondents agree, 19% of respondents disagree while 5% of respondents strongly disagree. Overall, 76% of respondents either strongly agree or agree that good governance enhances service responsiveness at TANESCO.

#### **4.5.5 Good Governance Enhances Service Courtesy at TANESCO**

Further, the study analyzed data on whether good governance enhancing service courtesy at TANESCO. The feedback from respondents was documented in Table 4.23.

**Table 4. 23: Good Governance Enhances Service Courtesy at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of responders	25	29	13	8
Percentage	33%	39%	17%	11%

Source: Researcher (2016)

The findings in Table 4.23 above show that 33% of respondents strongly agree that good governance enhances service courtesy at TANESCO, 39% of respondents agree, 17% of respondents disagree while 11% of respondents strongly disagree. Overall, 72% of respondents either strongly agree or agree that good governance enhances service courtesy at TANESCO.

#### **4.5.6 Good Governance Enhances Service Credibility at TANESCO**

Data from field was analyzed on whether good governance enhancing service credibility at TANESCO. The feedback from respondents is shown in Table 4.24.

**Table 4.24: Good Governance Enhances Service Credibility at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of respondents	23	31	17	4
Percentage	31%	41%	23%	5%

Source: Researcher (2016)

The findings in Table 4.24 show that 31% of respondents strongly agree that good governance enhances service credibility at TANESCO, 41% of respondents agree, 23% of respondents disagree while 5% of respondents strongly disagree. Overall, 72% of respondents either strongly agree or agree that good governance enhances service credibility at TANESCO.

#### 4.5.7 Good Governance Enhances Service Competence at TANESCO

The study also analyzed data on good governance enhancing service competence at TANESCO. The feedback from respondents was documented as shown in Table 4.25.

**Table 4.25: Good Governance Enhances Service Competence at TANESCO**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
No. of Respondents	29	26	13	7
Percentage	39%	35%	17%	9%

Source: Researcher (2016)

The findings in Table 4.25 show that 39% of respondents strongly agree that good governance enhances service competence at TANESCO, 35% of respondents agree, 17% of respondents disagree while 9% of respondents strongly disagree. Overall, 74% of respondents either strongly agree or agree that good governance enhances service competence at TANESCO.

#### 4.6 Challenges Hindering Good Governance at TANESCO

The study also wanted to know the challenges hindering good governance practices at TANESCO. Respondents were asked to choose among 10 challenges that may be hindering good governance practices at TANESCO namely; corruption, bureaucracy, political interference, delays, incompetence, nepotism, lack of funds, misuse of funds, poor management and low technology. Respondents were asked to choose as many challenges as suitable and the challenge which is mentioned most frequently is considered to be the most prominent challenge. The findings of the analysis were summarized in Table 4.26.

**Table 4.26: Challenges Hindering Good Governance at TANESCO**

<b>Challenges</b>	<b>No. of Respondents</b>
Corruption	67
Bureaucracy	73
Political interference	22
Delays	64
Incompetence	19
Nepotism	23
Lack of funds	17
Misuse of funds	23
Poor management	34
Low technology	25

Source: Researcher (2016)

The findings in Table 4.26 show that the most prominent challenges which hinder good governance practices at TANESCO are (in order of significance and relevance); bureaucracy (mentioned by 73 respondents), corruption (mentioned by 67 respondents), delays (mentioned by 64 respondents), poor management (mentioned by 34 respondents), low technology (mentioned by 25 respondents), misuse of funds and nepotism (both mentioned by 23 respondents), political interference (mentioned by 22 respondents), incompetence (mentioned by 19 respondents and lack of funds (mentioned by 17 respondents).

Table 4.28 shows that 16% of respondents agree to a very large extent that there is a relationship between good governance and service delivery, 53.3% observed a large

extent relationship, 24% observed medium relationship while 6.7% observed poor relationship. These results imply that a relationship exists between good governance and service delivery which is unfortunately constrained by many challenges.

