

**ACCOUNTABILITY IN URBAN LAND SERVICE DELIVERY FOR  
SUSTAINABLE DEVELOPMENT IN TANZANIA: A CASE STUDY OF  
MWANZA CITY**

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**A THESIS SUBMITTED IN FULFILMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF DOCTOR OF PHILOSOPHY OF THE OPEN  
UNIVERSITY OF TANZANIA**

**2018**

**CERTIFICATION**

The undersigned certify that they have read and hereby recommend for examination by the Open University of Tanzania a thesis titled; “Accountability in the Quality of Urban Land Service Delivery for Sustainable Development in Tanzania – A Case Study of Mwanza City”, in fulfilment of the requirements for the degree of Doctor of Philosophy of the Open University of Tanzania.

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.....

Signature

.....

Date

## **DEDICATION**

This work is dedicated to all aspirants of good governance and leadership for the well-being of the people we serve.

## **ACKNOWLEDGEMENT**

First and foremost, I would like to thank the Almighty God for giving me life and the opportunity to explore and live my potential. My most sincere gratitude to my family, the Lugwisha family, the Kirumba Valley Christian Centre (KVCC), the organization that I lead, and all my friends for their great encouragement and support through all the time of my studies.

I wish also to extend my profound gratitude to my supervisors Dr. Gerry Batonda and Prof. Matern Victor for their wonderful insightful guidance and constructive advice in my thesis work. Special thanks to the Open University of Tanzania for the enrolment and facilitation into the program, and all respondents for my research; the support they offered is highly appreciated.

Since it is not possible to mention all who rendered support in one way or another, I wish to say a big thank you to all who made the execution of the thesis work possible. "God bless you all".

## **ABSTRACT**

This study is an account of an investigation on how accountability influences the urban land services delivery for sustainable urban development in Mwanza city, Tanzania. The objectives of the research were: to establish the perceptions on accountability in the land services delivery in Mwanza city; to determine how the accountability of the government land officials affect the urban land service delivery; and to assess how the existing government mechanisms enhance accountability in urban land services delivery. The research used predominantly the exploratory qualitative case study methodology, basing on the interpretivism paradigm, and a component of quantitative technique in the analysis. Findings showed that the urban land services delivery are perceived to be poor due to inadequacy of accountability among the government land officials and that mechanisms for enhancing accountability in the urban land services delivery were weak, and that this in turn was jeopardizing the land services delivery and hence hindering the achievement of sustainable development. The research findings have developed a new knowledge that asserts that, accountability underlain by the officials' ethical personal values is directly related to the urban land service delivery. The study recommends the establishment of enhancement and compliance to accountability based on improved ethical personal values of officials in the public sector will enable the delivery of services that meet the needs and expectations of the public and all other parties or players for the achievement of sustainable development.

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**LIST OF ABBREVIATIONS**

DESA	Department of Economic and Social Affairs
KVCC	Kirumba Valley Christian Center
MDG	Millennium Development Goals
NAIR	National institute of Administrative Research
NPG	New Public Governance
NPM	New Public Management
NSSF	National Social Security Fund
OECD	Organization for Economic Co-operation and Development
OUT	Open University of Tanzania
PCCB	Prevention and Combating of Corruption Bureau
PV	Public Value
REPOA	Research on Poverty Alleviation
UNCHS	United Nations Center for Human Settlements
UNDP	United Nations Development Program
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UN	United Nations
WCED	World Commission on Environment and Development

## **CHAPTER ONE**

### **INTRODUCTION**

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

This study is an account of an investigation on how accountability, which is among the key characteristics of good governance, influences the urban land services delivery for sustainable urban development in Mwanza City, Tanzania. There is a realization world-wide that good public governance is critical to effective public service delivery such as land services delivery for sustainable development (Bell, 2007). Governance, and therefore accountability, has of the recent gained significant attention on the global development agenda and is considered as a fourth dimension of sustainable development, thus adding to economic, social and environmental dimensions (Burns and Dalrymple, 2008). Governments are encouraged to foster accountability and the services they deliver to achieve sustainable development (UN, 2015).

It is suggested that the type of governance exercised by governments in the delivery of public services such as land can stir the nation in positive or negative direction. Thus, governments exercising good governance (with accountability being among its key characteristics) in different activities and programs tend to provide high-quality public services. For instance, good governance in land administration is fundamental and essential for the efficient and effective stewardship and the delivery of land services for sustainable development (Bell, 2007). It is in this manner that this study ventured into exploring as to how accountability, a key characteristic of good governance influences urban land services delivery.

Over the years, bad public governance in Africa with accountability being among its key characteristics is seen as a major contributor to poor public service delivery. On the other hand, good governance is presumed to be a major contributor to good quality service delivery and because of it; an organization is able to deliver services to its customers that satisfy their needs and wants. Indeed, attempts to ensure that good public governance is in place are evident world-wide (Odhiambo-Mbai, 2003; Sheng, 2012). All these leads to the quest to explore as to how then do accountability, a key characteristic in governance influence the public services such as land.

In Tanzania, the government endeavours to exercise good governance principles in its service delivery to the general public. In its development vision (The Tanzania Development Vision 2025), the government makes clear that, among other things, it aims to improve public service delivery by ensuring that public servants are accountable to the people in providing them with good services such as land services. The government asserts its recognition that it exists to serve the needs and expectations of the public efficiently, effectively, and fairly, through application of good governance practices. It is in this manner that accountability, which is a key requirement of good governance, is seen to lead to service delivery that result into satisfying the needs and expectations of citizens (The Tanzania Development Vision 2025, 1999).

The challenges of poor land service delivery in African countries such as Tanzania due to weaknesses in accountability are evident. For instance, it is suggested that Tanzania continues to experience problems related to poor land governance in the

land sector and this hampers the efforts to build sustainable urban development (Kironde, 2009; Veroneze and Moneses, 2011). It is therefore in view of all these that this research endeavoured to investigate the influence of accountability in urban land service delivery for sustainable urban development in Mwanza Tanzania and came up with knowledge for understanding the relationship between accountability and public services delivery for the achievement of sustainable development.

## **1.2 Statement of the Problem**

There are increasing incidences of land conflicts emanating from matters relating to accountability issues. In Tanzania, for example, practices such as deliberate delays in the time needed to approve land allocations, the processing and issuing of letters of offer or title deeds are becoming common occurrence. There are also incidents where land speculators are said to collude with government officials to hold land in order to speculate for profit maximization and wealth creation (Mollel and Lugoe, 2007; Tunde, 2009). Individuals exercising power on behalf of the state ought to act ethically and be accountable for the actions they take on behalf of the state.

Furthermore, incidents of double land allocation, files being lost in the city offices are a common practice in most local authorities in Tanzania. It seems that norms of good governance and ethics of leadership are often violated or compromised in the process of obtaining land titles by the city government authorities (Mollel and Lugoe, 2007; Tunde, 2009). The public's complaints on unethical practices by some land officials such as corruption, widespread increasing graft, embezzlement, fraud, and favouritism given to the elite or the influential groups are becoming a common practice in the land sector in Tanzania (Mollel and Lugoe, 2007; PCB, 2005). In

addition, the increase of slums and squatters in the urban centres are presumed to be contributed by poor land services delivery as well as poor land planning and administration which hamper the efforts and the progress of achieving urban sustainable development (Kironde, 2009).

There have been a number of records showing land conflicts and problems emanating from matters relating to accountability in Tanzania. For instance, a probe conducted in Dar es Salaam in 2010 revealed that 104 open spaces out of 154 visited were illegally acquired, and that out of 110 open spaces which were visited, 88 open spaces that are 80% of survey spaces were sold illegally (Mwabukojo, 2011). A report by the special Tanzania presidential committees in all local authorities created by the president in 2006 to solve land problems showed that out of the 13,758 dispute cases presented, 1,355 cases which are about 10% of the cases were of double allocation; 202 cases which are about 1.5% of the cases were of those of failure to give letters of offer after plot allocation; 167 cases which are about 1.2% of the cases were those of plot allocation without following proper procedures; and 15 cases which are about 0.1% of the cases were those of levying of land rent without following procedures (Kironde, 2009).

Indeed, land problems and conflicts emanating from matters related to accountability in the country are real. The situation even becomes complicated due to the fact that Tanzania is experiencing rapid urbanization with the projection that in 2050 half of the country's population is expected to reside in urban areas. The official system of land allocation seems to lag behind the rapid urbanization and the rate of informal land acquisition (Wolff, *et al.*, 2018).

Studies on accountability in urban development have mostly focused on policy issues that concern the achievement of sustainable development. A number of scholars such as Aribigbola (2008); Kironde, *et al.*,(2009); and the NIAR (2009); on the issues of accountability in public services delivery for sustainable development, have generally emphasized the need to have policy designs that facilitate accountability mechanisms in place. However, how accountability in public organizations has influenced the urban land service delivery and how it leads to sustainable urban development needs to be researched.

In brief, there arises the need to develop a specific knowledge framework on accountability in public organizations that captures the elements of public services specifically on urban land service delivery. This is a knowledge gap in literature that led to the researcher to examine the influence of accountability on the land services delivery in urban areas for sustainable development. Essentially, the researcher argues that accountability does influence land service delivery for achieving sustainable development.

### **1.3 General Objective**

The general objective of the research was to investigate how accountability influences the urban land services delivery for sustainable urban development in Mwanza city, Tanzania.

#### **1.3.1 Specific Objectives**

- i. To establish the perceptions on accountability in the land services delivery in Mwanza city.

- ii. To determine how the accountability of the government land officials affect the urban land service delivery for sustainable urban development.
- iii. To assess how the existing government mechanisms, enhance accountability in urban land services delivery for sustainable urban development in Mwanza city.

#### **1.4 General Research Question**

How does accountability influence the urban land services delivery for sustainable urban development in Mwanza city, Tanzania?

##### **1.4.1 Specific Research Questions**

- i. What are the perceptions on accountability in the land services delivery in Mwanza city?
- ii. How does the accountability of the government land officials affect the urban land service delivery for sustainable urban development?
- iii. How do the existing government mechanisms enhance accountability in urban land services delivery for sustainable urban development in Mwanza city?

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

This research is worth of academic study on several grounds. First is in the gaps in literature that need to be filled. The knowledge gap that this study sought to fill is on how accountability influences the urban land services delivery for the achievement of sustainable development. That is, this study is a significant endeavour in researching on how accountability in public organizations influences public services delivery. The knowledge developed is of crucial importance in contributing knowledge to the body of scholarly work. The study generates knowledge for

understanding the relationship between accountability in public organizations and the public services delivery for the achievement of sustainable development. The knowledge developed contributes to the body of knowledge in the field of governance, public services delivery, and sustainable development. The study also develops a methodological contribution applicable to the study in social sciences.

Secondly, is in the importance of land service delivery. Land issues and services delivery are crucial for the achievement of sustainable development. Therefore, this study shows how crucial is accountability and how it influences the urban land service delivery for sustainable urban development. The findings of this study help the officials and the public in understanding of the role of accountability in land services delivery in the achievement of sustainable development in urban areas. The study findings should generate information on how crucial land services delivery to the growth and development of economies are, and on how it is the engine of society sustainable development. The research also provides information on the importance of land services delivery in serving the well-being of the people and on how critical they are in tackling the various growing land use problems for the purpose of achieving sustainable urban development.

Thirdly, is in the usefulness of the research findings. This study should be of great help to the government authorities, both central and local, in improving the services delivery they offer to the public and in the achievement of sustainable development. It should also be beneficial to the students and instructors in the discipline of good governance when they employ effective learning in their research endeavours. This being one of the few studies in Tanzania adds to the body of knowledge and

becomes a foundation for further studies.

## **1.6 The Scope, Limitation and Delimitation of the Study**

Under this section the following were put into consideration as concerning the scope, limitation and delimitation of the study.

### **1.6.1 The Scope of the Study**

This research, with the research objectives as defined in sections 1.3 and 1.4 was confined to accountability as an element of good governance in land service delivery for sustainable urban development in Mwanza city, Tanzania. Mwanza city does have two districts, namely, Nyamaghana and Ilemela. The study covered the Nyamaghana and Ilemela districts with the participants being confined to be the stakeholders within the city. It involved several stakeholders including: Mwanza City (Nyamaghana and Ilemela Councils) personnel in the land departments and some selected city council officials; residents in the low, medium, and high density areas; residents in the un-surveyed areas; industries; the commercial; the real estate such as PPF Pension Fund and NSSF; and public institutions and officials involved in land management such as the District Land Tribunal, Regional Land Commissioner's office, and city councillors. Moreover, this study was undertaken by considering events covering the year 2000 to date.

### **1.6.2 Limitations and Delimitations of the Study**

There are several limitations and delimitations that the researcher encountered in this study. First, limitations of the government land and city officials in sharing some of the information that deemed to be sensitive or that which would have exposed some

issues concerning their bosses during the discussions poised limitations of the information related to the study. However, principles of ethical issues consideration pertaining confidentiality and privacy were maintained (Chenail, 2012; Mayring, 2007; Yin, 2008).

Second, is the issue of the unit of analysis. A unit of analysis, being the most basic element in a research project, is the subject (the 'who' or 'what') of the study about which an analysis may generalize. Unit of analysis in this study was confined to the elements (treated as themes) in the conceptual framework which included: Accountability; quality of urban land services delivery; and sustainable urban development. Such units of analysis, as it is in social science researches, have characteristics that may complicate scientific inference, and are not measurable in a straightforward way or in a determinate scale. Deciding on what piece of the data constitutes a meaningful unit to analyse and is one of the biggest challenges in conducting qualitative data analysis. This poses the challenges of measurement error and biasness by the researcher during the analysis (Chenail, 2012; Mayring, 2007; Yin, 2008).

Third, is the issue of generalisation. The major challenge in the matters of limitation that this single case study faced is generalisation. Generalisation derives from positivist approach; a paradigm used in quantitative research, and normally generalisation is done on the basis of samples. In qualitative research, the term 'transferability' is normally used for generalisation. The issue is in replicating what has been learned in a particular case. However, this can be overcome by using the idea that since the general lies in the particular, then what is learned in a particular

case can be transferred to similar situations. Moreover, as an explorative study, the developed knowledge can be tested for generality in the studies to follow (Chenail, 2012; Mayring, 2007; Yin, 2008).

### **1.7 Structure of the Thesis**

This thesis has six chapters, including this chapter on the introduction which provides the general overview of the research. Chapter 2 provides the literature review. It presents the definitions of concepts, review of theories, review of empirical literature, and the conceptual framework for the research. Chapter 3 describes the research methodology of the study. It covers issues such the research paradigm used, the research design strategy used, data collection method and analysis, validity and reliability of the study, and ethical issues considerations.

Chapter 4 provides the findings and analysis of the findings. It presents the patterns of the data outlining the various themes that emerged in the study in accordance to the conceptual framework. Chapter 5 provides the discussion of the findings. It presents a detailed discussion on the findings and presents the developed knowledge. Chapter 6 is the final chapter and presents the conclusions, implications and recommendations basing on the discussions on the findings obtained.

### **1.8 Summary**

Chapter 1 provided a comprehensive introduction, a statement of the research problem, objectives, research questions, significance of the study, the delimitation and scope of the study, and the structure of the thesis. It delineated the broad direction of the research endeavour that aimed at investigating on how accountability

influences the quality of urban land services delivery for sustainable development.

Chapter 2 presents the literature review for the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

The purpose of this chapter is to examine and integrate concepts and theories pertaining governance, accountability, land service delivery, sustainable urban development and provides the framework upon which the research effort is based. Review of the core concepts and theories on governance, accountability, public service delivery, urban land service delivery and sustainable development is done. Also, review on the empirical literature examining accountability in relation to services delivery and sustainable development in the different parts of the world is done, and the research gap of which this study endeavours to fill is presented. The conceptual framework that served to guide this study is also presented in this chapter.

#### **2.2 Definitions of Concepts**

In this section definitions of the concepts related to the topic for this research are done. Definitions and concepts on governance, accountability, public service delivery, and sustainable development are done with focus being on how accountability influences urban land service delivery for sustainable development.

##### **2.2.1 Definitions of Governance**

A discussion on accountability cannot be done without referring to governance, as the former is considered to be among the key characteristics of good governance (Bell, 2007). It is therefore of paramount importance to look briefly into what is governance.

The discipline of governance is considered in both the private sector as corporate governance and also in the public sector. In the private sector, pillars of good corporate governance are considered to include: Fairness, integrity (ethics), responsibility and accountability, disclosure and transparency (Fisher, 2010; Youssef, 2010). These pillars, serve as well as being among the characteristics of good governance in the public sector. Focus in this study is in the public sector. In general, governance in the public sector concerns the State's ability to serve citizens and other actors, how public functions are carried out, how public resources (such as land) are managed and how public regulatory powers are exercised (DESA, 2007).

Several definitions on good governance have been given from different disciplines. Thus, definitions from world authorities and organizational behavioural fields in the context of this study are briefly examined. Good governance can be defined as being accountable, participatory, consensus oriented, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law (UNESCAP, 2013). According to UNDP, good governance is participatory, transparent, accountable, and promotes the rule of law (UNDP, 2010). Bridgman (2006) provided a succinct definition of good governance from organizational behavioural perspective as being about excellence in organizational decision-makings. It is the distribution of authority to make ethical decisions and systems of accountability for exercising that authority for the public interest and being accountable to the decisions made (Bridgman, 2006).

The above definitions do bear some important common themes, including accountability which is in the focus of this study. This research adopts the synthesis

of definitions by Bridgman (2006), UNDP (2010), and UNESCAP (2013) which recapitulate accountability as among the characteristics of good governance. Thus, this research defines good governance as the exercising of delegated authority to make excellent decisions and provide services in a manner which is ethical, accountable, participatory, transparent, effective, equitable, and that which abides with the rule of law, for the common goal of achieving sustainable development in communities (Bridgman, 2006; UNDP, 2010; UNESCAP, 2013). However, the issue at hand was to explore as to how accountability which is among the key characteristics of good governance influences the urban land services delivery for sustainable urban development in Mwanza city, Tanzania.

### **2.2.2 A Brief Historical Perspective of Accountability**

The concept of accountability stems from the concept of accountability. The concept of governance, as a new way of governance, emerged as the product of academic research in the latter decades of the twentieth century, on structural and operational transformations experienced by welfare states. The concept of accountability took shape in the USA in the early ninetens and spread to Europe in the nineteen seventies. It has mainly developed in English-speaking culture and from there has spread to the rest of the world (Drahos, 2017; Mas, *et al.*, 2013).

It is said that there was an increasingly concern in the United States in the 1930s about the growing administrative bureaucracy that was perceived to cause constitutional threats. There were worries about how to restrain power, prevent abuses, and keep administrative matters in line with the established rules. There was even a growing concern in the 1970s in the United States and the United Kingdom

due to the economic stagnation in those places, about the governmental waste, inefficiency and unresponsiveness. This caused to have a look into the market-like mechanisms as a means of promoting responsible managing and use of public resources. The corporate scandals in the late nineties would even give rise to more focus and emphasis on accountability (Barney, 2009; Drahos, 2017; Mas, *et al.*, 2013). Accountability, being among the fundamental principles of governance, is considered as a key cross-cutting enabler as well as an integral part in the achievement of sustainable development. In the public perspective, accountability is an enabler that focuses plans, decisions, and actions of public leadership and government on the needs of the people (UN, 2015).

### **2.2.3 Accountability in the Public Sector**

Accountability being among the characteristics of good governance plays a major role in service delivery and also in the achievement of sustainable development in a society. A lot has been written about accountability; however, definitions from a few scholars are cited in this research. Shah (2007) defines accountability as being conceptualized in terms of an administrative organization rendering an account of what it has done. The accounting may be financial, or it may be expressed in terms of the services provided, and the successes and failures of the program. It can be conceptualized as well in terms of transparency and responsibility by ensuring that the behaviour of officials is responsible to the law or code of ethics in office.

Lawson and Rakner (2005) define accountability as a two-way relationship of power which denotes the duty to be accountable in return for the delegation of a task, a power or a resource. The person acting on delegated authority is held to answer for

his decisions and actions in his exercising of the delegated authority. An individual or agency is held to answer for performance that involves some delegation of authority to act. Accountability is taken as a situational concept in that it has to be specified in context as who is accountable to whom and for what. It is in this manner that individuals, or groups or institutions are held accountable for their actions and the decisions they make. As for accountability in the public sector, it is argued that public officials should willingly respond to the demands of their superiors, clients, and the public at large. The burden of accountability rests on each public functionary to make decisions and act in the public interest with the provision of solutions for every matter ethically and in a transparent manner (Ssonko, 2010). Both Shah (2007) and Ssonko (2010) identify transparency as a determinant of accountability and it is taken to be an integrated element in the research's conceptual framework.

Bovens (2010) considers accountability in two ways. He considers it as virtue and as a mechanism. As a virtue, he sees accountability as holding the promises of fair and equitable governance in management and in delivering services. Accountability as a virtue bears as well the sense of responsiveness and responsibility. The government and the public officials should be responsive to the needs of the public and bear the responsibility of serving the public interests and needs in an effective and efficient manner. Accountability as a virtue provides legitimacy to public officials and public organizations and instils public trust in government.

As a mechanism, accountability is seen as one being accountable to someone else. That an official or the government or an institution has an obligation to be accountable for the actions or conduct and decisions made to a forum to which they

are held accountable. Mechanisms will involve engaging with and being responsive to those they serve by taking into consideration their needs and views in decision making providing an explanation as to why they were or were not taken on board. It involves as well the aspect of transparency. This involves the provision of accessible and timely information to those they serve and the opening up of organizational procedures, structures, and processes to their assessment (Bovens, 2010).

Bovens (2010) further asserts that mechanisms should be in place that facilitates complaints and response. Organizations should develop channels that enable complaints to be filed on issues of non-compliance or against decision and action and ensure that such complaints are properly received and acted upon. He further argues that accountability mechanisms should be integrated into the policies, procedures and practice at all levels and stages of decision making and implementation. It is as well asserted that the rule of law can be used as a mechanism for enforcing accountability for effectiveness in performance and delivery of services. Bovens (2010) identifies fairness, equity, responsiveness, and the rule of law as determinants of accountability, and these are taken to be the integrated elements in the research's conceptual framework.

On the other hand, it is argued that in the absence of accountability in the decision making and actions, public institutions and officials may find themselves placing their own interests above citizens. Inadequacies in accountability in the public institutions and among officials may deprive the public of getting services they deserve and to their satisfaction, which in turn may cause the losing of trust and legitimacy in the government (Dorasamy, 2010).

From the above discussion, this study defines accountability as individuals, groups, organizations being accountable of their actions and decisions, or their conduct, in the delivery of services for the public interest. It is the rendering of an account of what has been done, and one being held to answer for performance. Also, from the above literature, this study identifies fairness, equity, responsiveness, transparency, and rule of law as the integrated elements or identified determinants of accountability (Lawson and Rakner, 2005; Shah, 2007; Bovens, 2010; Dorasamy, 2010). These are taken into consideration to be the integrated elements of accountability in the conceptual framework for this study.

#### **2.2.4 Public Service Delivery**

Since the urban land services delivery dealt with in this research falls in the field of public service delivery, it is then worthwhile to look into what public service delivery is. The concept of 'public service delivery' has been the subject of an explosion of interest and debate in recent decades (Fatile and Adejuwon, 2010). The public service is considered as a critical institution in the processes of managing public affairs serving to bridge between the citizens and the state (Njunwa, 2008). Thus, public service can be seen as an important system for serving the public interest for the well-being of the public and as well for the thriving of the state. The public service is there to bear the responsibility of ensuring that all citizens receive the governmental attention, access their human and social needs, receive protection for their life and property, and enjoy their freedom of movement, association and expression. Generally, public service should therefore serve the interest and the well-being of the public (Njunwa, 2008).

Organizations such as those delivering public services are to aim for the public satisfaction in order to maintain a positive reputation, loyalty, and trust. Public satisfaction can be considered in a similar way as customer satisfaction, and therefore be defined as the outcome felt by people who have experienced the organization's performance that have fulfilled their expectations. It is considered as an overall customer attitude towards a service provider regarding the fulfilment of some needs, goals or desire. It is an emotional reaction to the difference between what customers anticipate, in this case the public, and what they receive regarding the service provider's fulfilment of some needs, goals or desire (Angelova and Zekiri, 2011; Ramseook-Munhurrin, *et al.*, 2010).

It is argued that public services should be delivered to the people's satisfaction. Just as it is in the business world, 'customer satisfaction' does not only express a happy customer but explains of the kind of services provided by public organizations to meet its customer's expectation, that is, the public's expectation (Munusamy, Chelliah, and Mun, 2010). Just as customer satisfaction is a key element of business strategy, public satisfaction should as well be a key element of the public services delivery strategy. Customer satisfaction can be achieved by delivering services that meet the people's needs and expectations (Munusamy, *et al.*, 2010).

Furthermore, it is argued that public services delivery should be reliable, reliable, responsive, accessible, and carried out with empathy (Dror, 2007). It is in this sense that reliability, responsiveness; empathy (care), availability, and access are taken into consideration in this study as integrated elements of urban land service delivery. It is also asserted that efficiency, effectiveness, and responsiveness are essential elements

for the delivery of services that enhances the achievement of sustainable development (Fatile and Adejuwon, 2010). These are taken into consideration as among the integrated elements in urban land service delivery in this study. Moreover, it also asserted that consistency and affordability are as well considered to be among the elements that are integral in services delivery that meet and satisfy the needs and expectations of the target people (Geetika, 2010; Yarimoglu, 2014). These as well are adopted as being among the integrated elements of the quality of urban land service delivery.

Efficiency and effectiveness are considered as essential dimensions in the delivery of public services. While efficiency is about “doing things right”, effectiveness is about “doing the right things”. It is therefore argued that public officials are therefore to serve the public interest by demonstrating the highest standards of professional efficiency and effectiveness (Bell, 2007). While empathy enables the delivery of services with care and individualized attention, affordability ensures that the services are at a reasonable cost to be affordable to the public. It is also important that the public services should be made available and accessible to the public and in a consistent manner to the public’s satisfaction (Burns and Dalrymple, 2008; Dorasamy, 2010; Geetika, 2010; Yarimoglu, 2014).

The delivery of public services such as urban land service should aim at bringing benefits to individuals and communities and serve the well-being of the people. Governments are obliged to determine how to offer sustainable and effective service delivery that meets the needs and expectations of the public through elements of good governance such as accountability (Fatile and Adejuwon, 2010).

It is argued that a decline in accountability could cause deterioration of the efficiency and effectiveness of public services delivery to the citizens and hence jeopardize the efforts to achieve sustainable development. Therefore, it is thus argued that accountability should be in place such that officials are made to be more accountable and responsive to the citizens, and for a more effective and predictable performance. For public services delivery to satisfy the public, they should aim at being accountable and responsive in an ethical way to the needs and demands of the people (Cavill and Sohail, 2004; Ebai and Forje, 2009).

Moreover, there is also the realization that unethical conducts result in poor public service delivery. It is argued that failure of every ethical standard will inevitably lead to unethical practices such as corruption, thus a breach to accountability, hence the lowering of efficiency and effectiveness of service delivery. Therefore, it is necessary for the public officials to be held responsible (accountable) for their actions and decisions while in office, (Tunde and Omobolaji, 2009). Indeed, when accountability is exercised properly and efficiently, the government gets the people's trust, support and maintains its legitimacy before them (REPOA, 2014). Here then comes the crucial importance of accountability in the delivery of public services that meets and satisfies the needs and expectations of the people.

### **2.2.5 Sustainable Development and Urban Land Service Delivery**

Across the globe there has been a growing interest in sustainable development issues in governments, communities, organizations, in business and industry. This research defines sustainable development by adopting the definition given in the 1987 report of the World Commission on Environment and Development (WCED, 1987),

popularly referred to as the Brundtland Commission. The Commission defines sustainable development as the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Three pillars of sustainable development are defined as: Sustainable social development, sustainable economic development, and sustainable environmental development (Report WCED, 1987).

As regarding the concept of sustainable development, it is suggested that there is as well an increasing recognition of the importance of the social, political, and cultural dimensions such as poverty, social equity, institutional, and governance dimensions that bear elements such as accountability in the improvement of the population's quality of life (Sathaye and Najam, 2007). There is therefore a need to view issues such as accountability in the delivery of public services as essential in serving to enhance the achievement of sustainable development. It is asserted that lack of effective mechanisms of governance that carry the element of accountability should be attributed as among the major contributors to the urban development problems in countries such as Tanzania (Jiboye, 2011).

Moreover, it is argued that land and sustainable urban development are inseparable. Land is one of the resources that could cater for meeting the human needs. People need land for shelter (housing), agriculture, industrial and other commercial purposes. Land is one of the resources that could cater for the aspiration or pursuit for an improved quality of life. Therefore, land services delivery ought to be of the quality that meets the needs of the current as well as future urban people. It is in this manner that land services should be of the quality that enhances the achievement of

sustainable development (Musakwa and Niekerk, 2012).

As far as land is concerned, land use and allocation in the land service delivery ought to be sustainable by meeting the needs of the current as well as future urban people, in this sense, enhancing sustainable urban development. Therefore, land use and allocation should be considered as important integrated elements in the achievement of sustainable urban development (Enemark, 2007; Musakwa and Niekerk, 2012). Thus, this study adopts land allocation and use as the integrated elements for sustainable urban development. The issue then is the relationship that links together accountability as an element of good governance, urban land services delivery, and the achievement of sustainable development. It is in this view that this research ventured into investigating the influence of accountability in urban land service delivery for the achievement of sustainable urban development.

### **2.3 General Discussion of Issues Regarding the Research Topic**

The discussion of issues centres on one key issue, “accountability” in the topic of this study which is on “accountability in urban land service delivery for sustainable development in Tanzania”.

#### **2.3.1 Importance of Accountability in Urban Land services for Sustainable Development**

With the arising need of sustainable development, accountability can be seen as an important tool to be used in its achievement. There is the need to recognize the major role played by accountability in services delivery such as land services in accelerating economic growth and development. Public officials offering services

ethically with the aim of serving the public interest, and being accountable of their decisions and actions, contribute significantly to the enhancement of the efforts to achieve sustainable development (Yahya, 2006). It is among the objectives of this study to explore as to how does the accountability of the public officials, in this case, the government land officials affect the public service delivery (urban land service delivery) for the achievement of sustainable development.

It is argued that it is significantly important that there should be in place mechanisms specifically of accountability if tangible sustainable urban development is to be realized. Accountability is necessary in the efforts to achieve rapid development as it helps in being a tool for thwarting unethical practices in the services delivery that hinder growth and development (Yahaya, 2006). As far as mechanisms for accountability are concerned, it is among the objectives of this study to assess how the existing government mechanisms in place enhance accountability in urban land services delivery for sustainable urban development.

It is argued that accountability facilitates public services such as urban land services of high performance and that meets and satisfies the needs and expectations of the public and for the achievement of sustainable development (Ssonko, 2010). Furthermore, it is argued that poor accountability in public institutions and among officials delivering services such as urban land services may deprive the public of getting land services they deserve and to their satisfaction, thus may cause losing trust and legitimacy in the government and in turn hinder progress in the achievement of sustainable development (Dorasamy, 2010). Where accountability exists, service delivery such as land is likely to be successful (Sridhar, 2007). The

question then is as to what are the perceptions on accountability in the land services delivery as far as this study is concerned?

It is further argued that an efficient accountable urban land services delivery is a hallmark of sustainable development. Urban land services delivery and urban land use management should be sustainable by meeting the needs of the current as well as for future urban people as well as meeting the public's expectations (Fatile and Adejuwon, 2010; Munusamy, *et al.*, 2010; Musakwa and Niekerk, 2012). Indeed, accountability should be seen as a tool for building an ethical environment for the delivery of urban land services to the public that which enable the achievement of sustainable development. Accountability is required in order to maintain an ethical conduct among the public officials such as land officials. It should be promoted to aim at improving the efficiency and effectiveness of public services delivery (Yahaya, 2006). In their discussion on the crucial importance of accountability and ethics for effective and efficient service delivery, Raga and Taylor (2005) describe the relationship between accountability, ethics, and service delivery.

The researcher concurs with their argument that effective and efficient services delivery through strong accountability is paramount in serving the public interest and in meeting the needs and expectations of the public. The researcher argues that public organizations should be engaged in the pursuit of the enhancement and compliance to accountability and ethics in order to deliver services that satisfy the needs and expectations of the publics. This is in agreement with what Dorasamy (2010) argues that a decline in accountability may deprive the public of getting the

services they deserve to their satisfaction, and this may cause loss of trust, credibility and legitimacy in the public's mind, and as well hinder progress in the efforts to achieve sustainable development. However, the question is on how does accountability influence the public service delivery, in this case urban land services delivery, for sustainable development?

Furthermore, public officials should be accountable for their decisions and actions to the public. That accountability rests both on giving an account and on being held to account. Public officials who are entrusted with the responsibility of serving for the public interest should be held accountable for their decisions and actions to ensure that services are delivered that meet the needs and expectations of the public and to their satisfaction (Raga and Taylor, 2005). It also argued that adherence to ethical practices and behaviour, help in maintaining accountability and developing high performance in the delivery of services that satisfy the public (Menzel, 2005). Indeed, where accountability exists, is enhanced, and compliance maintained, service delivery that meets the needs and expectations of the public and the achievement of sustainable development are likely to be successful (Sridhar, 2007).

Focusing on the issue of accountability, the researcher in this study finds Dorasamy (2010), Fatile and Adejuwon (2010), Munusamy, et al., (2010), Musakwa and Nierk (2012), Raga and Taylor (2005), Sridhar (2007), Yahya (2006), as falling short of some issues that leave behind questions to be answered. They mention of adherence to accountability principles, adherence to an ethical code of conduct, and appropriate training in ethics. They fall short of addressing as to how accountability mechanisms should be integrated into the service delivery processes in order to ensure that it

(accountability) is enhanced. They fall short of addressing how do accountability influence public service delivery such as land for the achievement of sustainable development, which as well points to the knowledge gap that this research sought to fill. The above discussion in this section 2.3.1 gave rise to the general research objective and the three specific research objectives of this study as seen in section 1.3. The question that remains to be there is as to how accountability should be linked together to urban land services delivery for sustainable development.

### **2.3.2 The Importance of Enhancing Accountability in Public Services Delivery**

For the delivery of quality public services such as urban land services, strong mechanisms for enhancing accountability and ethics need be in place. The Research on Poverty Alleviation (REPOA) (2008), in their study on the oversight processes of local councils in Tanzania point out some of the challenges faced in running the councils such as the city council, some of which are worth mentioning here. In their report, it is reported that while there is a relatively clear system of accountability in local government, still the performance of accountability mechanisms remains problematic (REPOA, 2008). This shows the need to have in the place mechanisms specifically for enhancing accountability.

Moreover, poor access to information, lack of a culture of transparency, poor representation of the citizens by their councillors in the decision-making processes, are among of the things that undermine accountability. The study shows that there is a slow development of accountability at local level such as in the city council on the political side. There is a great need of transparency and accountability (REPOA,

2008).

One cannot undermine the importance and necessity of having in place concrete mechanisms that aim at specifically enhancing accountability for the delivery of quality services (Khemani, 2004). Undermining the enhancement of accountability will only serve to jeopardize services delivery and hence the achievement of sustainable development. It should be ensured that effective mechanisms for enhancing accountability are in place in order to deliver services that serve the needs and interest of the public to their satisfaction (Khemani, 2004).

There should be in place accountability mechanisms that facilitate the government and public officials to be responsible to the land needs of the public and bear the responsibility of serving the public interests and needs in an effective and efficient manner. Mechanisms should be in place that ensures that public officials are accountable for their actions and decisions and that they offer services that the public deserve to their satisfaction (Bovens, 2010). Indeed, it is argued that mechanisms should be in place that enhances accountability among public officials in public services delivery such as urban land for thwarting unethical practices and behaviour and for the realization of tangible sustainable development (Yahya, 2006). With all that in mind, the issue then is how the government existing mechanisms in place enhance accountability in public services delivery for sustainable development.

The discussion above by Bovens (2010), Khemani (2004), REPOA (2008), and Yahya (2006), gave rise to the general and the third research objectives of this study as seen in section 1.3.

### **2.3.3 Good Governance (Accountability) and Sustainable Development**

In their study on the relationship between governance and sustainable development, Kemp, *et al.*, (2005) argue on the importance of seeing the two, good governance and sustainable development as children of similar parentage. In their argument, they assert that good governance, with accountability being among its key characteristics, is necessary for the achievement of sustainable development. As pointed out earlier, accountability which is a key theme in this research is among the key characteristics of good governance (Bell, 2007).

Kemp, *et al.*, (2005) argue that good governance is a prerequisite for sustainable development. Indeed, good governance in the local authorities should be seen as essential and that public organizations should be more accountable, and relevant to the general public and retain a high degree of credibility and legitimacy in the public's mind in the pursuit of sustainable development. In his study on the same issue on the relationship between governance and sustainable development, Kemp, *et al.*, (2005) argues that good governance in all its facets has been demonstrated to be positively correlated with the achievement of sustainable development through the delivery of better services. A system of public accountability is required for better services such as land, for enhancing sustainable development.

The researcher for this research concurs with, Kemp, Parto, and Gibson (2005), and Kemp, (2005), in that good governance (with accountability being among its key characteristics) plays an essential role and is a prerequisite for sustainable development through the delivery of better services and that these elements are inseparable. However, they fall short of establishing the relationship that links

together the key elements or characteristics of good governance such as accountability, the delivery of public services, and the achievement of sustainable development. This is the knowledge gap that this study sought to fill. The studies on the relationship between good governance and sustainable development by Kemp, *et al.*, (2005) and Kemp (2005) gave rise to the general objective of this study as seen in section 1.3.

#### **2.4 Review of Strategic Theories on Governance (Accountability), Public Services and Sustainable Development for the Conceptual Framework**

Theories by other researchers on the key elements or themes of this research problem namely, accountability, public (land) services delivery, and sustainable urban development are dealt with in this section. Moreover, the conceptual framework developed in this section served as an anchor for this study and is referred at the stage of data analysis and interpretation. The purposes of which the conceptual framework served included: Identifying who was and was not to be included in the study; describing what relationships may be present based on logic, theory, and or experience; and providing the researcher with the opportunity to gather general constructs into intellectual “bias” (Baxter and Jack, 2008).

The processes of land service delivery through the application of accountability governance in the urban settings are poorly understood. Together with the literatures reviewed in the preceding sections, there are two additional publications of theories in literature that appear to have addressed how good governance (accountability) affect service delivery and the achievement of sustainable development which serve to develop the conceptual framework for this study. Each of these theories are

discussed next.

#### **2.4.1 The New Public Governance Theory**

The first theory is the New Public Governance theory. The New Public Governance theory (NPG), spearheaded by scholars like Osborne, (2006; 2010) focuses on inter-organizational governance and has its emphasis on service delivery processes and outcomes. The theory seeks to explain the relationship between good public governance and the delivery of services to the society that involves multiple actors for the aim of facilitating the ensuring of reaching strategic state and regional goals and objectives as well as helping to meet the legitimate expectations, needs and interests of society.

Among the goals is that of serving the public interest for the well-being of the public by government officials. It aims at obtaining improved activities and performance in the public sector such as the provision of services that cater for the well-being of the society. The theory explains the need to innovate the public management through the consolidation of democratic governance as well as new forms of governance and public structures such as networking in different kinds and levels of organizations, and the entrenchment of citizen's ability to participate (Osborne, 2006; Osborne, 2010; Patapas *et al*, 2014; Runya *et al*, 2015).

The theory pays attention to organizational governance and emphasizes the process and results of services delivered to the public. It focuses as well on the allocation and management of public resources such as land, and on the collective effects of thinking and behaviour of individual citizens (Osborne, 2006; Osborne, 2010;

Patapas, *et al.*, 2014; Runya, *et al.*, 2015). The focus of this study is on the public organization and the citizens specifically in the land service delivery process.

The theory recognizes the participation of parties such as the public organizations, private, non-profit, and the citizens in solving problems involving public interest. It stresses on the need for the government to play the role of coordination, coordinating public and social interests, building dialogue platform, and integrating public resources such as land. It mainly emphasizes on the essence of public service which is to service citizens and pursuit public interests. It is asserted that public organizations are not meant to make profits but solve social problems for the public interest through the management of resources and service delivery. The theory is meant to provide favourable environment to behavioural logics and institutional foundations of local developmental government (Runya, *et al.*, 2015). The next two subsections discuss governance and public service delivery in the new public governance theory.

#### **2.4.1.1 Governance, and hence Accountability in New Public Governance Theory**

The theory seeks to improve the horizontal coordination of governmental organizations and also to enhance the coordination between the government and other actors for the aim of ensuring that the public is served effectively to its satisfaction. The government ensures that satisfaction is achieved when services are made available, accessible, affordable, reliable, and are delivered consistently with empathy. Under new public governance theory politicians are considered as guarantors of compromise deals between multiple actors, while civil servants are

considered as network managers and partnership leaders. It is argued that public servants including politicians should use their delegated powers that they have to do what is best for the good of the people and societies and serve the interests of the public. They should ensure that services are delivered that meet the needs and the expectations of the public. This is achieved well when accountability is made to be integral in the internal control mechanisms to enable the public servants become more accountable in their execution of responsibilities that pertain the delivery of services of good quality (Christensen, 2012).

The theory emphasizes on governance efforts of working across organizational, jurisdictional and political/administrative boundaries in order to enable more efficient and effective service delivery. The key elements in new public governance are asserted to include governance (in this case accountability), coordination, centralization (political power), networks and partnerships. The focus in this study is on accountability, a key characteristic in governance and the quality of service delivery as it relates to government land departments, (Christensen, 2012).

As for the governance aspect, the theory asserts that public officials require oversight and supervision to constrain their self-interested behaviour and thereby prevent inefficiency and corruption. The theory places citizens rather than government at the centre of its frame of reference. It focuses on the centrality of citizens as co-producers of policies and the delivery of services. It is grounded in the concepts of citizenship and the public interest, expressed as the shared interests of citizens rather than as the aggregation of individual interests determined by elected officials or market preferences. The accountability approach in this theory asserts the

involvement of multifaceted-public servant guided by law, values, professional norms and citizen interests (Robinson, 2015).

With focus being on accountability in this study, it is argued that sustainable development is possible when public institutions are effective and efficient in providing the services to the satisfaction of the public through good governance, with accountability being among its key characteristic. Within the context of good governance, hence strong accountability mechanisms, a structure needs to be in place that allows the state services to meet the demands of the voters, and public officials to have more discretion and be more accountable for their decisions. That is, a structure should be in place that enables the state to serve the public interest through exercising accountability in the context of good governance (Bresser-Pereira, 2007).

In essence, accountability mechanisms should be in place that holds public officials accountable for the delivery of services and the decisions they make. The issue here is having the state power, policy formulation, and services all aiming at public interest. That there should be in place accountability mechanisms that keep the public services, public officers, and politicians under control to ensure quality services are delivered for the public interest (Bresser-Pereira, 2007). With the public interest in mind, how do the public officials and the state organizations become accountable for their decisions and actions in the service delivery processes to the public?

On the other hand, it is argued that lack of accountability in the context of the absence of good governance serves to impede the efforts to achieve sustainable

development. It is argued that once the rule of law in good governance is undermined, this in turn undermines the progress towards sustainable development. Furthermore, it is argued that strength in the rule of law enhances ethical conduct and responsiveness whereas deficiency encourages high rates of unethical behaviour such as corruption. While ethical behaviour enhances sustainable development, unethical behaviour impedes it (Morita and Zaelke, 2011).

Furthermore, the question then is on how the dynamics of accountability will be handled so as to ensure that they are in place for the delivery of services that caters for the interests and well-being of the people to the achievement of sustainable development. This theory contributes in developing a comprehensive conceptual framework that links together the elements of accountability as a key characteristic of good governance and quality urban land services delivery for sustainable urban development. It contributes by capturing efficiency and effectiveness as elements in the services delivery that meets the needs of the public interest to their satisfaction. Also, it contributes by capturing the rule of law for enhancing ethical conduct and responsiveness as important elements to be integrated in accountability.

#### **2.4.1.2 Public Services in New Public Governance Theory**

With the New Public Governance Theory having its derivation from the concepts of the new public management theory, it applies as well the values and concepts of private sector management and those in public service delivery aiming at improving the delivery of services so as to serve the public interest and to the satisfaction of the public expectations. The introduction of the private sector management style into the public sector, aims at improving the efficiency of public services. The issue here is

how well the society is served through services that meet and satisfy the needs and expectations of the public (Sandu and Haines, 2014; Vantha, 2015).

The New Public Governance theory purposes as well to increase the degree of satisfaction of public interest and to enhance effective public services deliveries that are adequate to social needs and that which meet the general public interest. The issue here then is the offering of services, such as land services of the quality that satisfy the public's interests and which respond to a higher extent to the needs and utility of the citizens (Runya et al, 2015; Zaharia, 2011). As it is taken in this research, effective and efficient public service delivery should be seen to be achieved within the context of accountability. The government should be accountable by being driven by the interests of the public, curb corruption, get rid of red taped and non-responsive bureaucracy, and hold public servants accountable. That is, the government should deliver services to all citizens in transparency, fairness, and equity in the context of public interest (Lufunyo, 2013; Runya, *et al.*, 2015).

Thus, Effectiveness and efficiency, responsiveness, reliability availability, access, affordability, empathy, consistency, as well as fairness, equity, and transparency enhanced by the rule of law in the delivery of services which are derived in the theory, are taken into consideration in conceptual framework. The new public governance theory, however, does not specifically link accountability and public services delivery for sustainable development a gap that this study sought to fill. However, it has led to the development of the conceptual framework used in investigating as to how the level of accountability of the government land officials affect the urban land service delivery for sustainable urban development.

#### **2.4.2 The Public Value Theory**

The second theory is the Public Value theory. The Public Value (PV) Theory which was developed basing on the work of Mark Moore and being derived from the Shareholder value in business management, presents a way for public officials to ensure the running of government activities such as delivery of public services that create public value. The public value theory is a theory in the management of the public services that aims at enabling public managers (officials) to create public value in order to meet the needs of the public as defined by their organization's mission, strategy, and goals (Meynhardt, 2013; Moore, 2007; Moore, 2013; Shaw, 2013; Turrell, 2014). The theory focuses on management techniques borrowed from the private sector. With a lot being dealt with regarding the theory in the scholarly field, this study looks at public value theory from the perspective of governance, with accountability being among its key characteristic, in relation to service delivery that creates value to the public. The public in this research includes the citizens and all other land players (Meynhardt, 2013; Moore, 2007; Moore 2013; Shaw, 2013; Turrell, 2014).

The public theory is identified by the experts in the field as a new approach to the public governance, beyond the new public management, and leads to applying the corporate governance principles in the public sector. The theory takes into consideration the role of public officials as active actors in managing assets and resources in the most meaningful and intelligent combination to give public services to citizens and the public in general that meet their needs and expectations. It is asserted that public officials have a crucial role in the orchestration of the development processes. Moreover, the public value theory facilitates the

improvement of efficiency, equity, and effectiveness in providing services that meet and satisfy the needs and expectations of the public (Todorut and Tselentis, 2015; Turrell, 2014).

#### **2.4.2.1 Public Value Defined**

Public value can be defined in terms of what is desirable to the people and what they wish for. It is a formal construct that reflects on what people need and wish for (Meynhardt, 2013). Public value is defined in what the public needs, wants, desires, and expects. In public value, public satisfaction has to be considered (Moore, 2007; Moore, 2013; Todorut and Tselentis, 2015). As Todorut and Tselentis (2015) argue, the public value theory captures a philosophical and political conception of public value to be used in the development of a management system that can increase accountability and drive the performance in the delivery of services to new heights. The public value carries various forms such as better public services, increased confidence, reduced social, economic, and environmental problems, and such like others, which is largely decided by the citizen who is regarded as a shareholder (Moore, 2013; Todorut and Tselentis, 2015).

The public value conceptualizes what the public values and the contribution the public sector makes to economic, social, and environmental well-being of a society or nation (sustainable development) (Sami et al, 2016). What is valued by the public can be summed up in the concept of delivering in an accountable manner services that meets the needs and expectations of the public. The public value can be created by public officials through solving public problems and improving the officials' competence, and hence effecting effectiveness, equity, and responsiveness in the

delivery of services. The public theory demands public officials to be innovative in their work and create what is valuable for the citizens (Hartley et al, 2015; Sami et al, 2016).

The public value can be created in different ways due to the fact that the public service sector covers a variety of activities. The activity in focus in this study is the land service delivery (Todorut and Tselentis, 2015). Furthermore, public value can be conceptualized in a three-dimensional framework, namely accountability, procedural legitimacy and trust, and substantive outcomes. However, it can as well be seen as having three building blocks, namely services, outcomes, and trust. The services offered are considered as the actual way that carries the public value; the outcome represents a developed accomplishment, such as land services leading to the achievement of sustainable development; and a properly constructed trust (Sami et al, 2016). In the next subsections, the discussion focuses on accountability and public service delivery as it relates to the Public Value Theory.