#### **4.7 The Relationship between Good Governance and Service Delivery**

**Table 4.27: Relationship between Good Governance and Service Delivery**

<b>Relationship</b>	<b>No. of Respondents</b>	<b>Percentage</b>
Very Large	12	16
Large	40	53.3
Medium	18	24
Poor	5	6.7
<b>Total</b>	<b>75</b>	<b>100</b>

Source Researcher (2016)

#### **4.8 Findings on TANESCO's Customer Service Charter Implementation**

During the study, it was found that service delivery at TANESCO is conducted according to the TANESCO's Customer Service Charter. The Charter covers six areas namely; customer connection, metering, power cuts, customer rights and obligations, TANESCO's obligations to customers and complaints, queries and requests.

##### **4.8.1 Customer Connection and Metering**

According to the Customer Service Charter, if a customer has filled in the Service Line Application Form and has provided all necessary attachments (one photograph of the customer and wiring diagram of the house/building properly drawn and rubberstamped by the registered Electrical Contractor who undertook the wiring), the following time frames for quotations shall apply:



- (i) Within 7 working days where the existing infrastructure can be used (within 30m of the existing infrastructure).
- (ii) Within 10 working days where lines extensions are required (of not more than 100m).
- (iii) If new networks have to be established or if supply is required for industrial and commercial customers, the period for providing quotations shall be within 14 working days.

After being given a quotation, a customer who wishes to pay service line charges in installments shall have to apply and ultimately enter into contract with TANESCO for the purpose. If the customer has paid all monies owing and met all other obligations stipulated in the Service Line Form and if, where applicable, all subsidies have been received, the following time frames shall apply for provision of supply:

- (i) Within 30 working days where the existing infrastructure can be used (within 30m of the existing infrastructure).
- (ii) Within 60 working days where lines extensions of not more than 100m (that is when the customer is located between 30m and 100m from the nearest TANESCO appropriate connective pole).
- (iii) If new networks have to be established or if High Voltage Lines extensions are required for industrial and commercial customers (in other words if there is no nearby infrastructure to supply the applicant) the period for providing the supply shall be within 90 working days.
- (iv) In case TANESCO fails to complete the connection and supply electricity to customer within the specified time frame, it shall pay, in cash or credit to the

customer's account 0.066% of the monies paid by the customer per day unless in the event of a force majeure (such as war, floods, earth quake, riots etc).

- (v) If no force majeure is involved and in case TANESCO fails to complete the connection and supply electricity to customer within the specified time frame, TANESCO shall be obliged to inform the customer about the situation and the specific time when connection shall be done.

Given the above guidelines, it is clear that there is no need for delays with regard to customer connection. This shows that if TANESCO adheres by its Customer Service Charter there may be no such complaints from customers. 85% of respondents expressed their opinion that delays in customer connection is among the challenges hindering good governance practices at TANESCO. During the study, it was also found out that late installation of meters ranks among the main service delivery problems faced by respondents. The study also found out that there were delays in meter installation after applications were accepted with 78% of the respondents experiencing serious delays. Further, it was found out that 71% of respondents complained they had been asked to pay bribes to get connected.

#### **4.8.2 Power Interruptions**

Another area covered by TANESCO's Customer Service Charter is power interruptions. According to the Charter, TANESCO shall make use of the appropriate media such as radio, television, local newspapers, SMS messaging system, email and public address systems and so on to inform its customers of future planned interruptions.

The following information is to be supplied to customers in advance;

- (i) The time that the interruption(s) is/are planned to occur.
- (ii) The areas that will be affected.
- (iii) The reason for the planned interruption.
- (iv) The time at which the supply will be restored.