#### **2.4.2.2 Accountability in Public Value Theory**

Regarding accountability, the public value theory sees multiple accountability systems. It considers that the players involved in creating value to the public such as, the public sector, the private sector, and the non-profit organizations; together with the public itself should be involved in the accountability dynamics, with the parties being accountable to one another (Greve, 2015). It is asserted in the theory that a governance capability is required to be designed in order to enable an effective and efficient use of the resources available such as land for the benefit and well-being of all. Moreover, the governance capability should be designed to facilitate a permanent

responsibility in the management and administration of those available resources such as land for the public interest. Thus, this requires that all the players be involved and actively participate in the governance dynamics such as accountability and become responsible for triggering a long-term development that may meet the needs of everybody and not just a few (Alberto, 2013).

The public value theory focuses as well on how much value is to be generated by the governance process that includes the dynamics of accountability and how it can be increased (Witesman, 2016). In essence, the public value theory demands that an organization should offer services, such as land services, in an accountable manner to its customers; and the outcomes of these services should be positive and valuable for the whole public; and eventually result into trust of the public on the provided services and the government organization. The public value theory bases on the belief that government institutions or public services organizations must be able to offer services in an accountable manner that always meet the expectations and needs of citizens, the public, and all other players (Page et al, 2015; Sami, *et al.*, 2016).

Generally, three normative perspectives on accountability are taken into consideration. First, is the democratic accountability, which involves holding policymakers, public officials (public managers), and politicians accountable. They have to explain and justify their actions and decision making to the public. Second, is the constitutional accountability, which is concerned with preventing and uncovering abuse. Third, is the managerial or learned accountability, which is centred on ensuring the effectiveness and quality of public services. With these perspectives on accountability, public organizations are increasingly required to

account for the ways in which they ensure the effective delivery of public services such as land (Lewis, *et al.*, 2014).

It is in that manner that the theory asserts that public officials as officeholders should embrace accountability and use the government institutions respectively to offer services that meets the needs and expectations of the public. Public officials should be accountable to create public value (Alberto, 2013; Sami, *et al.*, 2016). While embracing accountability, the level of performance of the public officials should be raised in order to offer affordable services of an improved quality. As for accountability, the public theory considers two matters. First, is the concern as to what are the people to be held to account? It is thus asserted that public officials involved in the delivery of services are to be held accountable for the efficient delivery of services and outputs, and that there should be answerability dynamics in place for the procedural dimensions of policy development which precede the achievement of substantive outcomes. The accounting for operations, intent, and outcomes are all considered to be features of accountability under the public theory (Alberto, 2013; Shaw, 2013).

Second, is the concern on who is accountable to whom? It is asserted in the theory that in order to secure legitimacy for and trust in public services, public officials involved in the delivery of services should continue to remain accountable to elected representatives, the government, and the citizens (Moore, 2013; Shaw, 2013). It is asserted that public value is created by making the management and staff accountable to the users and communities whose needs must be met (McAteer, 2008). This implies that accountability plays a major role in enabling services

delivery that creates value to the general public at large.

Furthermore, in order to determine what is valuable to the public, the theory advocates that the government needs to listen more to the public (citizens) and its staff, to whom it is accountable, as these are sound principles for improving the delivery of public services. Emphasis is on public officials to engage more innovatively with the public they seek to serve and to whom are accountable. It is in this manner that “voice” in the context of governance is seen as a central element in public value. It is asserted that public officials should constantly seek out what the public wants and needs. In essence, the public theory encourages public institutions and public officials to be more accountable to citizens and carry the dynamics of empathy and responsiveness in the delivery of services that create value (Moore, 2007; Moore, 2013). Furthermore, public value theory puts it clear that accountability mechanisms that carry important elements as transparency and rule of law in the public organizations and accountability to the public should be put into consideration if services are to create value in the citizens. Governance should facilitate a form of service delivery that which will meet the public needs and expectations and allow for continuous improvement (Moore, 2007; Moore, 2013).

Accountability is said to facilitate the establishment of an ethical culture in the government institutions which in turn is an important factor in the delivery of services that creates public value (Fatoki, 2014; Schminke, *et al.*, 2015). An ethical culture in the organization enables for an ethical behaviour that motivates the public officials to provide the best and desired services to the public (customers) without compromising the requirements of future generation – sustainable development

(Sami, *et al.*, 2016).

It is also proposed in the theory that public officials should not only consider the benefits and costs in monetary terms but also in terms of how government decisions and actions affect important civic, governance, and democratic principles such as equity, responsiveness, and transparency. Moreover, to create value, public officials must consider the entire value chain that starts with inputs and moves to the production processes (such as policies, programs, activities) used to transform the inputs into outputs, which then affect a client (such as the citizen, beneficiary), which then leads to the intended aim – the social outcome and put into consideration mechanisms that will enable value creation (Kavanagh, 2014; Moore, 2007; Moore, 2013).

In general, the public value theory seeks as well to improve public accountability so as to improve performance and government activities such as services delivery in order to create public value through meeting the needs and expectations of the public (Greve, 2015; Lewis, *et al.*, 2015; Witesman, 2016).

#### **2.4.2.3 Public Service Delivery in Public Value Theory**

Public value theory seeks to explain on how public officials should produce services that are valued by the public such as the citizens and politicians, which gives the analogue to the private sector value creation (Greve, 2015). Public value seeks to answer the question, “what government activities such as land service delivery do contribute to society?” or “what is the worth of the services delivered by the government to the public?” It also seeks to answer the question on “what form of

service delivery will meet public expectations and allow for continuous improvements?” It is in this respect that the public theory demands that the public organizations should realize that their major purpose is to give best and desirable services to the citizens (Coats and Passmore, 2008; Sami, *et al*, 2015).

From the three public value building blocks identified in the theory, namely, services, outcomes, and trust; it is argued that services are the actual process that carries public value; an outcome represents the achievement of a development that leads to sustainable development from the offered services; and trust that is obtained from the outcomes and which is acute to public value formation (Sami, *et al.*, 2015). Apart from delivering value through planning, managing, programs, and projects, public organizations should as well deliver value through the delivery of services such as land services (Grant, *et al.*, 2014).

In his discussion on the theory, O’Flynn (2007) points out that the creation of public value is the central activity of the public officials and that the services delivered by the government should create value that generates fairness and trust in the citizens. O’Flynn (2007) further argues that the government should offer services with focus on accountability and which are affordable with the aim of generating public value. It is suggested that services offered in fairness and equity provide the vehicle for delivering public value for the citizens. This then results in trust, legitimacy, and confidence in the government.

On the public value theory, Bozeman (2007) in his discussion argues that public values are those providing normative consensus about three aspects. First, it is about

the rights, benefits, and prerogatives to which citizens should (and should not) be entitled. In this case, it is about the land rights, benefits, and prerogatives to which the citizens and all other players are entitled. The second aspect that Bozeman (2007) points out is about the obligations of citizens to society, the state and one another. This means that land officials as good citizens have the obligation to offer desired land services to the society. They have the obligation to be accountable for their actions and decisions, and act ethically and make ethical decisions while exercising transparency and effective responsiveness aimed at offering services, such as land services, for the achievement of sustainable development. The third aspect that Bozeman (2007) points out is about the principles on which governments and policies should be based. This means that the government mechanisms should base on the principles of accountability if it is to offer services that create value.

Moreover, as concerning the public value theory, Coats and Passmore (2008) suggest that there is the need for public officials to think about what is most valuable in the service that they run and consider how effective management can make the service meet the expected objectives. The public value theory enables the public officials ask themselves three key questions. First, 'what is the service for?' This question deals with the fact that services are for the public to meet their needs and satisfy their expectations. Second, 'To whom are the officials accountable?' This is the issue of accountability. Third, 'How do the government officials know if they have been successful?' This is the issue of public satisfaction.

It is suggested that public value is all about improving the effectiveness and efficiency of public services in terms of responsiveness and empathy to the public

needs, such as land. There should be the continuous consistent improvement in the services that the public institutions deliver such as land service to the citizens to whom they are accountable (Coats and Passmore, 2008; Moore, 2007; Moore, 2013). Also, the performance of government institutions in their services delivery should be characterized by cost effectiveness. While the services aim at impacting the life quality of citizens and productivity of enterprises, cost effectiveness caters for affordability of the services offered (Alberto, 2013).

From the preceding discussion, it implies that the continuous improvement of the public service delivery that create value and that which meets the needs and expectations of the public is enhanced through the principles of accountability, equity, fairness, transparency, responsiveness, accessibility, reliability, efficiency, effectiveness, affordability, empathy, availability, and consistency (Bozeman, 2007; Coats and Passmore, 2008; Kavanagh, 2014; McAteer, 2008; Moore, 2007; Moore, 2013; O'Flynn, 2007). All these elements are taken into consideration in the conceptual framework developed for this research.

It is argued in the theory that the delivery of public services that create public value requires principles of responsiveness, equity, accessibility, transparency, and service effectiveness. It also aims at using the instruments of deliberative governance, of which accountability is among the key characteristics, to ensure that public organizations are responsive to the refined preferences of citizens (Bozeman, 2007; Coats and Passmore, 2008; Hartley et al, 2015; Kavanagh, 2014; McAteer, 2008; Moore, 2007; Moore, 2013; O'Flynn, 2007; Sami, *et al.*, 2016; Shaw, 2013; Todorut

and Tselentis, 2015).

Despite its richness as a theoretical construct, the public value theory is deficient in explaining how good service delivery can be created and sustained through accountability mechanisms. It does not specifically link accountability and the quality of public services delivery for sustainable development, the knowledge gap that this study sought to fill. Nevertheless, this public value theory led to the development of the conceptual framework used in investigating as to how accountability of the government land officials affect the quality of urban land service delivery for sustainable urban development.

Each of the two theories on its own is deficient in providing the comprehensive framework that incorporates accountability in urban land service delivery for sustainable development. As a result, a synthesis conceptual framework is developed to provide a comprehensive understanding of the phenomenon (interrelationship) under study (Jabareen, 2009). Thus, this led to this research to develop the conceptual framework of accountability in public sector organizations that synthesizes and captures the elements of public services specifically on urban land service delivery for the achievement of sustainable development.

## **2.5 Empirical Literature Review**

Several studies have examined accountability and ethics in relation to services delivery and sustainable development in the different parts of the world. This section presents a discussion of some of the recent studies.

### **2.5.1 Study on Promoting Accountability in Public Sector Management in Today's Democratic Nigeria**

The study by Ejere (2012) titled “Promoting Accountability in Public Sector Management in Today's Democratic Nigeria” was conducted as a result of what was seen as the poor culture of accountability that had led to corruption becoming endemic in Nigeria. The author points out that his work was a response to the fact that accountability in the public-sector management is now a serious concern not only in Nigeria, but also in many countries of the world. The objective of the work was to examine the perennial problem of poor culture of public accountability in Nigeria. The study addressed the challenge of how best to ensure that the public officials are held accountable for their actions even inactions. The study was conducted using the qualitative research method and applied the descriptive – contextual analysis.

Findings from the study showed that accountability was largely undermined in public governance and management in Nigeria, and this was plunging the country into immense corruption. Due to the poor culture of accountability: Corruption had become endemic in the country and as a result, the country suffered from a number of things including: fraudulent elections which were not credible free and fair; rampant violations of fundamental human rights of Nigerians by public officials; and increasingly poverty rate with Nigerians suffering in the midst of plenty. Also, corruption was jeopardizing the appropriate and effective delivery of services by the public officials (Ejere, 2012). Ejere (2012) study, relates well to other studies by scholars such as Khemani (2004), Musakwa and Niekerk (2012); as seen in sections

2.2.2 to 2.3.3, Ssonko (2010) in section 2.5.2, and Kamuzora, *et al.*, (2009) in section 2.5.4 of this work, whose studies had shown that poor accountability was jeopardizing public services delivery and the crucial importance of enhancing accountability in order to deliver services that serve the needs and interests of the public to their satisfaction.

Among the many recommendations made in the study, those worthy of mentioning here include: First, accountability need to be integrated with all aspects of public sector management in order to preserve the public trust in government and its officials. Second, all unethical and corrupt practices should be exposed as much as possible with those who indulge in them be promptly and severely punished in accordance to the law. And third, there is the need for ethical reawakening through public ethical training and reorientation of public officers and members of the larger society to help them rediscover the virtues of honesty, integrity, and hard work.

This study by Ejere (2012) shows the connectedness of accountability with the proper and effective management in the public sector, which includes the delivery of services. It is shown in his study that poor accountability was giving room to rampant corruption which was basically crippling public management, including the delivery of services. It is the segment of delivery of services in the public sector that this research focuses on. What can be picked up for this study is the connectedness of accountability with the public services delivery, hence the urban land service delivery which is the context for this research. It is in this context that investigating how does accountability influences the urban land services delivery for sustainable development, is the general research question dealt with in this study and also, two

specific objectives emerge namely; establishing the perceptions on accountability in the land services delivery in Mwanza city, and determining how accountability of the government land officials affect the urban land service delivery for sustainable urban development.

### **2.5.2 Study on Ethics, Accountability, Transparency, Integrity, and Professionalism in the Public Service: The Case of Uganda**

The study by Ssonko (2010) titled “Ethics, Accountability, Transparency, Integrity, and Professionalism in the Public Service: The Case of Uganda” was conducted to explore the Uganda situation with regard to ethics, accountability, transparency, integrity and professionalism in the country’s public sector. The objective of the study was to explore the practices and behaviours which undermine the ethical behaviours of public servants. Emphasis in the study was put on corruption, conflict of interest and human resource management malpractices.

The study was conducted using the exploratory qualitative case study methodology. Findings of the study showed that ethics, accountability, transparency were lacking in the public sector and that unprofessional behaviour was as well rampant in the government. Corruption was the major unethical practice in Uganda and showed to remain the major challenge in ensuring that public resources are utilized efficiently and prudently for the benefit of all Ugandans, and as well a challenge in achieving the Millennium Development Goals (MDGs) (Ssonko, 2010). Ssonko (2012) study, relates well to other studies by scholars such as Kamuzora, Ngido and Mutasingwa (2009) in section 2.5.4 of this work, whose study had shown that poor accountability among public officials was giving room to unethical behaviours, practices and

corruption, hence jeopardizing professionalism and public services delivery. It shows the connectedness of enhancing accountability among public officials with the deliver of services that serve the needs and interests of the public to their satisfaction.

Recommendations from the study include: Upholding merit or professionalism; Enforcing public service regulations; Improving remuneration; Improving transparency in recruitment and other HR policies; Strengthening ethics or anti-corruption legislations; Implementing Codes of Conduct; Improving the induction programmes; Verifying or making public disclosures of conflict of interest; Giving more resources and independence to investigating agencies; and Prosecuting corrupt acts (Ssonko, 2010).

This study by Ssonko (2010), shows the connectedness of accountability and the other elements of ethics, transparency, integrity, and professionalism with the public sector and its delivery of services. It is shown in his study that improved accountability was crucial for thwarting corruption and other unethical behaviours and practices that jeopardize professionalism and activities such as the delivery of services. What can be picked up for this study is the importance of enhancing accountability among public officials and its connectedness with the public services delivery, hence the urban land service delivery which is the context for this research. From this study specific objectives are raise for this study as on how the accountability of the government land officials affect the urban land service delivery, and on how the government mechanisms in place enhance accountability in urban land services delivery for sustainable development.

### **2.5.3 Study on Dynamics of Land for Urban Housing in Tanzania**

The study by Massoi and Norman (2010) titled “Dynamics of Land for Urban Housing in Tanzania” was an endeavour on exploring on the phenomena of the concentration of people in urban areas due to increased movement of population in search for better settlement and employment. The objective of the study was to identify the dynamics of land for urban housing in Tanzania with focus on Songea municipality. The study was done by looking at three areas, namely: the institutional framework; the technical capacity; and the process and output capacity, regarding the capacity of the municipality in land allocation and urban housing.

The study was conducted by using mixed research methods, the quantitative and the qualitative methods (Massoi and Norman, 2010). The findings from the study were presented in three main categories. The first was the institutional frameworks. Under this category, findings revealed that community participation in planning was poor. The majority of the residents and land owners were completely isolated by the local authority in preparing settlement plans despite that their land was taken for survey plots. The majority of the residents were not even informed by the responsible planning institutions during preparation of layouts and survey of respective areas contrary to the provisions in the relevant regulations which basically was a jeopardize to accountability. Procedures and regulations were not followed which would as well give room to the breach of accountability (Massoi and Norman, 2010).

Also, findings revealed that the overlapping roles and authorities between the two institutions namely Ministry of Land, Housing and Human Settlement Development and the Local Government Authorities was problematic. Whereas the former is

responsible for preparation of general planning schemes, the latter is directly responsible for preparation of detailed plan / schemes and implementation of the same through surveying and allocation of land for urban development. Such existence of several actors all engaged in urban / physical planning with overlapping roles and responsibilities among each other in the field planning and administration without clearly defined boundaries has brought about inefficiency in land delivery services and creating room to the breach of accountability. It has been difficult for the responsible ministries to oversee land administration and allocation effectively.

Moreover, accountability and responsibility especially for unethical staff particularly in local government authorities turn out to be difficult. For instance, authorized land officers employed by local government authorities are at the same time representative and advisor of the commissioner for lands on land matters while administratively they are answerable to the minister for local governments. Consequently, this creates a room for malpractices and bureaucracy in the whole process in planning and land allocation (Massoi and Norman, 2010). Furthermore, findings revealed that the existing institutional framework governing urban planning take a long time to accomplish the processes from planning to land allocation. Findings revealed that the whole process may even take up to two years if physical follow up is not made. Such would contribute to weak services delivery (Massoi and Norman, 2010).

The second category was the technical capacity. Findings from the study revealed that the authorities' technical capacity in providing land for urban housing was insufficient. Findings showed that technological advancement and utilization was not

keeping pace with the increasingly population growth. Things such as: Most of the information system still being done manually; poor tracking systems causing files being kept pending; shortage of storage spaces; duplication of jobs; less updated plans; delay of survey approvals; less registered plots; double allocation of plots; and files tending to disappear, were opening room for corruption acts in search for “individual help”, and hence leading to a poor accountability culture (Massoi and Norman, 2010).

Moreover, findings revealed that the authorities’ capacity in terms of technical staff was low due to unavailability of sufficient and skilled employees. Also findings showed inadequacy of resources in terms of time, equipment, transport facilities, and finance. As for time, findings revealed that the waiting period for those who were allocated land from the local authority was too long, and at times it would take someone to wait for a period above one year till they get plots from the authority. The long waiting for plot allocation has caused some people to resort to purchasing and building in un-surveyed areas. All these would eventually lead to unethical practices and behaviour such as corruption (Massoi and Norman, 2010).

Findings showed that there was an acute shortage of important working tools such as drawing materials and computers, thus slowing down the speed of execution of works. Similarly, there were inadequate transport facilities such that field work would be done by using private owned motor vehicles. Findings also showed that the land department was operating under budgetary constraint, thus making it difficult to run its various duties effectively. The main source of funds for the department is the budgetary allocation from the internal sources within the authorities’ internal

revenue collection. While there is a gradual annual increase in financial requirements by the land department, the actual amount released for expenditure within the department has been minimal. Such budgetary constraint has made it difficult for the department in undertaking its various duties, and this on the other hand would cause the pursuit for personal interests by the officials (Massoi and Norman, 2010).

The third category was process and output capacity. Findings revealed that the managing of the whole processes from planning to land allocation were weak. Ineffectiveness in the institutional and legal framework, lack of technical capacity, limited financial resources, has been a catalyst for the low output capacity of the municipality in allocating land for housing development to the developers (Massoi and Norman, 2010).

All the above show inadequacies in mechanisms that not only serve for effectiveness and efficiency in the dynamics of land for urban housing, but also the enhancement of accountability in the processes, procedures, and in all dynamics in general. Findings in the study show to agree with the study by Kamuzora, Ngido, and Mutasingwa (2009) as seen in section 2.5.4 of this work, who also reveal that putting proper mechanisms in place will curb loopholes for ineffectiveness, inefficiency, unethical behaviours and corruption all of which are wrapped in poor accountability.

Study's recommendations centred on the policy makers. First, it was recommended that are to consider the need for institutions to be reformed to take into account the rapid population dynamics within the society. And second, municipalities need to be

empowered with both technical and financial capacity to facilitate in provision of effective services of providing land for housing (Massoi and Norman, 2010). This study by Massoi and Norman (2010) shows the connectedness of accountability with the proper mechanisms that enhance it being in place. Not only will proper mechanisms enhance effectiveness and efficiency, but also accountability which is crucial in curbing loopholes for corruption and all other unethical behaviours and practices. What can be picked up for this study is the importance of accountability with its connectedness with proper mechanisms, and as well its connectedness with the public services delivery, hence the urban land service delivery which is the context for this research. Also, from this study an objective is drawn on how the government mechanisms in place enhance accountability in urban land services delivery for sustainable development, as a specific research objective dealt with in this study.

#### **2.5.4 Study on Ethical Issues in Urban Land Administration in Tanzania**

The study by Kamuzora, *et al.* (2009) titled “Ethical Issues in Urban Land Administration in Tanzania” was about ethics in the provision of services by the urban land administration and focused on the services that were related to land surveying and allocation of plots in urban areas, valuation of properties, issuing of title deeds and transfer of ownership. The objective of the study was to investigate factors that cause corruption and how to curb it in urban land administration in Tanzania.

The study dealt with three broad themes that are related to corruption in urban land administration in Tanzania. First, the study attempted to identify factors leading to

corruption in urban land administration. Second, the study identified effects of corruption within the area of urban land administration. Third, the study extracted views of the respondents on how well corruption can be prevented and combated in the area of urban land administration. Furthermore, the study also analysed the measures for corruption prevention from all categories of the respondents (Kamuzora, *et al.*, 2009).

The study used a combination of qualitative and quantitative approaches in the collection and analysis of data, with qualitative method providing the description of the corruption phenomenon and the quantitative method providing the quantity of the phenomenon. The findings of the study include: First, findings showed that the majority of the respondents lacked knowledge about the service delivery procedures. The majority of the respondents showed not to have knowledge on procedures followed during plot allocation; procedures during property valuation; procedures for obtaining a title deed; and procedures in transferring of property ownership. Such lack of knowledge would create loopholes of corruption; and creating loopholes for people to be deprived of their rights (Kamuzora, *et al.*, 2009).

Second, as for the time involved in service delivery, findings from the study showed that the time taken to process application and the time taken to obtain title deeds were not well known by the majority of the beneficiaries. The time taken was said to be erratic and causing impatience among the beneficiaries. This situation was seen to create doubt and corruption and the respondents saw this as a way of creating a loophole for making money on the part of the land department staff (Kamuzora, *et al.*, 2009).

Third, the majority of the respondents' perception was that procedures in land administration were likely to invoke corruption, and that corruption was taking place during the process of plot allocation or delivery, surveying, valuation of properties, issuing of letters of offer and title deeds, and during transfer of ownership (Kamuzora, *et al.*, 2009). Fourth, findings from the study by respondents from the land department showed that the loopholes used by the staff to ask for bribes from the beneficiaries include: a limited bank of surveyed land; low staff salaries and poor working conditions; shortage of equipment and inadequate resources allocation to the land department; pressure from the beneficiaries enticing staff to take bribes from them; unethical behaviours among workers in land department; and heavy workload and unequal power relations among the workers (Kamuzora, *et al.*, 2009).

Fifth, findings the study showed the several ways the staff used the loopholes mentioned by the beneficiaries to ask for bribes from beneficiaries as: Taking advantage of processing applications and selection of successful applicants; Plot selection and taking advantage of shortage of equipment in delivering the plot to the owner; Lack of transparency in determining value of property and in showing actual size of plot; Cheating during valuation process; and Unnecessary delays in preparation of title deeds and long bureaucratic procedures in signing of title deeds.

Sixth, findings from the study revealed the main reasons for the staff in land department to involve themselves in corruption as: Low salaries and poor working environment; Shortage of equipment and inadequate resource allocation; Unethical behaviours among staff; Pressure from beneficiaries enticing staff to take bribe; and

Limited surveyed plots (Kamuzora, *et al.*, 2009). Seventh, findings from the study revealed the effects of corruption on urban land administration as including: Deterioration of government's legitimacy; Increase in poverty levels; Loss of citizen's rights; Increase in land related conflicts; Increase of squatter areas; Loss of government revenues; Increase of the value of plots unnecessarily; and Acquisition of plots by foreigners.

Eighth, findings from the study revealed the measures taken to prevent and combat corruption in the town-planning departments as: The creation of surveyed land banks through special projects; Sensitizing the public about the importance of town planning; The councils to advertise the available plots after making the survey of the areas acquired to the public through various means such as newspapers, radios, television and postings in various notice boards (Kamuzora, *et al.*, 2009).

Ninth, the findings from the study showed the recommendations for measures for corruption prevention in town-planning made by the respondents as including: The government should increase projects on surveyed plots; Provision of equitable resources and modern instruments; Citizens should be sensitized and participate during land acquisition; Educate people about their land rights; Take disciplinary actions against corrupt workers; Transparency and openness in service provision processes; Frequent transfers of civil servants in town-planning department; Government should improve salaries and working conditions; Decentralization of powers of the commissioner of lands; and Leaders should refrain from corrupt practices (Kamuzora, *et al.*, 2009).

In essence, Kamuzora, *et al.*, (2009) reveal how poor accountability culture, transparency, lack of knowledge of the public in matters of urban land, and poor mechanisms for enhancing accountability were leading to corruption and other unethical behaviours and practices, thus jeopardizing the delivery of land services. Their findings are in agreement with the studies by Ejere (2010) as seen in section 2.5.1; Ssonko (2010) in section 2.5.2; and Massoi and Norman (2010) in section 2.5.3 of this work.

Recommendations from the study include: First, the policy makers should intervene in educating the public about the services available at town planning department and the proper procedures to be followed by the land beneficiaries in order for the department to provide services fairly and as well curb the loophole of corruption. Second, is to educate the public about their rights. Third, disciplinary actions should be taken against corrupt land department staff. Fourth, councils in collaboration with the Ministry of Lands and Human Settlements should increase the pace of residential surveyed plots in Tanzania. Fifth, policy makers should increase the quantity of the required equipment and improve the quality of the available equipment. Sixth, the government should improve the salaries and the working conditions of the workers to help them not work in poor conditions and being lowly paid. Seventh, there should be the political will on the part of policy makers to address corruption. The government should ensure that corrupt leadership refrains from corruption and support anti-corruption initiatives.

Finally, policy makers should see that sensitization and people's participation in the land acquisition process is of great importance (Kamuzora, *et al.*, 2009). This study

by Kamuzora, *et al.*, (2009), shows the connectedness of accountability with the delivery of urban land services through ethical behaviours, practices, and proper mechanisms that enhance them being in place. What can be picked up for this study is the importance of accountability with its connectedness with the public services delivery characterized by ethical behaviour and practices and proper mechanisms being in place.

However, from this study the general objective is drawn for this research on investigating how accountability influences the urban land services delivery for sustainable urban development, and other specific objectives that include: establishing the perceptions on accountability in the land services delivery in Mwanza city; determining how the accountability of the government land officials affect the urban land service delivery for sustainable urban development, and to assess how the government mechanisms in place enhance accountability in urban land services delivery for sustainable development. In brief, the literatures covered in section 2.5 have not addressed the general question as to how accountability influence the urban land services delivery for sustainable urban development, and this is basically the gap and the general question that this research sought to answer.

## **2.6 Research Gap**

There have been a number of valuable studies on accountability, public services delivery, and sustainable development, such as those indicated in sections 2.2, 2.3, 2.4, and 2.5. The literature covered has shown the importance of accountability in the public-sector management including the delivery of services, however it shows to miss the specific knowledge framework on accountability in public organizations

that captures the elements of public services specifically on urban land service delivery. There exists a knowledge gap on how accountability influences the urban land services delivery for the achievement of sustainable development which this research seeks to fill.

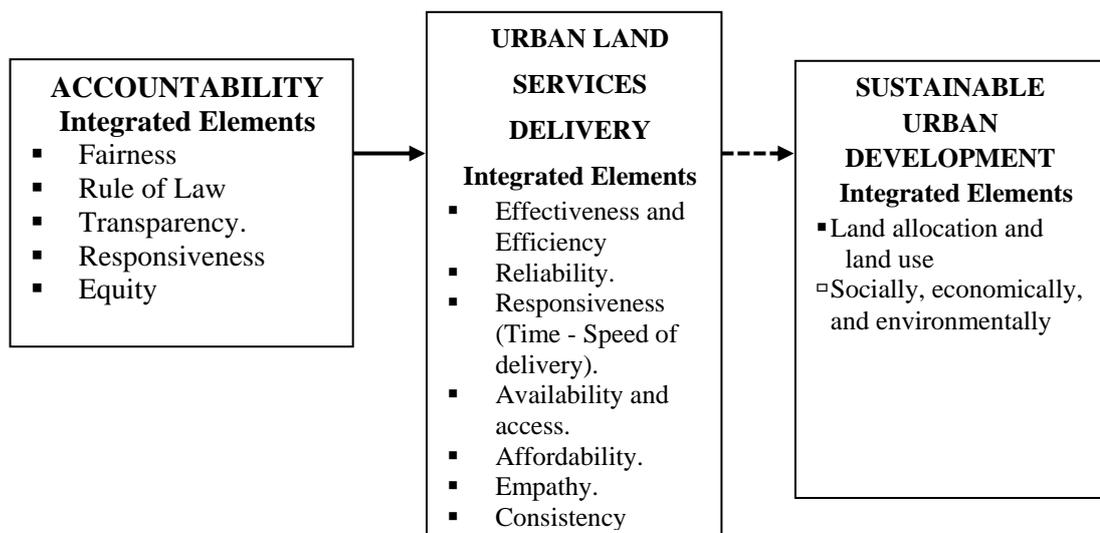
## **2.7 The Conceptual Framework for the Research**

The discussion of the theories in sections 2.4, together with the discussions in sections 2.2 and 2.3, do provide insights on accountability, public services delivery and sustainable development. However, they do not provide a broad understanding of the linking of accountability and quality of public service delivery such as land service delivery for the achievement of sustainable development. Therefore, a more general synthesis conceptual framework has been developed and will be examined for its appropriateness for this research problem. This framework serves as a prior theory as well as a guideline to provide the researcher with an indication of what to include in the research, how to perform the research, and what types of inferences are probable based on the data collected (William, 2007).

Various studies such as those by Alberto (2013); Coats and Passmore (2008); Christensen (2012); Grant et al (2014); Greve (2015); Hartley et al (2015); Kavanagh (2014); Lewis et al (2015); Meynhardt (2013); Moore (2013); Morita and Zaelke (2011); O'Flynn (2007); Osborne (2006; 2010); Page et al (2015); Patapas et al, (2014); Robinson (2015); Runya et al, (2015); Sami et al (2016); Sandu and Haines (2014); Shaw (2013); Todorut and Tselentis (2015); Turrell (2014); Vantha (2015); and Witesman (2016), have identified several variables relating to: Accountability, with the integrated elements that include Fairness, Rule of Law,

Transparency, Responsiveness, and Equity. From the literature reviewed, the urban land services delivery is taken to constitute the integrated elements that include: Effectiveness and Efficiency, Reliability, Responsiveness (Time – speed of delivery), Availability and Access, Affordability, Empathy, and Consistency, in exploring and assessing on how it meets the needs and expectations of the public and urban land players, from the perspective on how it is influenced by accountability. All these variables have been incorporated in the conceptual framework.

Figure 2.1 illustrates the elements of the proposed synthesis conceptual framework developed from review of studies, which is as well the rationale or base for conducting this research (Radhakrishna, *et al.*, 2007). The figure provides a conceptual framework of the interlinkage of parameters so as to capture accountability and connectedness to urban land service delivery for sustainable urban development. The conceptual framework which served as the guide to this study is shown in Figure 2.1.



**Figure 2.1: The Conceptual Framework for the Research**

**Source:** Researcher (2018)

Accountability is considered to be central in the conceptual framework as the independent variable. The dependent variable is the urban land services delivery for achieving sustainable urban development. The independent variable in this study, namely accountability is an antecedent condition that is presumed to affect the dependent variable, namely urban land services delivery for the achievement of sustainable urban development. Moreover, since qualitative analysis considers the multiple realities and perspectives of individuals relating to accountability and land service delivery, it then as well looks at multiple variables, often in the same study as is the case in this research (Siegle, 2014).

The dotted arrow in the conceptual framework that connects urban land services delivery and sustainable urban development means the urban land services delivery leads to sustainable urban development. The conceptual framework assumes that accountability influences the land service delivery which in turn leads to the achievement of the sustainable development. The question then explored in this study is “how accountability influences the urban land service delivery for sustainable urban development” in Mwanza city, Tanzania.

### **2.7.1 The Key and Integrated Elements in the Conceptual Framework**

The key elements in the conceptual framework include: Accountability as the independent variable, with integrated elements that include: fairness, rule of law, transparency, responsiveness, and equity. These are as derived and discussed in sections 2.2, 2.3, and 2.4. The urban land services delivery as the dependent variable with the integrated elements that include: effectiveness and efficiency, reliability, responsiveness (time - speed of delivery), availability and access, affordability,

empathy, and consistency. These are as derived and discussed in sections 2.2, 2.3, and 2.4. As for sustainable development the integrated elements are land use and land allocation with the perspective on the social, economic, and environmental aspects. These are as well derived and discussed in sections 2.2, 2.3, and 2.4. The key and integrated elements in the conceptual framework which did guide the research are presented in the next section.

#### **2.7.1.1 Accountability**

The conceptual framework seeks to address as to how accountability influences the urban land services delivery for the achievement of sustainable development. Accountability mechanisms should be in place to act as a means of assessing the land services the government produces for the people. Accountability should be seen as a tool for delivering land services effectively and efficiently (Shah, 2007). The following integrated elements (factors) were considered under the aspect of accountability.

##### **2.7.1.1.1 Fairness**

Fairness is all about government land officials making decisions and acting in a fair and equitable manner, without bias, prejudice, or favouritism, taking into account only the merits of the matter, and respecting the rights of the affected stakeholders (Sheng, 2012).

##### **2.7.1.1.2 Rule of Law**

It is asserted that accountability cannot be enforced without the rule of law. There should be in place a fair legal framework that governs and enhances the exercise of

accountability. Rule of law is considered as a mechanism for enforcing accountability, and provides answerability as well (Sheng, 2012).

#### **2.7.1.1.3 Transparency**

Accountability cannot be enforced without transparency which essentially means being open and disclosing one's actions. There should be in place mechanisms, policies, and strategies that facilitate the provision of enough land information in an easily understandable form. Land information should be freely available and directly accessible to the stakeholders (Ssonko, 2010; Sheng, 2012). Reliable, relevant and timely information about land should be available to the public (Tunde and Omobolaji, 2009). Lack of transparency as a crucial element of accountability, and commitment in making services work for the people may result into problems of poor service delivery (Naz, 2009). It is asserted that lack of transparency creates an environment for corruption and undermines the business environment (Burns and Dalrymple, 2008).

#### **2.7.1.1.4 Responsiveness**

Responsiveness relates to have quickly personnel response to customer needs or requests. In this research, the land officials should serve the legitimate interests and needs of the public and land players as far as land services are concerned, in a timely manner, with care, respect, and courtesy. The institution and the processes to serve all land players and the public within a reasonable time frame (Sheng, 2012). Organizations are said to be responsive if they meet the needs of the population they are serving. Organizations should be able to meet the needs and expectations of the people they serve to their satisfaction (Koppel, 2005). Organizations should develop

complaint and response mechanisms in which the public and the players are enabled to file complaints on issues of non-compliance or against decision and action, and ensure that such complaints are properly received and acted upon (Bovens, 2010).

#### **2.7.1.1.5 Equity**

Equity presumes that the public and land players have a stake in land, and that people have opportunities to improve or maintain their well-being through the land services provided (Sheng, 2012). It is the need to provide services to all citizens or equal access to those who require the specific services required (Naz, 2009). Land administration and management systems ought to be responsible for providing access to land for all. They are there to provide accessible and equitable systems which will facilitate assistance in alleviation of poverty and achievement of sustainable development (Burns and Dalrymple, 2008).

#### **2.7.1.2 Urban Land Services Delivery**

The conceptual framework for this research seeks as well to address how the urban land services are a key factor to the achievement of sustainable development. The public services ought to produce results that meet the land needs and expectations of the public (Sheng, 2012). The following integrated elements (factors) were considered under the aspect of the urban land services delivery.

##### **2.7.1.2.1 Effectiveness and Efficiency**

The concept of effectiveness and efficiency covers also the sustainable use of natural resources such as land and the protection of the environment (Sheng, 2012). It is asserted that efficiency and effectiveness of the public service are two commonly

used terms that are often misunderstood. Efficiency is essentially about “doing things right” whilst effectiveness is about “doing the right things” (Bell, 2007).

#### **2.7.1.2.2 Reliability**

Reliability is considered as the ability to perform the Promised Land services dependably and accurately. The land services offered should prove reliability in its delivery process (Sachdev and Verma, 2004).

#### **2.7.1.2.3 Responsiveness (Time - Speed of delivery)**

Responsiveness relates to a reasonable amount of time a customer has to wait for the service. There should be mechanisms in place in land service process that are aimed at curbing unnecessary delays especially those caused by unethical behaviours and practices (Sachdev and Verma, 2004). This requires the local government officials to serve the legitimate interests and needs in a timely manner, with care, respect, and courtesy. There should be the willingness to help customers and prompt service. There should be as well the promptness in resolving complaints (Whitton, 2001; Sachdev and Verma, 2004).

#### **2.7.1.2.4 Availability and Access**

It is paramount that land should be made available and accessible to lawful owners in such way that it reflects quality land services. It is asserted that land access should be seen as a strategic prerequisite for the provision of adequate shelter and other productive purposes and for the development of sustainable human settlements affecting urban areas and sustainable development (Sachdev and Verma, 2004; Dorasamy, 2010). There should be in place mechanisms and systems that facilitate

access to land for all. Accessible and equitable systems will assist in the alleviation of poverty and in the achievement of sustainable development (Burns and Dalrymple, 2008).

#### **2.7.1.2.5 Affordability**

The land services provided are to be made reasonably affordable to cater for all. The authorities should be considerate to the different types of land players and the public and make land affordable in order to enhance the achievement of sustainable development (Sachdev and Verma, 2004; Geetika, 2010).

#### **2.7.1.2.6 Empathy**

Empathy relates to putting one in customer's shoes or perspective. Thus, the public authorities should provide to the people caring and individualised attention (Sachdev and Verma, 2004).

#### **2.7.1.2.7 Consistency**

Consistency relates to the degree to which the land services are the same each time. That people should experience consistency in the land services provided by the land authorities (Sachdev and Verma, 2004; Yarimoglu, 2014).

### **2.7.1.3 Sustainable Urban Development**

The conceptual framework seeks to address as to how accountability influences urban land services delivery for the achievement of sustainable development. As far as land and urban sustainable development are concerned, land allocation and use with the perspectives on the social, economic, and environmental aspects will be

looked upon. Sustainable growth and development also depends on how the land resource is secured, allocated (distributed), used, and managed. Therefore, as to how should the land authorities cater for land use and allocation for sustainable development is an important matter to be dealt with (Zwan, 2012). In view of the addressed key and integrated elements in this research, the conceptual framework for this research assumes that accountability do influence significantly the urban land service delivery for the achievement of sustainable development. The developed conceptual framework acted as a basis and a guide for carrying out the study on investigating how accountability influences the of urban land services delivery for sustainable development.

## **2.8 Summary**

This section gives a summary of chapter two. There have been a number of valuable studies on accountability, public services delivery, and sustainable development, such as those in sections 2.2, 2.3, 2.4, and 2.5. On reviewing the literature, there exists a knowledge gap on how accountability influences the urban land services delivery for the achievement of sustainable development which this research sought to fill. Thus, this research developed the conceptual framework of accountability in public organizations that captures the elements of public services specifically on urban land service delivery for the achievement of sustainable development.

To investigate the phenomenon, this research used the exploratory qualitative case study approach with the employment of quantitative techniques to prepare the presented tables and bar charts for reinforcing the findings. Chapter 3 presents the details of the methodology used.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter deals with the research methodology used in this study. To investigate the research problem identified, this study used dominantly the exploratory qualitative case study methodology, based on the assumptions in the interpretivism paradigm, with a component of quantitative techniques in the analysis. The used component of quantitative techniques in the analysis does not present the backbone of the research framework. It is the exploratory qualitative case study that formed the backbone of this research framework. The exploratory qualitative case study was used to investigate as to how accountability influences the urban land services delivery for sustainable development in Mwanza city, Tanzania. The components of quantitative techniques were employed to prepare the presented tables and bar charts in chapter 4 for reinforcing the findings. This chapter also explains why and how an exploratory qualitative case study was best suited for studying the research problem and answering the research questions.

The chapter also presents details of research instruments used to collect data and data analysis. It further presents criteria for judging the quality of research design. Finally, it provides ethical considerations taken into account to ensure quality research effort. Explanations on the research design methodology for this research are as presented in the sections to follow.

#### **3.2 Research Paradigm for this Research**

The researcher for this research adopted the interpretivism paradigm position as a

base for our assumptions. Through this paradigm, an investigation into a deeper understanding of the phenomenon on how accountability influences the urban land service delivery in Mwanza city was done by inquiring the individual experiences, thoughts and feelings existing across the various participants (respondents) as presented in section 3.4.2 and 3.4.3 of this work, and knowledge was gained inductively.

By using interpretivism paradigm, the researcher used rich in-depth interviews and focus groups discussions as presented in section 3.5 of this work, to discover and understand the individuals' experiences and perceptions, and the shared sense and meanings in investigating the influence of accountability on the urban land services delivery for the achievement of sustainable development in Mwanza city. There was close collaboration between the researcher and the participants (respondents) while they (participants) told their stories (Creswell, 2007; Creswell, 2009; Flowers, 2009; Saunders, *et al.*, 2011).

Through this paradigm, as the participants (respondents) told their stories, the researcher was able to understand the subjective experiences and perceptions of those being studied in the researched phenomenon as presented in sections 3.4.2, 3.4.3 and 3.5 of this work; how they think, feel, and act or react in this context of urban land service delivery for sustainable development in Mwanza city. It helped the researcher in illuminating the participants' (respondents') experiences and perceptions through their sharing, in the urban land services in Mwanza city, and therefore helped the researcher to understand the studied phenomenon from their point of view (Creswell, 2007; Creswell, 2009; Flowers, 2009; Saunders, *et al.*

2011). By using this paradigm, data was collected as presented in section 3.5 of this work.

### **3.3 Research (Scientific) Paradigms in Brief**

Although this research used interpretivism, a brief look at the other paradigms is done to show why they were not used. Basically, research paradigms are basic beliefs that represent worldviews that define for their holders the nature of the “world”, the individuals’ places in it and the range of possible relationships to that world and its parts. It is argued that whether consciously or not, every researcher works from some theoretical orientation or paradigm. Moreover, researchers do have their own different worldviews about the nature of knowledge and reality that helps them clarify their theoretical frameworks (Tuli, 2010).

Quantitative approach does have its underpinnings in philosophies such as positivism and post-positivism. Positivism is of the assumption that absolute truth exists and it relies on the observation and measurement of objective reality and knowledge is discovered and verified through direct observations or measurements of phenomena (Flowers, 2009; Krauss, 2005; Roux and Barry, 2009). In post-positivism reality is not rigid and is considered as being multiple. Post-positivism claims a certain level of objectivity rather than absolute objectivity (Crossan, 2011). Both positivism and post-positivism are deductive and use empirical investigation, and are characterized by the testing of hypothesis developed from existing theories through quantified methods. They emphasize the examination of the casual relationships among variables through the analysis of numerical data using statistical procedures (Flowers, 2009; Roux and Barry, 2009). Both positivism and post-

positivism were not used in this research, as it used exploratory qualitative case study that which used interpretivism.

The critical theory paradigm seeks to address social justice issues, especially when considering marginalized or disenfranchised individuals in society. The research basing on this paradigm carries an action agenda for reforming and bringing forth changes (Creswell, 2009). This research was not an action agenda that was aiming at social changes but rather an investigation into the phenomenon as to how accountability influences the urban land services delivery, and therefore it did not use the critical theory, but rather interpretivism. Constructivism is a relativist paradigm in which realities are apprehended in the form of multiple, intangible mental social constructions and which are experientially based. It is hermeneutical and dialectical in approach, in which knowledge is created through interaction among the researcher and the respondents and emphasizes that knowledge is actively constructed by human beings. Truth is based on individuals' perceptions of reality (Maxwell, 2005; Ritchie, 2014; Wong, 2014). However, this research used the interpretivism paradigm.

### **3.3.1 Why Use Interpretivism in this Research**

As pointed out earlier, this research adopted the interpretivism paradigm position as a base for our assumptions, as it facilitates the investigation into a deeper understanding of the phenomenon under study, and knowledge was gained inductively. Interpretivism, the paradigm on which this study based, is built upon the premise of a social construction of reality. It views reality and meaning making as socially constructed and it holds that people make their own sense of social realities.

The paradigm facilitates close collaboration between the researcher and the participant, while enabling the participants to tell their stories and it facilitates the probing for deeper understanding rather than examining surface features. Knowledge is gained through personal experience and inductively. It is in that sense that investigating on how accountability influences the urban land service delivery for sustainable development in Mwanza city needed the use of such a paradigm. (Cohen, Manion, and Morrison, 2007; Creswell, 2009; Saunders, *et al.*, 2011; Tuli, 2010).

This research ventured into inquiring the individual thoughts and feelings existing across the various players in the Mwanza city land services delivery with respect to the influence of accountability to the land services offered (Flowers, 2009). The study did not seek to test pre-existing theory such as through the use of hypothesis and experiments, but instead used the discussed theories in the literature review as a guide for the research work, and it relied on qualitative data, using rich in-depth interviews and focus groups discussions to discover and understand the individuals experiences and perceptions, and the shared sense and meanings on the issue of the influence of accountability on the urban land services delivery for the achievement of sustainable development (Flowers, 2009; Saunders, Lewis, Thornhill, 2011).

The aim of interpretivism which facilitated this research, was to understand the subjective experiences and perceptions of those being studied in the researched phenomenon, how they think, feel, and act or react in their habitual contexts (Creswell, 2007; Flowers, 2009). At its core is an assumption that social actors generate meaningful constructs of the social world in which they operate. It is in this manner that interpretivism was used to illuminate the studied people's everyday life

experiences and perceptions concerning how accountability influences the urban land service delivery in Mwanza city, and hence helped the researcher to understand the phenomenon from the point of view of those being studied (Creswell, 2007; Flowers, 2009; Saunders, *et al.*, 2011). This research sought to understand the phenomenon under investigation through people's experiences and perceptions, their views in relation to the phenomenon, and through meanings constructed by individuals and was best facilitated by interpretivism (Creswell, 2007; Creswell, 2009).

### **3.3.2 The Use of Induction Approach in this Research**

This study used predominantly induction approach as it adopted the interpretive paradigm in carrying out the exploratory qualitative methodology in investigating how accountability influences the urban land service delivery in Mwanza city. Knowledge about how accountability influences the urban land service delivery in Mwanza city was gained inductively through the participants' (as present in section 3.4.2; 3.4.3; and 3.5) experiences, feelings, thoughts, opinions, perceptions, and as they shared sense and meanings on the studied phenomenon, as they told their stories (Creswell, 2007; Creswell, 2009; Flowers, 2009; Saunders, *et al.*, 2011).

In his argument, Blaikie (2007) argues that there is no such thing as 'pure induction' and 'pure deduction'. He argues that deductive researches setting out to test hypotheses will definitely have drawn on a body of theory which have in turn have actually been derived from prior observations. Similarly, Baikie (2007) argues that inductive researchers do not generate and interpret their data with a blank mind. The

kind of data they generate, the questions they ask, and the analytical categories they employ are normally influenced by assumptions deductively derived from previous work in their field.

Thus, the deduction element in this research could be considered in the prior theory from the literature review, the reviewed theories, and the conceptual framework, all of which were dealt with in chapter 2 of this research. Also, together with these, quantitative techniques were used to prepare the presented tables and bar charts which are used in this study to provide statistical information that supports and reinforces the qualitative findings and analysis, but the deduction did not serve as the backbone of the research framework. This research used dominantly the induction approach (Guba and Lincoln, 2005; William, 2007). An understanding of how this research was informed by and built on existing knowledge or ideas that which were obtained through literature review and the conceptual framework, served as an important aid to the qualitative design used. Moreover, reviewing existing literature was of paramount importance to ensure that the research does not replicate what has been done before and that it includes relevant questions that connect with previous research on the research topic (Maxwell, 2005; Ritchie, *et al*, 2014).

For the approach inquiry for this study a two-stage research approach was conducted. The first stage being the pilot study (explanations dealt with in section 3.5.3 of this research report), which as well was considered as being inductive, and the single case study being stage two and considered as being confirmatory or disconfirmatory (explanations are as seen in section 3.8.1 of this research report).

The case study was a confirmatory to the field data based on preliminary concept from the pilot study and prior knowledge of the conceptual framework.

### **3.3.3 The Appropriateness of Qualitative Methodology for this Research**

As pointed out earlier, this study used the exploratory qualitative case study method. Qualitative research was used to produce findings by answering the question “why” people in the studied phenomenon (how accountability influences the urban land services delivery in Mwanza city) were behaving the way they did. It made it possible to explain the human behaviour in the studied phenomenon, and enabled the researcher to understand as to why things are the way they are and why people acted the way they did (Given, 2008; Corbin and Strauss, 2015).