The Charter also provides that days advance notification will be given for any planned interruption. In the case of special customers, TANESCO and those customers should mutually agree on planned interruptions. For unplanned wide area outages, TANESCO shall inform public/individual customers on the cause of the outage and reason for any previous forced interruptions within 24 hours. In the case of individual or small areas unplanned outage, TANESCO shall endeavour to restore power within 24 hours depending on the fault. For faults which cannot be restored within such a time frame such as poles falling due to rain or wind or failure of big equipment due to short circuit, customers will be informed within the same period accordingly.

However, the study found out that on many occasions TANESCO has failed to abide by its charter when it came to power interruptions. Unplanned power interruptions and late restoration of power have been identified in the study among the many service delivery problems encountered by respondents since it undermines service reliability.

#### **4.8.3 Customer's Rights and Obligations**

Another area covered by TANESCO's Customer Service Charter is the rights and obligations of customers. According to the charter, TANESCO's customers have the

right to enjoy excellent treatment in the matter of service delivery. They should be attended promptly and efficiently and should get quality, reliable and secure electricity supply and be able to lodge complains in case of poor service delivery.

On the contrary, the study found that many of the service delivery problems and challenges hindering good governance practices at TANESCO are caused by poor service delivery and power interruptions experienced by customers. These findings show that if TANESCO could respect the rights of customers as stipulated in the charter, many of the service delivery problems would disappear.

#### **4.8.4 TANESCO's Obligations to Customers**

Another area covered by TANESCO's Customer Service Charter is TANESCO's obligations to its customers. According to the Charter, TANESCO is obliged to consult and inform customers before taking various actions such as increasing tariffs. However, power tariff hikes was among the service delivery problems experienced by customers and many of them complained they are never consulted. Recent Power tariff hikes which the customers complained above are shown in Table 4.27.

Power tariff hikes undermine the affordability of electricity services especially in cases where the customers were not previously consulted. The failure by TANESCO to consult its customers before hiking power tariffs undermines the good governance principle of participation. If the customers were involved in determining power tariffs, there could never be complaints. The Customer Service Charter, also states that TANESCO shall be obliged to compensate its customers where electrical fault has caused loss or damage to customers or customer's belongings and the fault, it has

been proved beyond reasonable doubt, was not by the customer's in any way. However, according to the majority of respondents, this has never been the case.

**Table 4.28: Recent Power Tariff Hikes Made by TANESCO**

Category	Unit	Current Tariff	Proposed Tariff 1 <sup>st</sup> Oct. 2013	Percentage Increase	Proposed Tariff 1 <sup>st</sup> Jan. 2014	Percentage Increase	Proposed Tariff 1 <sup>st</sup> Jan. 2015	Percentage Increase
D1	Less than 50 units	60	60	0%	65	8%	70	8%
	More than 50 units	273	467	71%	506	8%	552	9%
T1	Basic Charge	3,841	5,829	52%	6,506	12%	6,613	2%
	Units (kWh)	221	294	33%	352	20%	391	11%
T2	Basic Charge	14,233	27,250	91%	30,549	12%	31,507	3%
	Units (kWh)	132	252	91%	277	10%	299	8%
	kVA	16,944	25,868	53%	27,150	5%	31,798	17%
T3	Basic Charge	14,233	27,250	91%	30,549	12%	31,507	3%
	Units (kWh)	118	242	105%	266	10%	284	7%
	kVA	14,520	22,174	53%	23,272	5%	27,256	17%
T5	Basic Charge	14,233	27,250	91%	30,549	12%	31,507	3%
	Units	106	170	60%	186	10%	199	7%
	kVA	12,079	17,512	45%	18,380	5%	21,526	17%

Source: TANESCO (2015)

Many of the respondents complained they have suffered losses due to frequent unplanned power interruptions which had the effect of disabling their electrical appliances. Compensation claims in such cases are usually bogged down by unwieldy, time consuming bureaucracy on the part of TANESCO. Bureaucracy in TANESCO ranked among obstacles to good governance practices at TANESCO.