The qualitative research used in this study, being inductive in nature, helped in observing patterns and trends from the particular studied case under investigation and new knowledge was developed during data analysis. Through the investigation done, a unique new knowledge was constructed and could be used to guide the development of knowledge (Wounds, 2009). Indeed, the qualitative research used aimed at describing certain aspects on accountability in urban land service delivery for sustainable development in Tanzania, with the case study of Mwanza city, with a view to explain the subject of study. It was used to serve as a vehicle for studying the empirical world from the perspective of the subject and served as a systematic enquiry concerned with understanding people, their surroundings, and events, as far as accountability in urban land service delivery in Mwanza city is concerned (Barbour, 2014; Silverman, 2005; William, 2007).

The qualitative was used in this study to better understand the phenomenon, namely on how accountability influences the urban land services delivery for sustainable development in Mwanza city, about which little was known and also to gain new perspectives on things about which much was already known. It was used to gain more in-depth information that could have been difficult to convey quantitatively. It was helpful in exploring the studied phenomenon that actually had not been studied before. It attempted to understand such a phenomenon from the perspectives of the actors involved through their experiences and perceptions, rather than explaining it (Barbour, 2014; Corbin and Strauss, 2015; Flick, 2014).

Moreover, the qualitative research approach used involved the engagement between the researcher and the participants. This interaction enabled the researcher to see the world through the eyes of the participants and enabled him to understand at a deeper level the participants' perception related to the phenomena under study (Denzin and Lincoln, 2005; Wounds, 2009). Qualitative research was conducted in the field with the researcher having direct interaction with the people being studied in their context (Denzin and Lincoln, 2005; Mills and Birk, 2014).

The research was done by focusing into seeking to understand how accountability influences the urban land services delivery, in a context-specific setting, namely, land services delivery (Barbour, 2014; Flickr, 2014; Mills and Birk, 2014). Since this research used the qualitative methodology, findings have been reported descriptively using words (Tuli, 2010).

### **3.3.4 The Appropriateness of Exploratory Single Case Study Methodology for this Research**

The exploratory single case study used was effective in helping to understand the studied phenomenon as it allowed the researcher to retain the holistic and meaningful characteristics of real-life events pertaining the studied subject matter (Kohlbacher, 2006). Case studies can be either a single case design or a multiple case design. This study used a single case study. In a multiple case, several cases are examined to understand the similarities and differences between cases (Baxter and Jack, 2008).

The usage of multiple cases is regarded similar to the replication of an experiment or study. That means the conclusions from one case are to be compared and contrasted with the results from the other case or cases. On the basis of replication logic for establishing a theory in the generalisation method, multiple case designs are preferred. Two or more cases are used to support the same theory to claim replication. It is asserted that the greater number of case studies that show replication the greater the rigour with which a theory has been established (Saunders, *et al.*, 2011; Yin, 2008).

However, this research used a single case study for a number of reasons. First, the phenomenon was considered to be an extreme and unique case. Second, this phenomenon was considered as being a critical case, as far as the development processes are concerned. Third, the phenomenon was considered as a revelatory case in the sense that it is the one in which it is the first opportunity to study the phenomenon. It is a set up in which a phenomenon is being explored that which has

never been studied before, or when the case is special in relation to established theory for some reason. It is a setting where the case has something to reveal. The study focused on exploring the phenomenon that seems never to be studied before; hence, most information on the case is appropriate and has some insight to reveal (Saunders, *et al.*, 2011; Yin, 2008). The case had some insights to reveal concerning the link between accountability and the quality of urban land service delivery for sustainable urban development.

The exploratory qualitative case study was used as an approach to support deeper and more detailed investigation of the studied phenomenon that enabled the researcher to answer the “how” and “why” questions, and in a setting in which little was known while investigating the phenomenon, and took into consideration how the phenomenon was influenced by the context within which it was situated (Baxter and Jack, 2008). The issue investigated in this research is a pressing contemporary issue that needs to be addressed. It needed to answer the basic question as to “How accountability does influence the quality of urban land services delivery for sustainable urban development in Mwanza city, Tanzania?” Since little is known about the subject matter, and it needed to answer the “how” question, then it was then appropriate for an exploratory case study approach to be used in this research (Kohlbacher, 2006; Saunders, *et al.*, 2011).

This exploratory case study was done by ensuring that the researcher cannot manipulate the behaviour of those involved in the study (Baxter and Jack, 2008). Furthermore, the researcher was able to deal with many different kinds of evidence, that is, interviews, focus groups, and documents (Yin, 2008). This exploratory case

strategy helped the researcher to focus on the issues that were fundamental to understanding the system being examined. In its true essence, the carried exploratory case study enabled the researcher to explore and investigate the studied contemporary real-life phenomena through detailed contextual analysis of a limited number of events or conditions, and their relationship (Zainal, 2007). Therefore, an exploratory qualitative case study basing on the interpretivism paradigm was used to investigate how accountability influences the quality of urban land services delivery for sustainable urban development in Mwanza city, Tanzania.

### **3.3.5 Limitations and the Strategies Used to Overcome in this Single Case**

#### **Study Research**

The major limitation that this single case study faced is generalisation. Generalisation derives from positivist approach, a paradigm used in quantitative research, in which generalisation is done on the basis of samples. In qualitative research, which was used in this study, generalisation is normally termed as “transferability”. It refers to the degree to which research findings are applicable to other populations or samples. It is about replicating what has been learned from a particular case (Rowley, 2002; Yin, 2008).

The challenge of transferability was overcome in this study by using the strategy of working with a bigger sample. It is argued that the bigger the sample that have been analysed the more general the conclusions can be, and thus the developed new knowledge has a wider applicability. Also, this is as well supported by the idea that since the general lies in the particular, then what is learned in a particular case can be

transferred to similar situations (Mayring, 2007). It is asserted that a small number of participants would severely limit the ability of the researcher to understand the diversity and heterogeneity across individuals or sites of the phenomenon studied and can lead to come up with a model or framework that fits a part of the population (Maxwell, 2005).

Transferability was made possible by having a bigger sample of 152 participants as presented in section 3.4.3 of this work with a sufficient representative of the whole population which is as presented in section 3.4.2 of this work, selected carefully by using the purposive sampling method and the size being determined by reaching the saturation point. Moreover, it is ensured that the report is sufficiently detailed for the leader to be able to judge whether or not the findings apply in similar settings (Maxwell, 2005; Mayring, 2007).

Secondly, what would be considered here also is analytical generalization and not statistical generalization. With analytical generalisation, generalisation is not done to some defined population, but to a theory or new knowledge of the phenomenon being studied, a theory that may have much wider applicability than the particular case studied. In this study, the developed new knowledge can thus be seen to have a wider applicability in the public sector (Mayring, 2007; Yin, 2008).

In brief, the undertaken qualitative study in this research aimed at producing meaningful qualitative evidence that has relevance for wider application beyond the specific sample involved in the research (Ritchie, 2014). Moreover, the findings for

this study were supported and reinforced by the statistical information as presented in the bar charts by employing quantitative techniques (Guba and Lincoln, 2005; William, 2007).

### **3.4 Research Design**

This research was designed depending on: First, the purpose of the inquiry which was to investigate how accountability influences the quality of urban land services delivery for sustainable urban development in Mwanza city. Second, on what information was most useful for the research. Information was needed that led in meeting the research objectives and answer the research questions. Third, on what information was the most credible for the research. The research was carefully conducted to ensure that the most credible information is taken that which will lead into the answer to the inquiry as to how accountability influences the quality of the urban land services delivery for sustainable urban development in Mwanza city, Tanzania (Leedy and Ormrod, 2005; Marezyk, *et al.*, 2005; Saunders, *et al.*, 2011).

#### **3.4.1 Area of the Study**

The research area was the Mwanza city. Mwanza city is located on the southern shores of Lake Victoria in the northwest of Tanzania. Mwanza city is comprised of Nyamagana city council that operates in the Nyamagana district and Ilemela municipal council that operates in the Ilemela district, with a population of 706,453 people according to the 2012 national census (Nyamagana 363,452 and Ilemela 343,001) (Mwanza City Council, 2008; GN 379 / 2010; National Bureau of Statistics - Population and Housing Census, 2012).

Mwanza city was chosen by the researcher as the study area, firstly due to the city experiencing rapid growth in population and urbanization (Wenban-Smith, 2015); secondly, due to the curiosity of wanting to learn more about the phenomenon to be investigated as far as the research problem is concerned; and thirdly, the researcher saw sufficient access to the population and data he was interested in studying as far as the research problem was concerned (Corbin and Strauss, 2015; Sarantakos, 2005).

### **3.4.2 Population of the Study**

The research population as deemed appropriate for the study included:

- i. Residents in un-surveyed or unplanned areas.
- ii. Residents in surveyed areas.
- iii. The commercial, industrial, and the real estate such as the NHC, NSSF, and PPF.
- iv. The Mwanza City (Nyamagana city council and Ilemela municipal council) land officials; the Regional Land Commissioner's office; and the District Land Tribunal.
- v. The public officials that included: Councillors (politicians); and city council officials.

Table 3.1 gives a summary of the population of the study.

**Table 3.1: Population of the Study**

	Category	Population		
		Nyamagana	Ilemela	Total
i	Residents in un-surveyed or unplanned (squatters) areas.	City has about 50,000 housing units. 15,000 are in unplanned area (Mwanza City Council, 2008)	City has about 50,000 housing units. 15,000 are in unplanned area (Mwanza City Council, 2008)	30,000 housing units
ii	Residents in surveyed areas.	City has about 50,000 housing units. 10,000 are in planned area (Mwanza City Council, 2008)	City has about 50,000 housing units. 10,000 are in planned area (Mwanza City Council, 2008)	20,000 housing units
iii	The commercial, industrial, and the real estate such as the NHC, NSSF, and PPF.	Estimated 9; 3 from each category comprising of only those relevant to the topic: the manager; assistant manager; engineer; real estate manager; architecture (Researcher, 2018).	Estimated 6; 2 from each category comprising of only those relevant to the topic: the manager; assistant manager; engineer; real estate manager; architecture (Researcher, 2018).	Estimated 15
iv	The Mwanza City (Nyamagana city and Ilemela municipal councils) land officials; the Regional Land Commissioner's office; and the District Land Tribunal.	42 Land officials in Nyamagana. 5 Officials in the Regional Land Commissioner's office. 5 Officials in the District Land Tribunal (Researcher, 2018).	32 Land officials in Ilemela. (Researcher, 2018).	84 Officials
v	The public officials that included: Councillors (politicians); and city council officials.	20 Officials (Researcher, 2018)	20 Officials (Researcher, 2018)	40 Officials

**Source:** Researcher (2018).

### 3.4.3 Sample Size and Sampling Methods

A sample size of 152 participants was obtained by reaching the saturation point during data collection through sample cases of focus group discussions and individual interviews, with the selection being done by using the purposive sampling method. The saturation point was reached when the incoming data from the focus

groups and the individual interviews did not bring in new information but rather that which was a repetition of what is already there (Barbour, 2014; Flick, 2014; Mills and Birk, 2014). A summary of the sample size through the various sample cases is as presented in Table 3.2.

**Table 3.2: The Sample Cases Examined**

	<b>Cases (Category)</b>	<b>Focus Groups</b>	<b>Individual Interviews</b>
1	The un-surveyed (squatters) residential areas	7 focus groups with a total of 44 participants in all groups altogether.	10 individuals were interviewed.
2	The surveyed residential areas	9 focus groups with a total of 60 participants in all groups altogether.	10 individuals were interviewed.
3	The commercial, industrial, and the real estate	1 Focus group of 6 people.	2 individuals were interviewed.
4	The Mwanza city land officials (Nyamaghana and Ilemela); the Regional Land Commissioner's office; and the District Land Tribunal	2 focus groups with 6 people in each group were done for the city land officials, one group from Nyamaghana and another one from Ilemela.	For the individual interviews, 3 officials from the Regional Land Commissioner's office and the District Land Tribunal were interviewed.
5	The public officials that included: Councillors (Politicians) and city council officials		3 councillors and 2 city council officials were interviewed as individual interviews.
Thus, a sample size totalling 152 participants were involved in this research.			

**Source:** Researcher (2018).

As pointed earlier, the sampling method used in this research was the purposive sampling method. The purposive sampling method, a dominant strategy in qualitative research, was used to select interviewees and the focus groups discussions and was more appropriate in selecting the most informative and knowledgeable samples to answer the research questions as presented in section 1.4 and 1.4.1 of this work. This approach deemed appropriate as samples selected were from wider range of sources so as to involve a bigger number of participants, studied

intensively, and each one was to typically generate a large amount of information. Focus groups of a size of 6 – 8 people in each session and individual interviews from each category of the sample case in the research population as presented in section 3.4.2 of this work, were carried out (Barbour, 2014; Flick, 2014; Mills and Birk, 2014).

The maximum variation sampling, one of the types of the purposeful sampling, which considered taking sources from the various land players, was used in the selection of the interviewees from the population of the study, and as pointed out earlier, the sample size obtained through reaching the saturation point during data collection. This strategy enabled the researcher to capture and describe the central themes or principle outcomes that cut across a great deal of participant variation as can be seen in the population of the study as presented in section 3.4.2 of this work. Such a variation yielded detailed descriptions of the case dealt with and enabled the emerging of common patterns of particular interest and value in capturing the core experiences and central, shared aspects of the case studied (Barbour, 2014; Flick, 2014; Mills and Birk, 2014; Saunders, *et al*, 2011).

Participants in the focus groups and the individual interviews as presented in Table 3.2, were selected by basing on their relevance and relationship to the topic under study and according to the aim of the research. Consideration was given to those that were to give rich information for the in-depth study. Such rich information those which the researcher could learn a great deal about issues of central importance to the purpose of this research. Categories pertaining participants from the residents in

the un-surveyed and the surveyed residential areas respectively, had bigger sample sizes, as seen in Table 3.2, due to the fact that they are the more affected parties with the urban land problems.

### **3.5 Data Sources and Collection Techniques**

This research used two groups of data collection: primary data tools and secondary tools. Moreover, the researcher used predominantly multiple primary data collection tools throughout the two phases. The first phase was pilot case study which is discussed in section 3.5.3 and the second phase was the case study for this research. Thus, the main methods of collecting qualitative data and of which this research adopted to use were:

- i. First, the Focus Groups discussions, as a primary data collection method.
- ii. Second, the In-depth individual interview, as a primary data collection method.
- iii. Third, supplemented by some documents as a secondary data collection method.

These methods are discussed in sections 3.5.1 and 3.5.2. The methods of collecting data in this qualitative research involved direct interaction with individuals on a one to one basis, in a group setting, and review of some documents. The researcher of this research was responsible for the collection of data in terms of conducting the focus group discussions and as the moderator as well, interviewing, noting the verbal languages and gestures of the participants during the focus groups discussions and the interviews to capture well the message conveyed during the narration of their stories and their responses to questions, and collecting the documents for the

documentary review (Wounds, 2009). During the focus groups discussions and the individual interviews, the researcher carefully noted both verbal and nonverbal cues or rather gestures of the participants to get the message of what they were trying to convey. Each focus group session comprised of 6 – 8 people in a single set up (Barbour, 2014; Flick, 2014; Mills and Birk, 2014).

The interviews provided in-depth information pertaining to participants' experiences and viewpoints of the topic researched. With the environment for each discussion facilitating participants not to feel restricted or uncomfortable to share information, participants expressed their experiences, viewpoints, opinions, feelings, and perceptions in freedom and without intimidation (Turner, 2010). This gave in-depth insights on the phenomenon investigated.

### **3.5.1 Secondary Data Collection Methods**

The secondary data collection method used in this case study research design was the documentary review analysis. The secondary data collection was the method to source secondary data through documentary review from some government documents that were made available to the researcher. The documents included: government documents such as land administration and management set ups, land survey documents, guidelines on ethical conduct, the OPRAS forms, and such like others. It was hoped by using a variety of such data sources enabled the researcher to get a broader picture of issues of accountability related to urban land service delivery for sustainable urban development. Documentary analysis in case study provided a means of comparison of views expressed by participants (Wounds, 2009).

### **3.5.2 Primary Data Collection Methods**

The research used two primary data collection methods, namely the focus groups discussions and the individual interviews.

#### **3.5.2.1 Focus Groups Discussions**

The first primary data collection done was the focus groups discussions. Before the take-off the researcher would take a moment in explaining all about the research and it's purpose and all that is needed of the participants. During the focus groups discussions, recordings were done with the consent of the participants with privacy and confidentiality being assured. The participants for the focus group discussions were not typically chosen through rigorous probability sampling method, but rather by purposive sampling as indicated earlier, basing on their relevance and relationship to the topic under study.

The focus group discussion method is recommended to be used in qualitative methodology in order to obtain information about feelings, opinions, perceptions, attitudes, beliefs and insights of small group of people (Kress and Shoffner, 2007). It was used early in the study to gain a rapid understanding and identification of key themes or issues of controversy to follow later in interview (Kainz, *et al*, 2007).As pointed out earlier, each focus group session comprised of 6 – 8 people in a single set up (Barbour, 2014; Flick, 2014; Mills and Birk, 2014).

At the beginning of each session, before the take-off of the discussion, the researcher would take time to elaborate on the topic and make sure that everybody in the group has a clear understanding of the topic, the meanings of the terminologies in the topic

such as accountability, public services delivery hence urban land services delivery, and sustainable development. During the focus groups discussions, rapport was built during the focus groups discussion through trust, respect, and creating a comfortable friendly environment which would make the participants to share their experiences, views, opinions, and perceptions freely and comfortably (DiCicco-Bloom and Crabtree, 2006). The researcher moderated the focus groups discussions; using questions guided by the research questions.

The field procedures and interview proceeds that have been followed in this research are detailed in Appendices I to V. Semi-structured interviews with open ended questions were used, as they are the most widely used interviewing format for qualitative research for both individual interviews and focus groups discussions. It is for this reason that the same interview guide questions as presented in Appendices I to V were used for both individual interviews and focus groups discussions. Room was given to flexibility to raise some open ended questions not in the interview guide on issues that emerged during the interviews and discussions (DiCicco-Bloom and Crabtree, 2006). The Swahili language was used during the interviews and discussions, being the national language and of which most of the Tanzanians are conversant with. Translation into English was later done for the data analysis purposes.

Focus group discussions, a data collection method in the qualitative methodology, deemed appropriate for this research as this study used the exploratory qualitative methodology. Focus group discussions method facilitates the sharing of information, perceptions, and experiences of the various participants thus enabling of the

collection of data that has rich information. It facilitates in gathering evidence and information from various sources within the relevant themes, and thus helps in gaining a rich understanding about the nature of the phenomenon under investigation. It is further asserted that focus groups discussions facilitate a deeper and more detailed investigation for the research (Turner, 2010).

#### **3.5.2.2. Individual Interviews**

Individual interviews were conducted in this research with participants as presented in Table 3.2. During the individual interview, at the very beginning of each session, before the take-off of the discussion, the researcher would take time to elaborate on the topic and make sure that the person has a clear understanding of the topic, the meanings of the terminologies in the topic such as accountability, public services delivery hence urban land services delivery, and sustainable development.

This individual interview used mainly the semi – structured in-depth individual interview. During the interviews, there were times in which unstructured interviews were mixed together with the semi-structured. In the unstructured, a limited number of topics were normally discussed in detail, and interview was conducted in conjunction with the collection of observational data (DiCicco-Bloom and Crabtree, 2006). Normally one or two topics were taken for discussion. Subsequent questions depended on how the interviewee responded to the previous question. Moreover, other questions would emerge from the dialogue between the interviewer and the interviewee(s). Rapport would be built during the interviews through trust, respect, and a comfortable environment that would enable the interviewee to share their personal experiences and attitudes as they actually occurred (DiCicco-Bloom and

Crabtree, 2006). The field procedures and interview proceeds that have been followed in this research are detailed in Appendices I to V.

The study adopted this semi-structured interview because it permits a greater in-depth probing and assists in the provision of important insights into a situation, deep and rich data (Barbour, 2014; Flick, 2014; Mills and Birk, 2014; Yin, 2003). Semi-structured interviews which are sometimes referred to as focused interviews consist of open ended questions based on the topic areas the researcher wants to cover. In this research, it allowed both the researcher and the respondent to discuss some topics in more details (Barbour, 2014; Flick, 2014; Mills and Birk, 2014).

Semi-structured interviews with open ended questions were used, as they are the most widely used interviewing format for qualitative research for both individual interviews and focus groups discussions. It is for this reason that the similar interview guide questions as presented in Appendices I to V were used for both individual interviews and focus groups discussions. Also, room was given to flexibility to raise some open-ended questions not in the interview guide questions on issues that emerged during the interviews and discussions (DiCicco-Bloom and Crabtree, 2006). The Swahili language was used during the interviews and discussions as it is the national language and that most of the Tanzanians are conversant with. However, translation into English was later done for the data analysis purposes.

Individual interviews deemed to be appropriate for this research as it facilitates the sharing of information, perception, and experiences by the individual interviewed in

freedom and without intimidation. It facilitates deeper and more detailed investigation for the research and helps in gaining understanding about the nature of the phenomenon under investigation as the individuals share their perceptions and experiences (Turner, 2010).

Both, the focus group discussions and the interviews were conducted with participants being the stakeholders in Mwanza city (Nyamagana and Ilemela districts) in the land departments, some selected city council officials; residents in the low, medium, and high density areas; residents in the un-surveyed areas; industries; the commercial; the real estate such as PPF Pension Fund and NSSF; and public institutions and officials involved in land management such as the District Land tribunal, Regional Land Commissioner's office, and city councillors (politicians).

### **3.5.3 Pilot Case Study**

The pilot study was taken as an important integral of this research. A sample of a focus group and six individuals interview were taken for the pilot study. In general, the pilot study was conducted to assess the appropriateness of the research methodology. However, it can be articulated that the pilot study in this research was done for mainly two reasons. First, it was undertaken as a small-scale trial run in preparation for the major case study which was undertaken for the research. Second, it was taken as a 'pre-test' or 'trying out' of the research design. The pre-test was done to test the research process and the instruments and hence do improvements that needed to be done, and prepare for the real work. It was done for the sake of testing observation techniques and the design as a whole (Wong, 2014).

One of the major issues detected in the pilot study that needed some adjustments was the misconception of the study. Rather than being seen as an investigation into a phenomenon, some of the participants in the pilot study thought that it was a project on solving the land problems that they were facing. Adjustments were done to make the participants know that it was an investigation into a phenomenon. This helped in reshaping the way the research had to be introduced to the would-be participants by making it known to them clearly prior the focus group discussions and interviews the nature and purpose of study.

The pilot study was as well done to confirm the prior knowledge of the conceptual framework which was used as a guideline in conducting the research. Moreover, it was ensured that the pilot study was complete and was done to offer enough materials to draw enough significant conclusions from. This was done so as to incorporate it with the rest of the case study so as avoid wasting of valuable time and money (Wong, 2014).

### **3.6 Data Analysis**

This section provides a brief description of the technique used in analysing the collected data. The data analysis was done using the qualitative content analysis, and the analysis was done with procedures being aligned to the research questions as presented in section 1.4 and 1.4.1 of this work and the conceptual framework as presented in section 2.7. It is asserted that content analysis is one of the most extensively employed analytical tools which has been used fruitfully in a wide variety of research applications (Saunders, Lewis, Thornhill, 2011; Mills and Birk, 2014), thus being employed as well in this study. Also, a component of quantitative

technique (statistical analysis, using excel) was used in presenting the tables and bar and charts in chapter four.

### **3.6.1 The Unit of Analysis**

The unit of analysis in this study were the themes taken from the research questions and the conceptual framework. The units of analysis did align with the research questions and the conceptual framework. The unit of analysis for this research were: Accountability, with its defined integrated elements that include fairness, rule of law, transparency, responsiveness, and equity, as presented in section 2.7 and Figure 2.1 of this work; urban land service delivery, with its integrated elements that include effectiveness and efficiency, reliability, responsiveness (time – speed of delivery), availability and access, affordability, empathy and consistency, as presented in section 2.7 and Figure 2.1 of this work; and sustainable urban development with its integrated elements that include land allocation and land use, as presented in section 2.7 and Figure 2.1 of this work.

The unit of analysis in the qualitative content analysis refers to the basic unit of text to be classified during the analysis. The qualitative content analysis usually uses individual themes which might be expressed in a single word, a phrase, a sentence, a paragraph, or even an entire document. When using a theme as a unit of analysis, one is actually primarily looking for the expression of an idea (De-Wever, 2006).

### **3.6.2 The Qualitative Content Analysis**

The recorded interviews and focus discussions were later transcribed texts. The notes that the researcher was taking during the interviews and discussions were also

incorporated into the texts. The texts were typed into the computer, with cases such as pauses, hesitations, etc, were represented by a dash (-), and for longer pauses several dashes (----) were used. Noticeable concomitants such as laughter, throat-clearing, anger, etc were indicated in brackets. Other non-verbal features important for interpreting the context especially those noted in the notes, taken during the interviews and discussions were stated in brackets. The unit of analysis as presented in section 3.6.1 above was defined (Bengtsson, 2016; Elo and Kyngas, 2007; Mayring, 2014).

The first stage in the analysis, after the text had been transcribed, was the decontextualization of the data. In this the researcher familiarized himself with the data by reading through the transcribed text, in order to get the sense of what was going on. During this process meaning units that contained some of the insights the researcher needed were identified. They were obtained and written in the text (in the margins) describing the aspects of the content while reading it. The text was read several times in the process of identifying and coding the meaning units. These units were sentences or paragraphs containing aspects that related to each other and were answering the research questions. These units were coded.

The second stage in the analysis was the recontextualization. In this stage, the original transcript was re-read alongside the final list of meaning units. This was done to distinguish each meaningful unit in the original transcript by marking, and the unmarked text which seemed unwanted was left out. The meaning units were then condensed, by reducing the number of words without losing the content of the unit. The third stage was categorisation. In this stage, the coded condensed meaning

units were put into categories. In this stage categories and themes were identified. The fourth stage was the compilation. In this stage, the researcher presented a summary of the categories and themes to give an overview of the results. The researcher worked through the categories and themes working out the interpretation. As a final check, the researcher had to check how the new findings corresponded to the literature and to see whether the results were reasonable and logic (Bengtsson, 2016; Elo and Kyngas, 2007; Mayring 2014).

Hsieh and Shannon (2005) define qualitative content analysis as a research method for the subjective interpretation of the content of text through the systematic classification process of coding and identifying themes or patterns. This implies that qualitative content analysis is an integrated view of texts and their specific contexts and examines meanings, themes, and patterns that emerge in a particular text. The qualitative content analysis was used to uncover patterns, themes, and categories important to the studied phenomenon on accountability in urban land service delivery in Mwanza city (Zhang and Wildemuth, 2005).

The qualitative content analysis used did involve a process designed to condense raw data into categories or themes based on valid inference and interpretation using inductive reasoning. Themes and categories emerged from the data through the researcher's careful examination and constant comparison. Initial coding started with relevant research findings, and during analysis, the researcher immersed himself in the data and allowed themes to emerge from the data. Analysis was done to validate or extend the conceptual framework (Hsieh and Shannon, 2005).

The content analysis technique involved techniques of pattern matching, linking data to research questions, and explanation building. The content analysis was done by mixing the two levels, mainly: The basic level and the higher level analysis. The basic level of analysis is the descriptive account of the data. It accounts of what was actually said with nothing read into it and nothing assumed about it. The higher level of analysis is interpretive and is concerned with what was meant, inferred, or implied by the respondent. The content analysis process required the researcher to continually revisit the data and review the categories until he ensured that the themes and categories used to summarize and describe the findings were truthful and accurate reflection of the data (Baxter and Jack, 2008). Moreover, replicable and valid inferences were made from data to their context, with the purpose of providing knowledge, new insights, a representation of facts, and a guide to action (Elo and Kyngas, 2007).

Central to qualitative analysis was the category system which was developed right in the material employing a theory-guided procedure. The category system was used to define the aspects which were filtered from the material. In brief, with categories in the centre of analysis, the aspects of text interpretation, following the research questions were put into categories which were carefully founded and revised within the process of analysis, which is also known as feedback loops (Kohlbacher, 2006). The processes of qualitative content analysis are as presented in Appendix VI.

### **3.7 Ethical Considerations**

With this study involving human participation, with the participants as mentioned in section 3.4.3 and Table 3.2, ethics was considered as an extremely important issue in

the research. The fact that the qualitative research was used as a means of exploring and capturing people's subjective experiences, perceptions, meanings, views, and opinions, this then resulted into ethical challenges for both the participants as presented in section 3.4.3 and Table 3.2 and the researcher. It therefore became crucial for ethical issues to be put into consideration in the research in order to protect participating individuals and ultimately the quality of the data obtained (Aluwihare-Samaranayake, 2012). Several ethical issues were considered in the course of this study.

First, ethical consideration was done by developing trust and respect between the participants as presented in section 3.4.3 and Table 3.2 and the researcher. There was the oral consent between the two parties, namely the researcher and the participants as presented in section 3.4.3 and Table 3.2, for the participants to be treated ethically and the results to be used in an ethical manner. Participants were made fully aware by the researcher of what they were getting into so that they would give an informed consent prior to participation. They would be informed of the nature of the study and the purpose prior to participation so that they could choose whether or not to participate. Moreover, the researcher provided an environment of rapport and friendship that was trustworthy to facilitate the sharing of credible, reliable, true, and trustworthy information (Aluwihare-Samaranayake, 2012; Roth, 2005; Williamson, 2007).

The second aspect in consideration was the importance of the protection of the participants as presented in section 3.4.3 and Table 3.2 of this work. The research was planned and conducted in a manner that gave the participants the assurance of

not being involved in any situation in which they might be harmed or their jobs are in jeopardy. The participants in the research were assured of their reasonable expectations that they would not be involved in any situation in which they might experience harm (Aluwihare-Samaranayake, 2012; Roth, 2005; Williamson, 2007).

Moreover, the participants as mentioned in section 3.4.3 and Table 3.2 of this work, were assured of privacy and anonymity. Permission was asked to do recording during the focus group discussions. Individual participants in the research study were assured of their privacy being guaranteed, not identifying information about the individual by revealing it in written or other communication. Any individual or group participating in the study were assured of their reasonable expectations that their identity won't be revealed, and that privacy and anonymity was maintained altogether (Aluwihare-Samaranayake, 2012; Roth, 2005; Williamson, 2007).

Protection was also exercised through confidentiality. The information provided to the researcher is treated in a confidential manner. All participants as presented in section 3.4.3 and Table 3.2 of this work are entitled to expect that all the information they provided to the researcher will not be given to anyone else. It is the researcher's responsibility to keep the learned information confidential. More sensitivity is given to the information that was obtained from all who might be in a vulnerable position (Aluwihare-Samaranayake, 2012; Roth, 2005; Williamson, 2007). Confidentiality was exercised among focus group members as each would hear what others were saying. The researcher was committed to do everything possible to maintain the confidentiality and anonymity of participants in research. This includes not disclosing whoever has taken part and not reporting what they said in ways that

could identify them or be attributed to them (Ritchie, 2014).

Finally, in ethical considerations, ethics were not treated as something that could be added as an afterthought to the research activities. Thus, ethical considerations were incorporated in the entire research design of this study. The researcher by adopting the above ethical strategies, the interviews and focus group discussions were not only agreeable to giving their valuable time but also disclosed confidential information relevant to the research without objections. This approach undoubtedly enhanced the quality of the research effort in data collection phase, without which it would not have been possible (Ritchie, 2014).

### **3.8 Data Trustworthiness**

Trustworthiness in this qualitative research carries the concepts of credibility, transferability, dependability, and conformability in yielding credible research results. To enhance trustworthiness in this research, it was ensured that the research questions as presented in section 1.4 and 1.4.1 of this work were clearly articulated with the case study design being appropriate for the research questions. It was also ensured that the purposeful sampling appropriate for the study was applied, data were collected and managed systematically, and that data was analysed correctly (Baxter and Jack, 2008; Russell *et al.*, 2005).

To address trustworthiness in this study, and hence maintaining truthfulness and credibility of the research results, the researcher used four approaches. First, the researcher used the member checking process of verifying information with the target group. This allowed the stakeholder or participant the chance to correct errors

of fact or errors of interpretation. The member checks were done when coding, categorizing, and confirming results with participants (Simon, 2011; Wong, 2014).

Second, the researcher ensured that the number of participants as presented in section 3.4.3 and Table 3.2 of this work in the study reached a point of sufficiency, which was achieved by selecting a representative number of participants that are typical of demographics such as experience, social status, or who have experienced a phenomenon or treatment. Participants were selected who best represent or have knowledge of the research topic, thus producing sufficient data that accounts for all aspects of the phenomenon (Simon, 2011; Wong, 2014).

Third, the on-going process of categorizing during the data analysis process in the content analysis ensured that theoretical saturation was achieved. Categories were well established and validated and that checking interpretations against raw data was done (Simon, 2011; Wong, 2014). Fourth, validity was ensured through triangulation. Rigour was maintained throughout all the procedures taken at different stages of the research process including during data collection and analysis. As for triangulation in this study, the researcher used multiple sources and data collection techniques as presented in sections 3.4 and 3.5 and theories as can be seen in chapter 2 of this research (Al-Busaidi, 2008).

The multiple data sources used were converged in the analysis process rather than handled individually, and each data source was treated as one piece of the “puzzle” with each piece contributing to the researcher’s understanding of the whole phenomenon. This convergence added strength to the findings as the various strands

of the data were braided together to promote a greater understanding of the case. The collection and the comparison of the data were carefully done to enhance data quality based on the principles of idea convergence and confirmation of findings (Baxter and Jack, 2008). Al-Busaidi (2008) points out two main types of triangulation. The first is the analyst triangulation. This is triangulation with multiple analysts, used as a method of verification. Two or more persons independently analyse the same qualitative data and compare their findings (Al-Busaidi, 2008). This research didn't use this type of triangulation.

The second type of triangulation and of which this research made use of, is the triangulation of data collection procedures, the use of various different sources, and the convergence of multiple participants' responses. It did involve as well checking out the consistency of different data sources within the same method (Al-Busaidi, 2008). In this type of triangulation, a comparison of perspectives of people from different points of view was done by the researcher. When both similarities and differences that may emerge from the different sources being compared are given reasonable explanation, it contributes significantly to the credibility of the findings (Al-Busaidi, 2008).

In the data collection procedures and the use of various different sources, triangulation was evident as collection was done in two distinct manners. It was done through individual interviews and focus groups discussions, both of which were conducted using various different sources. The collected data from each of the sources, together with what was collected from the documents, were compiled and found to yield similar results, thus suggesting that the data collection method used

led to convergent rather than disparate findings. Triangulation was also evident in the findings from the multiple participants' findings. The responses from the multiple participants converged on similar concepts, thus leading to saturation of categories and hence helping largely in moving the data analysis forward. The ensuring of avoiding the researcher's bias and the reliance on the participants' data were central in the development of trustworthy results.

### **3.8.1 Data Credibility**

Credibility in this qualitative research was considered to deal with the question on how congruent are the findings with reality. Ensuring credibility was used in this research to establish trustworthiness. In ensuring credibility the researcher for this study employed six approaches. Firstly, the researcher used rigorous techniques and methods for gathering high-quality data that were carefully analysed. The techniques used in data collection, individual interviews, focus groups discussions, and documentary reviews as presented in section 3.5 of this work; together with the content analysis method as presented in section 3.6 of this work have been proven to be appropriate rigorous methods to be used in qualitative researches (Shenton, 2004; Simon, 2011; Wong, 2014).

Secondly, in order to ensure credibility, the researcher developed a prolonged engagement and familiarity between him and the participants in the field in order to get an understanding of the phenomenon and establishing a relationship of trust between the parties. This does create the environment for getting the data information that is credible (Shenton, 2004; Simon, 2011; Wong, 2014).

Thirdly, credibility was ensured by employing three kinds of triangulation. Triangulation was done by methods triangulation in which findings generated by different data collection methods as presented in section 3.5 of this work were checked of their consistency. The focus groups discussions and the individual interviews as presented in section 3.5 of this work formed the major data collection strategies for this research. The documentary review was used as a supplementary data collection method. Another kind of triangulation method used was the triangulation of sources which involved the examining of the consistency of different data sources within the same method. The spectrum of data sources is as shown in Table 3.2 and in section 3.5 of this research. The third triangulation method used was the theory triangulation in which multiple theories as presented in section 2.4 of this work were used in the establishing the frameworks as well as in interpreting the data. All these three kinds of triangulation were used to ensure credibility for this research (Shenton, 2004; Simon, 2011; Wong, 2014).

Fourth, credibility in this research was ensured by ensuring honesty in participants. It was ensured that the data collection sessions involved only those who were genuinely willing to take part and prepared to offer data freely and honestly. Participants as presented in section 3.4.3 and Table 3.2 of this work were encouraged to be frank from the outset of each session with the researcher encouraging honesty (Shenton, 2004; Simon, 2011; Wong, 2014).

Fifth, member checks were used to ensure credibility. Verification of information with the target groups was done to allow the participants the chance to correct errors of facts or errors of interpretation. Checks relating to the accuracy of the data had to

take place “on the spot” in the course and at the end of data collection. Member checking as well involved the verification of the researcher’s emerging theory and inferences as this was formed during the dialogues (Shenton, 2004; Simon, 2011; Wong, 2014). Lastly, credibility was ensured through the credibility of the researcher. The credibility of the researcher was dependent on training and professional information relevant to the phenomenon under study, and in his honesty and un-biasness in the data collection and analysis (Shenton, 2004; Simon, 2011; Wong, 2014).

In brief, as far as credibility is concerned, the elimination or minimizing of contradiction and ambiguity was achieved in this exploratory qualitative case study through proper probing and good in-depth listening skills during the focus group discussions and interviews, and it was enhanced during data analysis stage to establish linkages between the collected data in the form of inferences, explanations and meanings in order to ensure that the drawn conclusions have been systematically explored. The research was undertaken with the researcher striving to avoid obvious conscious or systematic bias and to be neutral as possible in the collection, interpretation and presentation of data (Ritchie, 2014).

### **3.8.2 Data Transferability**

Transferability in this research is concerned with the extent to which the findings of this study can be applied to other situations. That is, transfer ability is concerned with the generalizability of the research findings beyond the scope of the cases to the population (Shenton, 2004). As for transferability, the researcher was responsible for providing data sets and descriptions that are rich enough such that other researchers

will be able to make judgements about the findings' transferability to different settings or contexts. Although the case is unique, it is also taken as an example within a broader group in this case the public sector, and thus allowing the transfer to other cases related to services delivery in the public sector. The selection of the case and the participants as presented in section 3.4.3 and Table 3.2 of this work was done to ensure the achievement of external validity in theory building and analytical generalization, thus, enabling the generalization of findings to some broader theory (Shenton, 2004; Simon, 2011; Richie, 2014; Wong, 2014).

Furthermore, to ensure transferability, sufficient thick information of the phenomenon under investigation was provided to allow the readers to have a proper understanding of it. This enables the readers to compare the instances of the phenomenon described in the research report with those that they have seen emerge in their situations. The investigator (researcher) ensured the provision of sufficient contextual information about the phenomenon to enable the reader to relate the findings to their own positions, in other words making a transfer (Shenton, 2004; Simon, 2011; Wong, 2014).

### **3.9 Data Reliability**

To address reliability in this study, the researcher used four approaches. First, the member checking process of verifying information with the target group was used. A representation of twelve participants from those involved in the research as presented in section 3.4.3 and Table 3.2 were given the chance to correct errors of fact or errors of interpretation (Simon, 2011; Wong, 2014).

Second, it was ensured that the number of participants as presented in section 3.4.3 and Table 3.2 of this work, in the study reached a point of sufficiency through selecting a representative number of participants that are typical of demographics such as experience, social status, or who have experienced a phenomenon or treatment (Simon, 2011; Wong, 2014). Third, was achieving theoretical saturation through the on-going process of categorizing during the data analysis process in the content analysis. It was ensured that categories are well established and validated. Moreover, collecting data and analysing were done concurrently in order to attain reliability and validity (Simon, 2011; Wong, 2014).

Fourth, reliability was achieved through the use of overlapping data collection techniques such as the individual interviews and focus groups discussions as presented in section 3.5 of this work (Shenton, 2004). Reliability was ensured by avoiding interview and focus group discussions bias through the engagement of someone to assist in conducting the interviews and the focus group discussions, and as well as cross-checking all findings during the data analysis stage (Simon, 2011; Wong, 2014).

### **3.9.1 Confirmability**

The final criterion for establishing the quality in this case study design is confirmability. Confirmability was determined by checking the internal coherence of the data, the findings, the interpretations, and the recommendations, all of which are known as research products. The researcher ensured as far as possible that the research findings are the result of the experiences and ideas of the participants, rather than the characteristics and preferences of the researcher (Shenton, 2004; Simon,

2011; Wong, 2014). The concept of confirmability is asserted to be the qualitative researcher's comparable concern to objectivity (Shenton, 2004).

Furthermore, the detailed or in-depth methodological description is presented that enables the reader to determine how far the data and constructs emerging from it may be accepted. That is, an in-depth methodological description that allows integrity of research results to be scrutinized (Shenton, 2004; Simon, 2011; Wong, 2014). In brief, this section argues that trustworthiness with the aspects of credibility, reliability, transferability and conformability were used in this study. In particular, this section details how this research achieved quality through sound research design, data collection, and data analysis and thesis writing.

### **3.10 Summary**

In brief, this chapter justified the research methodology adopted by the researcher to conduct this research. The exploratory qualitative case study methodology was the most suitable method to conduct the study. The research objective to investigate how accountability influence urban land services delivery for sustainable urban development in Mwanza city, Tanzania, and the nature of the research questions for this study led to the chosen methodology. The findings obtained in the study by using the chosen methodology in order to achieve the purpose for the research are as presented in chapter 4 that follows.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS**

#### **4.1 Overview**

This chapter presents the findings obtained in this study, which was conducted using exploratory qualitative case study as the backbone of the research, the analysis and discussion. Also, a component of quantitative techniques (statistical analysis, using excel) was employed to prepare the presented tables and bar charts in this chapter in order to reinforce the findings.

#### **4.2 Background Information of the Case**

The increasing incidences of land conflicts and problems in Tanzania emanating from matters relating to accountability in the land service delivery, and which tend to impede the efforts to achieve sustainable development gave rise for this research to be undertaken. Moreover, how accountability in public organizations have influenced the urban land services delivery and how they lead to sustainable development has not been researched, thus giving rise as well to this research to be undertaken.

With the case study being the Mwanza city, focus was on the Urban Planning, Natural Resources and Tourism Department of both Nyamagana and Ilemela districts that make up the Mwanza city. The department consists of five sections which include: Town Planning and Research; Survey and Mapping; Valuation; Land Administration; and Natural Resource and Tourism. However, focus was not on the Natural Resource and Tourism section as it doesn't deal with the land matters dealt with in this research. Focus was on Town Planning and Research; Survey and

Mapping; Valuation; and Land Administration as these sections deal with the urban land delivery services and have been seen to be involved with the land conflicts and problems emanating from matters relating to accountability.

This mainly exploratory qualitative case study sought to answer the main question which was to investigate how accountability influences the urban land services delivery for sustainable urban development in Tanzania, with Mwanza city being the case study. Together with this main question were the specific questions that included: What are the perceptions on accountability in the land services delivery in Mwanza city? How does the accountability of the government land officials affect the urban land service delivery for sustainable urban development? And, how do the government mechanisms in place enhance accountability in urban land services delivery for sustainable urban development in Mwanza city?

### **4.3 The Findings**

The collected data was qualitatively analysed using the content analysis technique relevant to the study, which involved pattern matching, linking the data to the research questions, and building explanation from the outcomes according to the obtained main themes. Details for the content analysis are as presented in section 3.6.2, and in Appendix VI of this thesis. As for the demographic data, consideration was taken on education that included: Primary, Secondary, and Tertiary levels; and the demographic that included: Low, Middle, and Higher-Income Earners. In the African context, hence Tanzania, the middle-class people are those spending US\$2 to US\$20 per day, and this was what was considered in this study (Ncube, *et al.*, 2011; Chimhanzi and Gounden, 2012; Kingombe, 2014). A summary of the

demographic data of the participants is as shown in Table 4.1 and Table 4.2.

The demographic information on the economic status, as to know who belonged to either the low-income earners, or middle-income earners, or the high-income earners was taken during the individual interviews and focus discussion groups. The same was done concerning the demographic information on the education status. A summary of the demographic data is as presented in Table 4.1 and Table 4.2.

**Table 4.1: Number of Respondents (Economic Status)**

High-Income Earners	Middle-Income Earners	Low-Income Earners
18%	53%	29%

**Source:** Researcher (2018)

**Table 4.2: Number of Respondents (Education)**

Tertiary Level	Secondary Level	Primary Level
29%	34%	37%

**Source:** Researcher (2018)

Looking at the economic status of the respondents, the higher-income earners and the middle-income earners altogether made the 71% as it can be seen in Table 4.1, and as for the education status, the tertiary level and the secondary level altogether made the 63% as it can be seen in Table 4.2, which altogether show that the research had the majority of the respondents having an understanding enough to give rich and credible information. Moreover, the data from each of the sources were compiled and found to yield similar results. In brief, responses from the multiple participants converged on similar concepts, thus suggesting that the methods of data collection led to convergent rather than disparate findings. The reliance on the participants' data and the avoiding of the researcher's bias were central in developing trustworthy results.

The findings presented are structured around the research objectives and questions. In this case, the patterns and issues that emerged are thus presented as a response to the research objectives and questions. In general, the participants' perceptions were that accountability underlain by negative personal individual values was inadequate or rather weak in the city land services, and which in turn was hampering the efforts to achieve sustainable development. The findings are as presented in the sections to follow.

#### 4.3.1 Patterns of Data for Research Objective 1

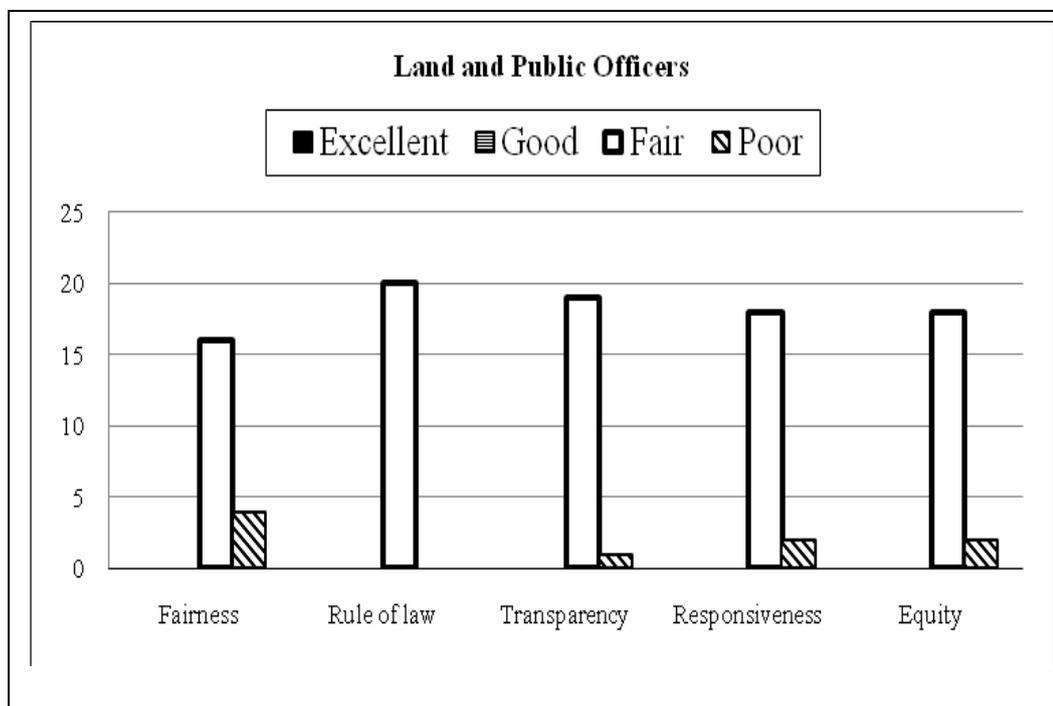
Research Objective 1: To establish the perceptions on accountability in the land services delivery in Mwanza city. Also, with research objective one, the research sought to answer research question one as to: What are the perceptions on accountability in the land services delivery in Mwanza city? The findings according to research objective one and research question one are as presented in Table 4.3, Table 4.4, Figure 4.1, Figure 4.2, Figure 4.3, and Figure 4.4.