#### **4.8.5 Customer Complaints, Enquiries and Requests**

Another area covered by TANESCO's Customer Service Charter is customer complaints, enquiries and requests. The charter advises that all complaints must be lodged, whether by telephone, in person or in writing and should be lodged in the log customer complaint register or system. Moreover, all general complaints should be

handled on a one-stop basis without referral. The charter also suggests that written customer complaints should be responded to in writing within three working days and the problem should be resolved within one month. If the problem cannot be solved within this period the customer should be duly informed. Should service provided by TANESCO be perceived by the customer as unsatisfactory, the customer may in the last resort refer his/her complaints to EWURA.

The Charter also directs that all general customer requests, whether by telephone, in person or in writing be addressed to the customer request register/system. All written customer requests (e.g. moving of meters, changing of meters, pole movement, change of mode of supply), should be responded to in writing by TANESCO within two weeks of the receipt of the written request.

However, the study found out that delays in attending customer complaints, enquiries and queries were among the service delivery problems referred to by respondents. Respondents blamed TANESCO for ignoring their complaints. This undermines the quality of service delivery and runs contrary to the good governance principle of responsiveness.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This section presents the summary of the findings of the study, the conclusion and the recommendations. The main objective of the study was to assess the role of good governance practices in enhancing delivery of service in public institutions in Tanzania.

#### **5.2 Summary of Findings**

The specific objectives of the study was to assess the extent of adherence to good governance practices in public institutions, to determine the contribution of good governance to service delivery in public institutions, to analyze the challenges facing good governance practices in public institutions and to determine the relationship between good governance practices and service delivery in public institutions.

The study finding found that 48% of respondents were aware of good governance, 41% of respondents were totally aware of good governance, 7% were partially aware, 4% of respondents were not aware. These findings show that the majority of respondents are either aware or totally aware of good governance.

The study also revealed that 56% of respondents had no knowledge of TANESCO's Customer Service Charter while 44% had knowledge of TANESCO's Customer Service Charter. In addition it was found that 15% of respondents had the opinion that TANESCO abides by its customer service charter Maximum, 35% Average,

49% of respondents had the opinion TANESCO abides to its customer service charter at Minimum, while 1% had the opinion that it does not abide to its service charter in anyway.

The study findings also indicate that 25,5% of respondents perceive the quality of TANESCO's services to be good, 64.7% perceive the service to be poor, 2% perceive the quality of services to be very good while 7.8% perceive the quality of services to be bad. This is supported by the fact that 99% of respondents have experienced service delivery problems with TANESCO while only 1% of respondents had not experienced any service delivery problems.

On the extent of adherence to good governance practices at TANESCO, 86% of respondents either strongly agree or agree that there is transparency in service delivery at TANESCO, 89% of respondents either strongly agree or agree that there is accountability in service delivery at TANESCO while 68% of respondents either strongly agree or agree that there is participation in service delivery at TANESCO.

Similarly, 80% of respondents either strongly agree or agree that there is responsiveness in service delivery at TANESCO, 90% of respondents either strongly agree or agree that there is the rule of law in service delivery at TANESCO, 76% of respondents either strongly agree or agree that there is equity in service delivery at TANESCO. Last but not least, 62% of respondents either strongly agree or agree that there is effectiveness and 60% respondents either strongly agree or agree that efficiency in service delivery at TANESCO. These findings show that to a very large extent, good governance practices are adhered to at TANESCO.



On the issue of whether good governance has any contribution to the quality of public service delivery at TANESCO, 72% of respondents either strongly agree or agree that good governance enhances service accessibility at TANESCO, while 77% of respondents either strongly agree or agree that good governance enhances service reliability at TANESCO. Also, 73% of respondents either strongly agree or agree that good governance enhances service affordability at TANESCO, 76% of respondents either strongly agree or agree that good governance enhances service responsiveness at TANESCO while 72% of respondents either strongly agree or agree that good governance enhances service courtesy at TANESCO.

Similarly, 72% of respondents either strongly agree or agree that good governance enhances service credibility at TANESCO and 74% of respondents either strongly agree or agree that good governance enhances service competence at TANESCO. These findings point to a strong contribution of good governance to the quality of public service delivery. Although the study found that good governance enhances service delivery at TANESCO, there were serious service delivery problems encountered by respondents with TANESCO which included bureaucracy, corruption delays, poor management, low technology, misuse of funds and nepotism, political interference, incompetence and lack of funds.

The study further found that most serious service delivery problems encountered by respondents with TANESCO are unscheduled power cuts, power tariff hikes, late restoration of power, billing problems, bribes, low network when purchasing electricity through mobile, tariff variances between different consumers, late installation of meters and frequent power cuts and long queues at points of sale.

The study found that TANESCO's does not abide by its Customer Service Charter on customer connection, meter installation, power interruptions, late restoration of power and power tariff hikes. Further the study revealed that there is a relationship between good governance and service delivery with 16% of respondents agreeing to a very large extent that there is a relationship between good governance and service delivery, 53.3% observed large relationship, 24% observed medium relationship while 6.7% observed poor relationship.

### **5.3 Conclusion**

The study concluded that people are aware of governance practices and aware that they enhance service delivery. Despite this knowledge of the importance of good governance practices, good governance may be hindered by various challenges leading to poor service delivery. People associate good governance practices with enhanced service delivery hence the perception that poor service delivery is due to poor governance. The conclusion was also arrived that good governance contribute to quality service delivery. Main challenges hindering good governance at TANESCO are bureaucracy, corruption and delays. It was also concluded that TANESCO adheres to the principles of good governance practices but it does not abide by its Customer Service Charter hence its poor service delivery.

The study lastly concluded that there is a relationship between good governance and service delivery with 16% of respondents agreeing to a very large extent, 53.3% observed a large relationship, 24% observed medium relationship while 6.7% observed poor relationship.

#### **5.4 Recommendations**

Based on the findings, there are several recommendations that have been made which would, it is believed, if not abolish the problem, ameliorate it significantly.

- (i) The study recommends the management of TANESCO should ensure that all TANESCO staff are aware of the principles of good governance and adhere to them in their day to day activities.
- (ii) The study believes that TANESCO to should pay attention to staff and human resources development strategies with appropriate training packages to enhance knowledge of good governance.
- (iii) The study wishes to request TANESCO to put a formal policy in place to reward staff who provide exemplary service to customers.
- (iv) The study proposed TANESCO to conduct awareness programs to create awareness of its Customer Service Charter. This will create in customers an awareness of their rights and obligations and in this way help minimize corruption.
- (v) Lastly it was suggested that the management of TANESCO should minimize bureaucracy in delivery of its services.

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## APPENDICES

### Appendix 1: Questionnaire for TANESCO Customers

This survey is purposely designed to collect data for the following topic THE ROLE OF GOOD GOVERNANCE PRACTICES IN ENHANCING DELIVERY OF SERVICES IN PUBLIC INSTITUTIONS; *The Case of Tanzania Electric Supply Company Limited (TANESCO)*. Information provided is purely for academic purposes and would not be published in any form without your consent.

#### SECTION A: Particulars of Respondent

1. What is your gender?

Male	Female

2. Select your age group.

20-30 years	30-40 years	40-50 years	50-60 years	Over 60 years

3. Select your highest academic qualification?

Below Secondary Education	Secondary Level	Diploma Level	University Degree	Post Graduate