**Table 4.3: Participants' Perceptions on Accountability in the Land Services Delivery**

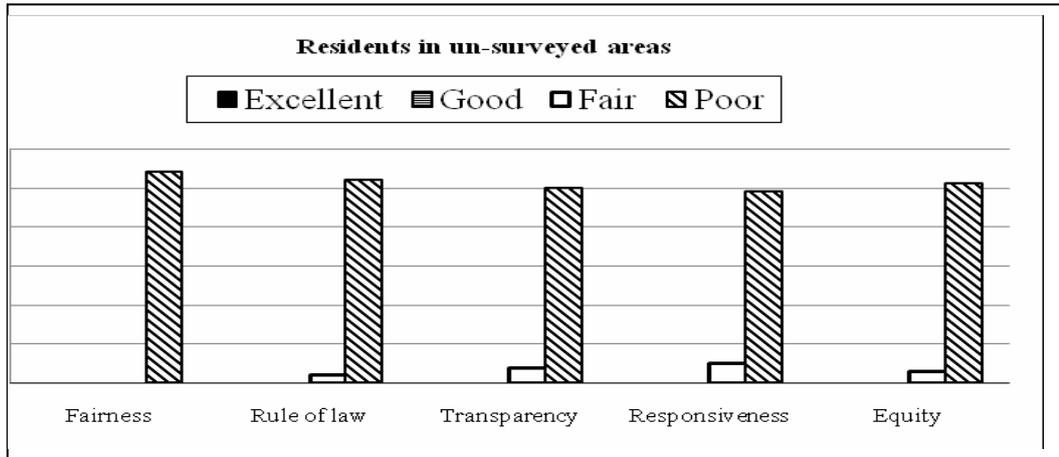
	ACCOUNTABILITY			
	Interviewee			
Factor	Land and Public Officials in Ilemela and Nyamagana in Land Departments, Some Selected Council Officials, and Councillors; The Regional Land Commissioner's Office; District Land Tribunal.	Residents in un-surveyed areas (54 in total)	Residents in the Surveyed areas: Low, Medium and High-Density Plots (70 in total)	The Commercial, Industrial, and Real Estate (8 in total)
Fairness	Moderate	Low	Low	Low
Rule of law	Moderate	Low	Low	Low
Transparency	Moderate	Low	Low	Low
Responsiveness	Moderate	Low	Low	Low
Equity	Moderate	Low	Low	Low

**Source:** Researchers (2018)

The factors in the Table 4.3, namely, fairness, rule of law, transparency, responsiveness, and equity, carry meanings as defined in conceptual framework in section 2.7 of this work. By seeing the urban land services moderate, the participants perceived the services to be reasonably satisfying in meeting the needs and expectations of the land players and the public, whereas the low shows that the participants expressed high dissatisfaction with the land services. Generally, findings as presented in Table 4.3 showed accountability was perceived to be inadequate in the land services delivery in Mwanza city, and that the participants showed not to be satisfied with the land services delivery as far as accountability is concerned. Similar findings are as presented in the Figures 4.1, 4.2, 4.3 and 4.4.

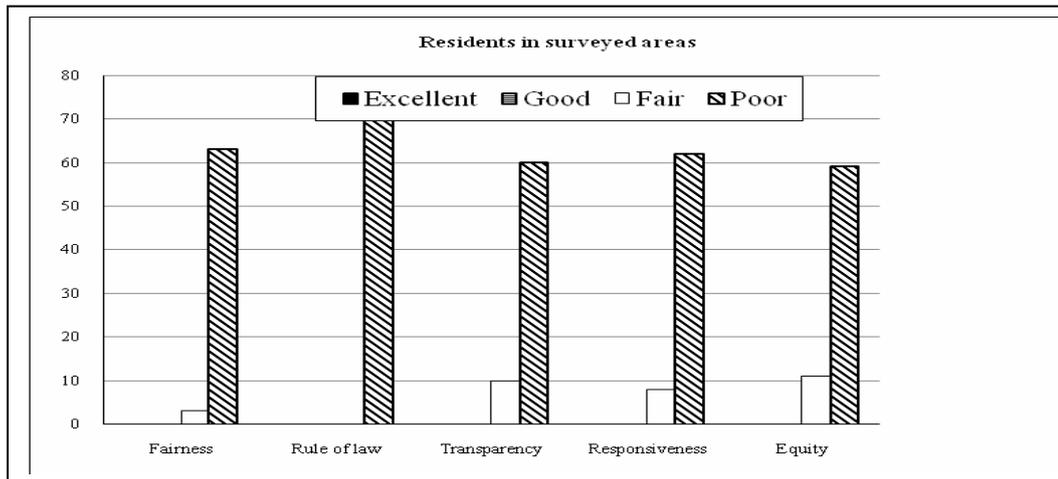


**Figure 4.1: Perceptions on Accountability in the Urban Land Services by Land and Public Officers**  
**Source:** Researcher (2018)



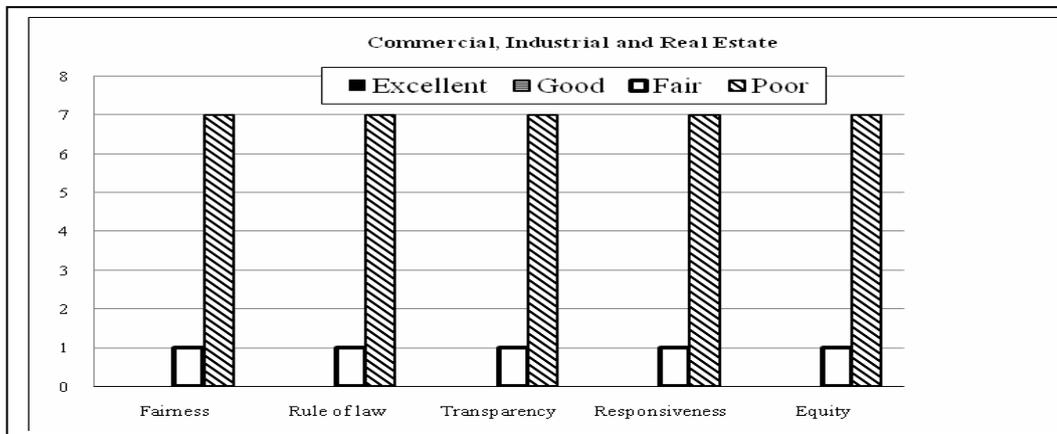
**Figure 4.2: Perceptions on Accountability in the Urban Land Services Delivery by Residents in Un-surveyed Areas**

Source: Researcher (2018)



**Figure 4.3: Perceptions on Accountability in the Urban Land Services Delivery by Residents in the Surveyed Areas**

Source: Researcher (2018)



**Figure 4.4: Perceptions on Accountability in Urban Land Services Delivery by Participants from the Commercial, Industrial, and Real Estate**

Source: Researcher (2018).

**Table 4.4: Participants' Perceptions on Accountability in Urban Land Services Delivery**

Theme	Key Findings
Perception of services centred on personal interest and personal gain weakening accountability.	<ul style="list-style-type: none"> <li>● Quicker services or effective response if money is given.</li> <li>● Money for personal gain as the driving force.</li> <li>● Priority on money for personal gains.</li> <li>● Effective response in delivering services largely depending on money.</li> <li>● Inadequate accountability due to such above mentioned issues.</li> </ul>
Perceived connectedness of accountability and ethics in Land Services Delivery.	<ul style="list-style-type: none"> <li>● Unethical behaviour and practices of land officials being high.</li> <li>● High favouritism in the delivery of land services.</li> <li>● Quicker services or effective response if known to the land official.</li> <li>● An experience of inadequacies in ethics related to land service delivery.</li> </ul>
An experience of jeopardized respect and rights of land customers showing inadequate or weak accountability in the land services delivery.	<ul style="list-style-type: none"> <li>● High favouritism in the delivery of services.</li> <li>● Lots of intimidation, prejudices, and injustices towards customers in the delivery of land services.</li> </ul>
Perceived weakened accountability system and framework in land services delivery	<ul style="list-style-type: none"> <li>● Weak procedures and legal framework to hold officials accountable. Rules, procedures, not strictly followed. All these giving room to unethical behaviours and practices.</li> <li>● No news heard of officials being held accountable for their unethical decisions and actions, in spite of the complaints, thus giving room to continual unethical behaviour and practices by land officials.</li> <li>● Procedures and other useful information not made available to customers, thus giving room to unethical behaviours and practices in the land services delivery.</li> <li>● Lack of transparency creating room for unethical practices aiming at dishonest gain in the land services delivery.</li> </ul>

**Source:** Researcher (2018)

In brief, overall, the participants' perception was that accountability was inadequate or rather weak in the urban land service delivery of Mwanza city.

#### **4.3.1.1 Analysis on the Participants' Perceptions on Accountability on the Urban Land Services Delivery in Mwanza City**

Findings as presented in Table 4.3, Table 4.4, Figure 4.1, Figure 4.2, Figure 4.3, and Figure 4.4, show inadequate accountability as perceived by the research participants in the land services delivery in Mwanza city. Most of the participants expressed dissatisfaction in the urban land services delivery with concern being raised on the inadequacies in accountability. Findings showed that the rampant unethical decisions and actions, as well as unethical behaviours and practices by land officials, in the land service delivery, with no one being held accountable was a clear picture that accountability was inadequate in the land offices. With all these in view, land services were perceived to be poor in meeting the needs and expectations of the people. Issues emerged during the interviews and focus group discussions as presented in the emerged main themes and findings as presented in the sections to follow.

##### **4.3.1.1.1 Perceptions of Services Centred on Personal Interest and Personal Gain Weakening Accountability**

It was the perception by most of the participants that land services were centred on the land officials' personal interest and personal gain and thus weakening accountability in urban land services delivery in Mwanza city. It was perceived that money for personal gain is the driving force in the delivery of land services, with responses being effective and quicker services being offered depending largely on money. Most of the participants expressed their concern on the land officials' greed for money. Most of the participants felt that land officials

respond and serve effectively when money is given and that issues take long unless one gives the unofficial demanded amount of money. It is the perception that the land officials were not serving the legitimate interests and land needs of the people in a timely manner, with care, respect, and courtesy, and instead, they were serving for their own interests centred on money for personal gain. It is in this perspective that responsiveness was perceived to be weak and hence weakening accountability in the delivery of land services.

Findings in this research show that the land officials were not serving interests and needs of the public and the government, but they were too individualistic serving their own personal interest for their personal gain. This is a clear evidence of greed in the land officials as they serve to deliver the land services delivery. This was evident in the interviews and focus group discussions that were carried out in this research. For instance, a participant shared her experience saying:

*“My issue took long, dragged for too long until I gave up. I could read between lines that I was required to give money for my issue to be settled.”* (Female, age 36, surveyed area, 2013). Also, on sharing her experience, a lady said, *“I acquired my land plot in 2007. I was connected to a land official to help me but it wasn’t that easy. I still went through a lot of hassle. Also, there were no receipts issued for the payments I did except for the transfer fee only.”* (Female, age 36, surveyed area, 2013).

Generally, it is the perception that land services were not being offered in a timely manner, with care, respect, and courtesy, but centred on money for personal gain. It is in this manner that land officials were not accountable to the customers in the delivery of the land services, hence inadequacies in

accountability. The unethical practices of the land officials that centred on money for personal gain shows the connectedness of such unethical practices to the officials' individual poor personal values. It is in this manner that the participants' perceptions are that accountability is inadequate or rather poor in the delivery of land services. Findings show that it is perceived that underlying all these are the negative personal values of the land officials.

Moreover, as concerning the perception of services being centred on personal interests and personal gain, an overwhelming majority of participants felt that as long as money for personal gain is still the priority then people are deprived of the opportunity to improve or maintain their well-being through the land services, and thus equity is not that much exercised in the land services delivery. Findings show that unethical practices in the land offices were casting doubts on whether people or rather the public do have genuine stake in land. It remains a doubt as to whether people do have opportunities to improve their well-being and cast doubts as to whether sustainable development will be achieved as some land officials were gripped with greed for money and wealth.

For instance, on sharing her experiences, a participant expressed his grievances by saying:

*“Since 1999 we had not been given the title deed for our plot. It was until when we became aggressive and refused to give money, that’s when we got it in 2006, after a long time. The officials tend to intimidate people by asserting that land belongs to the government. They use that to take hold of plots for themselves, for their own personal gain.”* (Male, age 56, surveyed area, Focus, 2013).

It was the perception of most participants that urban land services are not being accountable enough to render services for the public interest as equity is jeopardized. They feel that due to money for personal gain being a priority to the land officials, land in a way is made to be expensive, and therefore low-income people actually do not have a stake in land. People especially of low income are deprived of the opportunities to improve their well-being through the land services.

Even though it was argued that cases of payments such as land plot payments, room is given for paying in instalments for people who are seen as not being capable of making outright payments, as one official would put it saying:

*“There is room for people to present their cases, and we do listen and seek for ways to help them. Moreover, as for payments, room is there for one to pay in instalments in case he doesn’t have the ability to pay outright. However, for payments in instalment, it has not been put open to the public due to the fear that once everybody knows this, they will all want to pay in instalment, which in turn may cause problems to the office in returning the money to the project donor which is normally returned with interest.”* (Official X1, 2013).

However, this is said to be done in limitations, and it was found out that in spite of this system of payments by instalment being in place, yet it operates inefficiently as the priority on making money for personal gains is a priority in most of the land officials. It seems as though land services are catered for those with money. Those with money are seen to be able to give the demanded unlawful money in order to get the services. It is in such a context that the participants perceive accountability to be undermined in the land services delivery by such unethical practices.

Findings show that such weaknesses in the behaviour and practices of land officials due to centredness on personal interest and personal gain, are underlain by weaknesses in their personal values. Indeed, findings show that at the root of the inadequacy in accountability in the delivery of land services is the weakness in the personal values of the land services delivery players, mainly the land officials. This then shows the connectedness of the undermining of accountability with the officials' individual personal values.

#### **4.3.1.1.2 Perceived Connectedness of Accountability and Ethics in Land Services Delivery**

Findings showed the connectedness of accountability and ethics due to the experience of inadequacies in ethics related to the jeopardizing of accountability in land services delivery. The fact that unethical behaviour and practices of land officials were perceived to be high thus undermining accountability, and that high favouritism was evident with quick services or effective responses given if a person is known to the land official, showed the connectedness of accountability and ethics in the delivery of land services.

It was evident from the findings that accountability was poorly exercised in the land services delivery, even though the players in the services delivery seemed to be aware of the importance of accountability in delivery of services. To show that the officials were aware of the importance of accountability in the land services delivery, an official would comment saying:

*“The city council does have a strategic plan that bears the elements of accountability that aims at seeing that the land services meet and*

*satisfy the land needs of the people.” (Official C2, 2013)*

Unethical decision making and actions would be done in the delivery of land services which would in turn undermine accountability. Findings show that the land officials’ unethical actions and decision making had its connectedness to their individual personal values, and which was undermining and weakening accountability in the delivery of land services. Unethical actions and decisions underlain by individuals’ personal values would be seen in such expressions as:

*“A lot of the major urban land conflicts are caused by the land officials due to their lack of accountability and ethics. As for the councilors, their lack in accountability and ethics is normally seen in the decision making and in making resolutions. Some get bribed so as not to stand for what is right and justice. There are incidents in which councilors are bribed by the land officials by being given free land plots.” (Official C1, 2013).*

It is perceived that lack of accountability with its connectedness to ethics, hence individual personal values was at the root of most of land conflicts and cases that involved the city land department. Even those cases in which the citizens seem to be at fault, yet at the root are the issues pertaining lack of accountability of the land officials. For instance, an official from the district land tribunal in a tone that showed deep concern and frustrations commented:

*“The root causes of most of the land cases are lack of accountability and ethics among the land officials, even for the cases which the land users seem to have problems or at fault. For instance, a land user builds without building permit due to unnecessary delays of issuing the offer or title deed. The delays lead to the users to start building without permit. The officials will ignore or will not stop the ongoing construction activities until the building is completed and then demands for the building to be demolished will be made as it lacks permit. This shows lack of accountability and unethical behavior on the officials’ side.” (Official L1, 2013).*

It is perceived that low level of accountability was evident in the unethical practices by land officials and this would cause people to violate some rules and procedures in place such as building without the building permit. Eventually, a decision such as the demand of demolishing the structures to be done later, as seen in the participant's comment above, puts the government into conflict with the people. This puts at risk peace and stability and causes mistrust in the government. However, with all that, there would remain the unheard incidences of officials who are guilty of such practices being held accountable. All such unethical incidences undermining accountability, proves the connectedness of accountability and ethics in the delivery of land services.

It can thus be noted that underlying the inadequacies in accountability that lead to all such unethical practices and behaviours in the delivery of land services are the individuals' personal values of the land officials. It does show that the unethical behaviours and practices with their connectedness in weakening accountability have their root in the individuals' unethical values, that is, lack of morality. It does then give a clue leading to personal values as having a connectedness to accountability dynamics in the delivery of urban land services delivery.

#### **4.3.1.1.3 An Experience of Jeopardized Respect and Rights of Land Customers Showing Inadequate or Weak Accountability in Urban land Services Delivery**

Findings show that there is the experienced jeopardization of the land customers' respect and rights that showed the existence of inadequate accountability in the urban land services delivery. This would be evident in the exercising of practices

such as high favouritism, lots of intimidation, prejudices, and injustices in the delivery of land services.

Findings show that most of the participants both in the focus groups discussions and the individual interviews were of the perception that land services showed to weak in exercising fairness as decisions and actions were not executed in a fair and equitable manner. Findings show that it is perceived that bias, prejudice, favouritism, and little respect to the rights of the affected customers in the land services were being experienced to a large extent. Land officials exercise little respect to the stakeholders, intimidations, and injustices in their offices. It is perceived that little respect on the rights of the customers is shown in the land offices and so in that manner the land officials are not acting in an equitable manner. Citing an example while expressing his feelings on the matter in an expression of anger and frustration, a city councilor commented:

*“A piece of land of which a person has been holding for years, after being officially surveyed it yields say 4 to 5 plots. He will be paid say 600,000/= for compensation after which the city will sell the plots up to 3mTsh each. This is not being fair to the person as he gets such a little amount.” (Official C2, 2013).*

Findings show that the rights of the customers are being undermined and therefore making the land office lack fairness in their urban land services delivery. With that in view, one would question as to whether the officials in that manner are being accountable to the people by providing fair services. Moreover, in jeopardizing the respect and rights of land customers, some politicians and government officials would use their influence to collude with some land officials to grab land plots for themselves. All this is unethical and a lack of

fairness, yet no one would be held accountable, thus a proof of the perceived inadequacies in accountability in the delivery of land services. Such experiences would be evident in expression such as:

*“Money is regarded as a personal gain in this matter by land officials. Favouritism is seen in the decisions and actions they take to favour the people they know. The influence is that of the political influence or government officials taking advantage of their influence to take land by using the land officials. The city land officials succumb to such influence hoping to get favours such as promotions in return.”*(Official L2, 2013).

It is obvious that with practices such as the demand of the unlawful money by some land officials in order to offer the services which jeopardizes the respect to the rights of the people in getting the services they deserve to get lawfully; cases of land officials showing lack of fairness by not showing respect to the customers’ rights in incidents such intimidation and wanting them to come again and again to the offices without solving their issues, give the perception that accountability inadequate in the land services delivery. A representation of the perceptions on jeopardizing the respect and rights of land customers was evident in expressions such as:

*“Officials act like “gods”. They are not educative in their service provision and instead they use intimidation. They hold plots for themselves and then sell to people at high prices. They do injustice to people. They even go to the extent of taking people’s land by force.”* (Male, age50, commercial, 2013). Another participant commented on the issue of fairness saying, *“The issue of being told to come again and again to the office when making a follow up of your matters without being given a solution is rampant in the place. I experienced that when I had to make a follow up of land issues on behalf of my organization.”* (Official R2, 2013).

It is the perception that inadequacies in accountability show to have their connectedness to the individuals’ value systems and hence behaviour and

practices of the land services players. Thus, findings converge to the fact at the root of inadequacies in accountability in the land services is the lack of ethical personal values of an individual which results into the unethical behaviour of the land services players.

#### **4.3.1.1.4 Perceived Weakened Accountability System and Framework in Land Services Delivery**

Findings show that the perception of most of the participants is that it is as though so little or rather no following of rules and procedures at work in the delivery of land services, which jeopardizes the rule of law thus weakening accountability in the delivery of land services. It is perceived as though there is not in place a fair legal framework that enhances accountability in the land services delivery. For instance, findings showed that it is as though no news are heard of measures being taken against the officials violating rules and procedures of work or being accused of unethical decisions and actions in spite of complaints from the public. Such perceptions on the weakened accountability system and framework in land services delivery would be evident during the interviews and discussions. For instance, a participant commented saying:

*“If the officials will follow the work procedures then they won’t make money. They deliberately choose not to follow work procedures in order to make money for personal gain.”* (Male, age 45, surveyed area, Focus, 2013). Another male participant commented, *“Procedures and rules are not followed. What the officials look at is money. They target at making money for their pockets. Just a little goes to the government.”* (Male, age 35, surveyed area, Focus, 2013).

Perceptions are that it seems that the framework for exercising accountability as far as the rule of law is concerned is weak in such a way that with accountability

being jeopardized, no news is heard of measures being taken against officials who are accused of violating rules and procedures of work. Within the same context, a real estate official commented saying:

*“Things are done as though there is no framework for exercising accountability. When complaints are placed no one is heard to be held accountable.”* (Official R2, 2013).

Similar grievances were expressed by a councillor saying:

*“Frankly speaking officials are not really held accountable for their actions and decisions. You won’t even hear of such a thing as demotion. Instead you just hear of somebody being transferred from one place to another.”*(Official C2, 2013).

It emerged from the findings that accountability would be undermined to a large extent in the delivery of land services. For instance, if the councillors would reach resolutions on measures to be taken to hold accountable people who are proven to be guilty of wrong actions and decisions, yet nothing would be implemented by those in authority supposed to do so. Citing an example, a councillor commented in disgust saying:

*“The councillors may reach a certain resolution together for measures to be taken to hold an official accountable, however, the employer does not respond by taking any measures except maybe transferring the person to another place.”*(Official C1, 2013).

It also emerged from the findings that some land officials and some councillors were indulging themselves in unethical practices such as bribes and corruption, and it seemed that they are not being held accountable for such unethical actions. Although it was known that some officials and councillors were being involved in corruption, yet there no reports of any person being held accountable. Moreover, it was asserted that the people’s ignorance in matters such as land

rights and land laws worsened issues as land officials would take advantage of this to exercise injustices and other unethical behaviours. Thus, such ignorance is as well being considered as giving room to the breach of the practice of rule of law as far as accountability system and framework in land services delivery is concerned.

Generally, the stakeholders' perception is that a legal framework that enhances and enforces the exercising of accountability in the land services delivery was weak and that this was evident through the on-going unethical decisions and actions, with no measures being taken against those being involved in such practices. Findings show that the perception is that due to a weak framework of the rule of law, accountability is perceived to be inadequate in the delivery of the land services. However, findings show that issue goes into looking as to what is the driving force for such unethical behaviours and actions and the weakened accountability system and framework in the land services delivery. The study reveals that underlying all such is a problem in the land and public officials' personal values. It is in this case that the perceived weakened accountability system and framework show to have their connectedness to the ethical individual or personal values of the land services players.

Moreover, findings show that most of the participants were of the feeling that useful information which people are eligible to have is not made available to them. Also, procedures and other useful information to the public are not put open and clear to the public. Findings show that customers do not know who is who, and who is to be consulted for what, and that it seemed as though there

were no mechanisms and systems in place that facilitate the provision of information in an easily understandable manner to the public. Customers were in total darkness as concerning the processes and procedures for acquiring land. It is in this manner that transparency is undermined through the weakened accountability system and framework in the delivery of land services.

For instance, a participant would share his experience by stating:

*“On visiting their offices for enquiry you find out that there is no transparency. Things are not put open and clear to the public. You won’t know the procedures and what is needed to be done. If you don’t know a person in the office then you will for sure don’t get anything.”* (Male, age 58, surveyed area, 2013)

Findings show that undermining of transparency creates room for deliberate moves of making dishonest gains. In fact information assimilation is seen to be poor and that all this does undermines accountability in the delivery of land services. This is evident in expressions such as:

*“Procedures are not followed. Officials at times go against the procedures in place. For instance, the availability of surveyed plots is at many times not announced to the public. Things are done quietly with information being passed to the known or to those with money ability. An example is what is going on now at the area K in the city. The land has been surveyed and plots are ready and available. But it has not been announced publicly, and plots are being sold quietly. Transparency is not practiced many times as information on the availability of plots is passed quietly to individuals. It is either by knowing each other or by targeting those with money.”*(Official C3, 2013).

It is perceived that there is a lack of mechanisms in the office that facilitate the access and provision of enough land information in an easily understandable manner, hence undermining transparency which in turn jeopardizes the efficiency

and effectiveness of land services delivery. For instance, on expressing their feelings on their perception on accountability, real estate organization officials in a tone of deep concern said:

*“The basic question to raise is ‘who is accountable to who?’. There seems to be no accountability system in place. The weak system in accountability has given room to unethical behaviours that are basically centred on personal gains or personal interests. The current prevailing situation seems as though no one is held accountable for their decisions and actions. Looking at Mwanza, the place is not planned well mainly because of unethical decisions and that no one is held accountable for their decisions and actions.”* (Official R1, 2013).