#### SECTION B: First Objective

4. Select your experience in using TANESCO's services?

0-5 years	5-10 years	10-15 years	15-20 years	20 years or more

4 What is your awareness on good governance practices?

Totally aware	Aware	Partially aware	Not aware

6. Do you have any knowledge on the existence of TANESCO's customer service charter?

Have knowledge	Have no knowledge

7. To what extent does TANESCO abide to its customer service charter?

Maximum	Average	Minimum	None

8. What is your perception on the quality of TANESCO's service?

Maximum	Average	Minimum	None

9. Do the following factors undermine the quality of service delivery by TANESCO?

S/N		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Unscheduled power cuts				
ii	Power tariff hikes				
iii	Late restoration of power				
iv	Billing problems				
v	Long queues				
vi	Bribes by staff				
vii	Frequent power cuts				
viii	Low network				
ix	Late installation of meters				
x	Tariff variances				

10. To what extent are the following good governance practices adhered to at TANESCO?

S/N		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Transparency				
ii	Accountability				
iii	Participation				
iv	Responsiveness				
v	Rule of Law				
vi	Equity				
vii	Effectiveness				
viii	Efficiency				

### **Section C: Second objective**

11. Is there any relationship between good governance and the following determinants of service delivery at TANESCO?

S/N		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Accessibility				
ii	Reliability				
iii	Affordability				
iv	Responsiveness				
v	Courtesy				
vi	Credibility				
vii	Competence				

**Section D: Third objective**

12 Which of the following challenges hinder the implementation of good governance at TANESCO?

S/N		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Corruption				
ii	Bureaucracy				
iii	Political interference				
iv	Delays				
v	Incompetence				
vi	Nepotism				
vii	Lack of funds				
viii	Misuse of funds				
ix	Poor management				
x	Low technology				

**Section E: Fourth objective**

13. What is the extent of relationship of good governance and service quality?

Relationship	No. of Respondents	Percentage
Very High		
High		
Medium		
Small		

***THANK YOU FOR YOUR TIME AND RESPONSE***

## Appendix 2: Questionnaire for TANESCO Staff

This survey is purposely designed to collect data for the following topic THE ROLE OF GOOD GOVERNANCE PRACTICES IN ENHANCING DELIVERY OF SERVICES IN PUBLIC INSTITUTIONS: The *Case of Tanzania Electric Supply Company Limited (TANESCO)*. Information provided is purely for academic purposes and would not be published in any form without your consent.

### SECTION A: Particulars of Respondent

1. What is your gender?

Male	Female

2. Select your age group.

20-30 years	30-40 years	40-50 years	50-60 years	Over 60 years

3. Select your highest academic qualification?

Below Secondary Education	Secondary Level	Diploma Level	University Degree	Post Graduate

### SECTION B: First Objective

4. What is your awareness on good governance practices?

Totally aware	Aware	Partially aware	Not aware

5. Do you have any knowledge on the existence of TANESCO's customer service charter?

Have knowledge	Have no knowledge

6. To what extent does TANESCO abide to its customer service charter?

Maximum	Average	Minimum	None

7. To what extent are the following good governance practices are adhered to at TANESCO?

S/N		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Transparency				
ii	Accountability				
iii	Participation				
iv	Responsiveness				
v	Rule of Law				
vi	Equity				
vii	Effectiveness				
viii	Efficiency				

### **Section C: Second objective**

8. Is there any relationship between good governance and the following determinants of service delivery at TANESCO?

S/N		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Accessibility				
ii	Reliability				
iii	Affordability				
iv	Responsiveness				
v	Courtesy				
vi	Credibility				
vii	Competence				

**Section D: Third objective**

9. Which of the following challenges hinder the implementation of good governance at TANESCO?

S/N		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Corruption				
ii	Bureaucracy				
iii	Political interference				
iv	Delays				
v	Incompetence				
vi	Nepotism				
vii	Lack of funds				
viii	Misuse of funds				
ix	Poor management				
x	Low technology				

**Section E: Fourth objective**

10. What is the extent of relationship of good governance and service quality?

Relationship	No. of Respondents	Percentage
Very High		
High		
Medium		
Small		

***THANK YOU FOR YOUR TIME AND RESPONSE***