*“It seems accountability is not exercised at all. Accountability is not seen at all.”* (Official R2, 2013).

From the findings it is perceived that it is as though there is a deliberate move to ensure that transparency lacks so that unethical practices such as dishonest gain of money are enhanced. At the root of such practices for dishonest gain for money is greed. It is in this manner that such undermining of transparency, and hence accountability has its connectedness with the individual personal ethical values of the officials. In fact, findings show that the perceived inadequacy in accountability in the land services delivery, with the evident unethical behaviours and practices among land officials had its connectedness to the individuals’ personal values. It is as though there wasn’t a system to ensure that accountability is enhanced and enforced in place as it seemed as though that no one was held accountable for their unethical decisions and actions.

Generally, patterns for the research objective one were converging into showing that the perceptions were that accountability was inadequate in the land services, and that this was underlain by the poor or negative individual personal values of

the land and public officials. Findings then show the connectedness of the inadequacies in accountability in the land services delivery and the individual's personal values of the public and land officials.

#### 4.3.2 Patterns of Data for Research Objectives 2

Research Objective 2: To determine how the accountability of the government land officials affect the urban land service delivery for sustainable urban development. Also, with research objective two, the research sought to answer research question two as to: How does the accountability of the government land officials affect the urban land service delivery for sustainable urban development?

Findings according to research objective two are as presented in Table 4.5, Figure 4.5, Figure 4.6, Figure 4.7, and Figure 4.8.

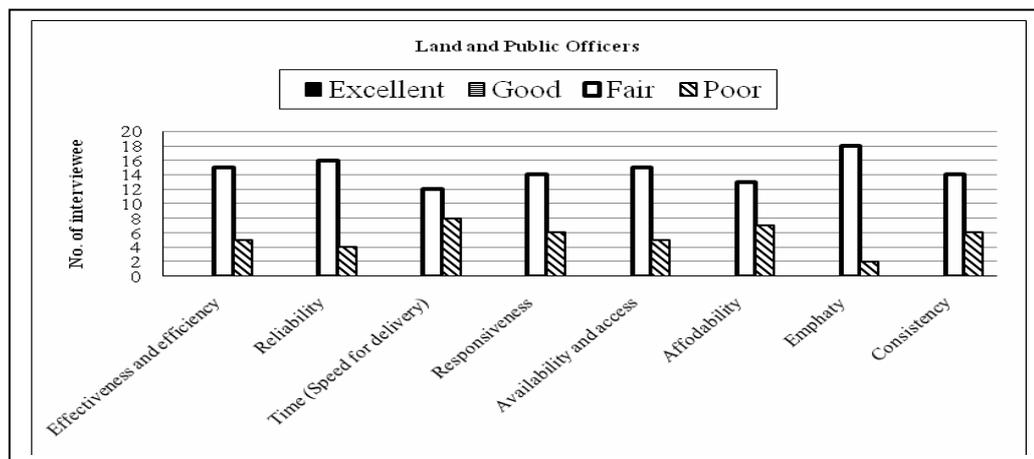
**Table 4.5: Accountability of the Government Land Officials in Urban Land Service Delivery**

Factor	Interviewee			
	Land and Public Officials: The Ilemela and Municipal Councils Personnel in the Land Departments; Some Selected Council Officials; Councillors; The Regional Land Commissioner's Office; District Land Tribunal (20 in total)	Residents in un-surveyed areas (54 in total)	Residents in the Surveyed areas: Low, Medium and High Density Plots (70 in total)	The Commercial, Industrial, and Real Estate (8 in total)
Effectiveness and efficiency	Moderate	Low	Low	Low
Reliability	Moderate	Low	Low	Low
Time (Speed of Delivery)	Moderate	Low	Low	Low
Responsiveness	Moderate	Low	Low	Low
Availability and Access	Moderate	Low	Low	Low
Affordability	Moderate	Low	Low	Low
Empathy	Moderate	Low	Low	Low
Consistency	Moderate	Low	Low	Low

**Source:** Researcher (2018)

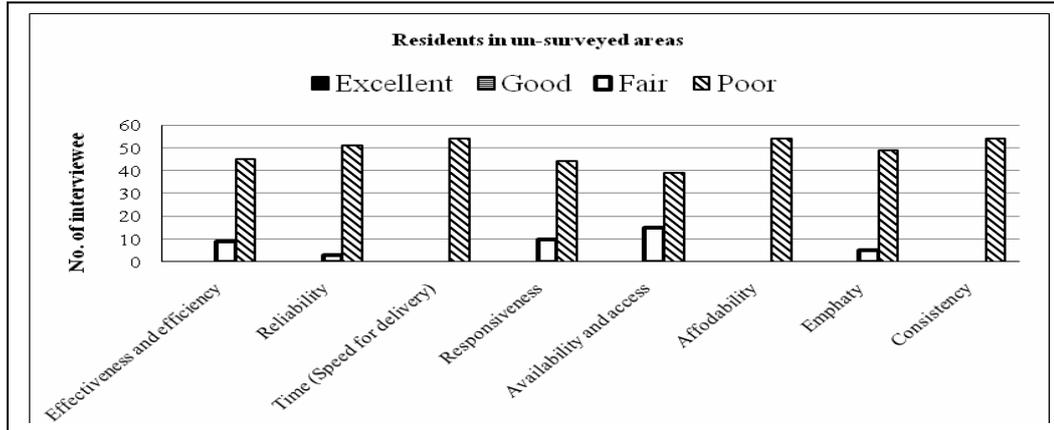
The factors in the Table 4.5, namely, effectiveness and efficiency, reliability, time (speed of delivery), responsiveness, availability and access, affordability, empathy, and consistency carry meanings as defined in conceptual framework in section 2.7 of this work. By perceiving the urban land services moderate, the participants' perception was that the services were reasonably satisfying in meeting the needs and expectations of the land players and the public, whereas the low shows that the participants expressed high dissatisfaction with the land services.

Generally, findings as presented in Table 4.5 showed accountability among government land officials was perceived to be inadequate or rather weak and due to that it was negatively affecting the delivery of the land services in Mwanza city, as being services that do not meet the land needs and expectations of the people. The participants showed not to be satisfied with the land services delivery as far as accountability is concerned. Similar findings are as presented in the Figures 4.5, 4.6, 4.7 and 4.8.



**Figure 4.5: The Level on how Accountability of Government Land Officials Affects the Quality of Urban Land Service Delivery for Sustainable Urban Development as Perceived by Land and Public Officers**

Source: Researcher (2018)



**Figure 4.6: The Level on how Accountability of Government Land Officials Affect the Quality of Urban Land Service Delivery for Sustainable Urban Development as Perceived by Residents in Un-Surveyed Areas**  
 Source: Researcher (2018)



**Figure 4.7: The Level on how Accountability of Government Land Officials Affects the Quality of Urban Land Service Delivery for Sustainable Urban Development as Perceived by Residents in Surveyed Areas**  
 Source: Researcher (2018)

Generally, findings of this research as presented in Table 4.5, Figure 4.5, Figure 4.6, Figure 4.7, and Figure 4.8 showed that land services delivery is perceived to be poor and which do not meet the land needs and expectations of the people due to inadequacies in accountability among the government land officials. Segments on excellent and good are not shown in the bar charts in Figure 4.5, Figure 4.6, Figure 4.7, and Figure 4.8 as none among the participants indicated the urban land services to be perceived as being excellent or good.



**Figure 4.8: The Level on how Accountability of Government Land Officials Affects the Quality of Urban Land Service Delivery for Sustainable Urban Development as Perceived by the Commercial, Industrial and Real Estates**  
 Source: Researcher (2018)

**Table 4.6: The Perceived Influence of Accountability of the Government Land Officials on Urban Land Services Delivery**

Theme	Key Findings
Experience of unethical practices, behaviour, decisions and actions of the government land officials.	<ul style="list-style-type: none"> <li>•Unethical practices such as unnecessary delays of offers, title deeds, building permits for unlawful demands of money, all for personal gains.</li> <li>•Unethical practices such as to and fro movements of customers without issues being settled; and services not delivered in a timely manner.</li> <li>•No proper customer care offered that meets and satisfies the needs and expectations of customers. Customer care seems to depend on money, knowing somebody, and personalities.</li> <li>•Unethical decisions and actions; misappropriate land allocation and use; delays in offers, title deeds, building permits hinder progress and hamper efforts to achieve sustainable development.</li> </ul>
Perceived unethical intentions.	<ul style="list-style-type: none"> <li>•Services being made difficult (complicated) to serve personal gain and interest.</li> <li>•Too much bureaucracy with motive or intention for making money.</li> <li>•Takes a lot of hassles and long time for services to be delivered and matters to be settled.</li> <li>•Poor promptness and issues not being settled in a timely manner. Service largely depends on knowing an official or giving money.</li> <li>•Services not reliable, and depends on the power of money, knowing somebody in the offices, or being aggressive in pursuing issues.</li> <li>•Quick responses if money is given or you know somebody in the offices.</li> </ul>

Theme	Key Findings
	<ul style="list-style-type: none"> <li>• Services not readily available and not easily accessed unless money is given or you know someone in the offices.</li> <li>• Inconsistent services and not reliable due to priority being on money for personal gain. Lack of consistency in delivering services.</li> </ul>
Perceived scapegoat for compromising accountability	<ul style="list-style-type: none"> <li>• Scarcity of plots creating loophole for corruption.</li> <li>• Land costs and prices are high, and services expensive for the ordinary citizen to afford. The hidden agenda for personal gain seems to cause all these.</li> </ul>
Experience of appalling conditions and damaging consequences.	<ul style="list-style-type: none"> <li>• Mushrooming of squatters due to poor land services delivery that results into poor living conditions, poor sanitation, poor infrastructure, and poor environment in the areas hamper the achievement of sustainable development.</li> </ul>

**Source:** Researcher (2018)

Most of the participants showed a high degree of dissatisfaction with the land services delivery mainly due to weak or inadequate accountability among the government land officials. This in turn is perceived as hindering the achievement of sustainable development. A summary of the key findings of the perception on the effect of accountability of the government land officials on the urban land services delivery and the perception on land allocation and land use for sustainable development is as shown in Table 4.6 and Table 4.7.

**Table 4.7: Perception on Land Allocation and Land Use for Sustainable Development**

Theme	Key Findings
Perceived unethical intentions.	<ul style="list-style-type: none"> <li>• At the root of the misappropriate land allocation and land use are the unethical practices of officials that are centred at the motive for personal gain.</li> </ul>
Experience of appalling conditions and damaging consequences.	<ul style="list-style-type: none"> <li>• Poor infrastructure and poor living standards in the squatter areas (un-surveyed areas) where many resort there due to either poor land services delivery or due to unaffordable prices and costs in the surveyed land plots.</li> <li>• The situation in the un-surveyed areas does not help the efforts to poverty reduction but rather contributes to enhancing poverty, hence hampering efforts to achieve sustainable development.</li> </ul>

**Source:** Researcher (2018)

#### **4.3.2.1 Analysis on how the Accountability of the Government Land Officials Affects the Urban Land Service Delivery for Sustainable Urban Development**

Findings showed accountability among the government land officials is perceived to be inadequate or weak and in turn was rendering the land services be poor and which do not meet the land needs and expectations of the people. Most of the participants expressed dissatisfaction in the urban land services delivery and attributed that to inadequacies in accountability of the government land officials. Issues that emerged during the interviews and focus group discussions as presented in the emerged themes and findings as presented in the sections to follow.

##### **4.3.2.1.1 Experience of Unethical Practices, Behaviours, Decisions and Actions of the Government Land Officials**

Findings showed the experience of the participants as a representative of the public and land players in general, of the inadequacies in accountability of the government land officials through unethical practices, behaviours, decisions and actions is affecting negatively the urban land services delivery. With officials seemingly working with the freedom of not being held accountable and indulging themselves in unethical practice, behaviour, decisions and actions, land services delivery showed to be jeopardized and thus not meeting the land needs and expectations of the people.

Findings show that inadequate accountability among land officials is perceived to cause the lack of empathy, hence make the urban land services be rendered poor.

With this, the government land officials are not showing to be accountable to the people they are to serve while executing their duties in the office. Most of the participants showed that they experienced poor customer care from the land offices and that little attention is given to individual customers, with warm reception being experienced only when you know someone in the offices or your personality shows the possibility of officials to get money from you.

Such perceptions and experiences of land officials showing inadequate accountability through not giving attention and care to the people they serve would be expressed through people's experiences such as those shared by the research participants. For instance, on sharing her experiences, a participant commented saying;

*“My first experience with the land offices was in 2009 when I was looking for a land plot. You walk in as ordinary person, looking at your personality they welcome you in a way that shows you clearly that you won't get the service you need”* (Male, age 50, un-surveyed area, 2013).

However, the story would be different if in case one has somebody whom he knows in the office, as a one of this research participants would share his experience saying,

*“I got a very warm reception at the land offices because they know me. I was well attended and fast and was issued receipts for every payment I did.”* (Male, age 35, surveyed area, 2013).

On expressing his dissatisfaction on the urban land services as far as attention and care are concerned, a real estate participant explained his ordeal saying,

*“Customer care is zero. No customer care at all. When making a follow up of our issues, none of the officials takes them seriously. When you get in their offices they look at you to see what you have.*

*Preference is on the person who brings money. One must give money to be served well. In the area X project, processes moved fast when the then regional commissioner intervened.” (Official R2, 2013).*

With empathy lacking in the land services among the government officials, people would feel helpless at the land offices with no one to give them attention and care for them. Weak accountability among government land officials in the land offices is evident through the experiences of mistreatment, intimidation, harassment that customers suffer. It is perceived that in spite of all that no one would be held accountable for all such unethical practices. These unethical practices and the passiveness to counter them through accountability dynamics show to have connectedness with the individuals' personal values. In fact, all these being embedded in the officials' personal values do jeopardize the delivery of land services and render them as being poor. Findings reveal negative personal values that do not show respect to the human dignity and which tend to forget the fact that people need to be treated well. Underlying all these are weaknesses in the personal values of the land officials.

By lacking the heart of giving attention and care to the land customers, the city government land officials are seen to resort into delegating services to non-employed people with the land offices, famously known as “vishoks”. It is as though the city land officials have delegated the land services delivery to these speculators who do land businesses illegally. Some land officials are said to direct people to these “vishoka” to be served. The activities of the “vishoka” are an evidence of the inadequacy of accountability of the government land officials which is jeopardizing the delivery of land services. Thus, it is in this case that

people feel are being deprived of the attention and care that they need to get from the officials. This phenomenon of “vishoka” causes the people to feel that they have no touch with the land officials as they don’t get attention and care from them. People feel that the activities of the “vishoka” cause the officials to lose touch with the people they are meant to serve. On the other hand, the land officials are failing to be accountable to the people they are to serve with the delivery of land services.

For instance, on expressing his perception on the customer care provided by the city land officials, a participant said,

*“A lot of land services are done in the streets by the brokers – speculators, known as ‘vishoka’. What care is that then?”* (Male, age 45, surveyed area, 2013).

It is indeed perceived as being unethical and a breach to their responsibilities duty to the public and the government by delegating services delivery to the “vishoka”. In general, all would assert that at the root of all this is money for personal gain being the priority among the land officials. The “vishoka” are seen to flourish due to inadequacies in accountability and ethics of the government land officials. The government land officials are failing to be accountable to the people they are to serve by the unethical practice of delegating their responsibilities to these land speculators.

Moreover, unethical practices in the land office such as delays and the ‘to and fro’ movements experienced at the land offices seem to jeopardize the urban land services delivery. It is perceived that there is too much of being kept waiting,

being told to come again and again, and delays without being given the solution to the need until one gives up. However, when a person gives money that is when he receives good services. It then seems that delays and the being kept coming back to the office (to and fro movements) all aim at building an environment in which one has to give unlawful money to get the service.

Deliberate unethical practices and behaviours of unnecessary delays of offers, title deeds, building permits were all centred on the government land officials' personal interests and personal gains. All such tend to undermine accountability as the land officials are failing to be accountable to the people they serve, and hence depriving them of the land services they deserve to get. Such experiences would be evident in expressions such as:

*“We experienced a great delay in processing the title deeds for the customers who had bought the houses in area X. We realized that they deliberately did that so that we give them money. To fasten the process we had to give them money by coining it ‘facilitation cost’. However, that helped a little as they still delayed wanting more money, and the title deeds are not yet out, since 2008 to date. Their motive is money for personal gain. Without money you can be served effectively.”* (Official R2, 2013).

On the other side, the jeopardizing of land services delivery by land officials who fail to be accountable to the people they serve, would be seen affecting the services delivery and people, to the extent of requiring an intervention of another land or public official. For instance, a participant shared his experience by stating:

*“I processed offer for my plot from 2003 and got it in 2012 after the intervention of a ward councillor. Prior to his intervention I got a lot of trouble. Money was being sought.”* (Male, age 43, surveyed area, 2013).

It is perceived that these unethical behaviour and practices of the land officials that reveal the inadequacies of accountability among the government land officials, display weaknesses in the officials' personal values. It is in this context that the connectedness between unethical practices and behaviours, hence accountability, and the officials' ethical personal values can be seen.

In general, all such unethical issues that breach accountability are associated with the individuals' ethical personal values. It is in this manner that the connectedness of inadequacy of accountability to the ethical personal values of the officials can be seen. It can thus be asserted that underlying such unethical practices, behaviour, decisions and actions of the government land officials, hence the inadequacy of accountability is the unethical personal values of the officials.

#### **4.3.2.1.2 Perceived Unethical Intentions**

Findings show that it is perceived that the delivery of land services by the government land officials do carry with them unethical intentions. It is with these unethical intentions that land services are made to be difficult or complicated in order to serve the officials' personal gain and interest. Actions and decisions by the government land officials with these unethical intentions have resulted into making some people resort into buying land in the un-surveyed areas, thus causing a considerable increase in the number of people living in un-surveyed areas. For instance, a participant shared his experience saying:

*“My first effort to get a surveyed plot was in 2009. I filled the application forms, however, every time I would go my name would*

*not be among the names of those to get. I went through that hassle until I gave up and resorted to squatters.”* (Male, age 50, un-surveyed area, 2013).

It is perceived that unethical intentions among government land officials would get people into running in hassles trying to get the land services they need. However, in the long run, people would despair going through the hassles and refuse to give the demanded unlawful money by the officials, and resort to un-surveyed areas. This would as well show how ineffective and inefficient the urban land services delivery is due to the failure of the land officials in being accountable to the people they serve. Also, findings show that even those who manage to get plots in surveyed areas do experience the hassle of delays and the to and fro movements before they manage to get their surveyed land plots. The experience is that land services seem to be offered when unlawful money is given or the person gets connected to an official or knows an official in the office. As one participant would put it:

*“I bought a plot from someone back in 2006 but it took me 2 years to be able to transfer ownership. They would tell me to come again and again. Eventually I got an official who helped me even though he asked for money of which he put into his pockets.”* (Male, age 39, surveyed area, 2013) Another participant with a similar experience commented, *“I started processing getting a plot in 2006, and it took me 2 years to complete the exercise in spite of being helped by our office accountant who knew somebody in the land offices.”* (Male, age 46, surveyed area, 2013).

This displays an ineffectiveness and inefficiency that is caused by actions and behaviours of land officials who are carry some unethical intentions with them. However, with all such unethical practices and behaviours in the land office that result into inefficiency and ineffectiveness of the land services, no one would be

heard of being held accountable. This in turn gives room to the continual inadequacies of accountability of the government land officials, hence jeopardized land services delivery.

Also, findings show the perceptions that actions and behaviours of the land officials that carry with them unethical intentions, make the land services delivery be not reliable. As pointed out earlier, accountability was undermined in that unless one gives the demanded unlawful money by the officials or knows someone in the office he won't get the service that he needs. That land services delivery has shown to largely depend on giving money or knowing someone in the office. Otherwise, a person needs to be aggressive in his pursuits for land service. It is in that view that land services done under unethical intentions are perceived as being not reliable. For instance, on expressing his perception on land services as not being reliable, a participant said:

*“The issue is money. If you can deliver money, then you are sure of work to be done as promised.”* (Male, age 35, surveyed area, Focus, 2013). Another one expressed her experiences by commenting that, *“Land services are delivered effectively if you know somebody in the offices. It will take you long to get your need met if you don't someone in the offices. If you have someone in the office, he will assist you to the end.”* (Female, age 37, surveyed area, Focus, 2013).

Findings show that with land services being not reliable, land officials were failing to be accountable to the people they serve. More, the fact that even if a person would give money or know somebody in the office, yet still it is not that easy to get the services, shows how unethical intentions are serving to breach accountability and render it inadequate. Such inadequacy of accountability due to unethical intentions, shows the connectedness of accountability with the

individuals' personal values. The perception is that underlying such inadequacy of accountability is the officials' unethical personal values.

Findings show that unethical intentions of the government land officials would affect negatively the speed of delivery of the land services. It is perceived that there is lack of promptness in the land services and that officials being driven by unethical intentions seem not to serve the public interests but rather their own interests centred on personal gains. For instance, the incidences in which a person has to go through a lot of hassle to get and legalize a piece of land, or that with money or knowing somebody in the land office, service may not take that long or rather one would get a prompt response, makes it be perceived that the officials were not serving people in a timely manner, with care and respect. Such weak responsiveness, driven by unethical intentions of personal interest and gain, would undermine the delivery of land services that meets the land needs and expectations of people.

Experiences of going through a hassle to get the needed land services would be evident in a shared experience such as one participant would put it:

*“I processed to get a plot in 2007. Although I was connected to an official but still it wasn't that easy and went through a lot of hassle. You won't get the service you need on time until maybe you see their boss or give money.”* (Female, age 36, surveyed area, 2013).

It is a concern that people are not getting the expected response at the land office in Mwanza city in a timely manner. As a matter of fact, it is perceived that, in doing that, officials were not being accountable to the people they serve in their

execution or performing of duties. This in turn jeopardizes the delivery of land services in meeting the land needs and expectations of the people.

Findings show that most of the participants felt that land services are not readily made available by the land officials to the people and that access is perceived to be very difficult due to the perceived officials' unethical intentions. That is to a large extent attributed to some land officials who tend to make things difficult for unethical personal gain purposes. It is in this manner that accountability among the government land officials was being undermined through their unethical intentions. For instance, to show that the undermining of accountability through unethical intentions was jeopardizing accessibility and availability of land plots, a participant shared his experience saying:

*“Availability of land plots is difficulty. When you respond to go to the offices after they announce that the plots are available for the public to acquire, the officials tell you that all have been taken already. I experienced that in 2011. They announced but was told by my friend who is a land official as not to trouble myself as none is available. He told me that all plots have been taken even before they were announced. That makes you resort to squatters.”* (Male, age 33, un-surveyed area, Focus, 2013).

The perception is that availability and access of land services are made to be difficult to the public by the officials who seem to be driven by unethical intentions, working with the priority of making money for personal gain. With all these being in place, the government land officials are failing to be accountable to the people they serve. This shows the connectedness between such unethical intentions and the undermining of accountability and hence the officials' ethical personal values. Moreover, findings show that it is the perception that through the land officials' unethical intentions, land was deliberately being made

unaffordable. This unaffordability of land is attributed to unethical intentions of some land officials who do business by using the land service for their personal gains. It is perceived that land is made to be expensive for the deliberate moves of creating room for the unethical practices of making money for personal gain.

For instance, a participant shared his experience saying:

*“My first efforts to get a surveyed plot was in 2009. I filled the forms and yet my name would not be in the list. I would be told to keep on going back but in vain. I could see only those known by officials were the ones served. Officials would ask for money and at the same time the plot would cost more than 2mTsh. I had to give up as I didn’t have that money and I couldn’t keep up with that bureaucracy. I had to resort to squatter.”* (Male, age 50, un-surveyed, 2013).

Such expressions would show how unethical intentions would as well underlie such bureaucracies. It is perceived that it is as though deliberate moves are done to exercise unnecessary bureaucracies and make land affordable to just a few so as to facilitate the officials’ agenda of personal gain.

As concerning this matter, this is what some of the participants shared:

*“In 2012 I had to incur surveying costs amounting to 1.8mTsh plus other additional transport costs. But in all that no official receipt was issued. I haven’t been given the offer yet and now I have told that the survey exercise should start all over again and I have to pay another 1.8mTsh. How can one afford that easily?”* (Male, age 37, surveyed area, 2013).

It is the perception that land services are too expensive and that such a challenge was creating room for some city land officials to exercise their unethical intentions of doing business using land services, thus making money for their personal gain. Such a failure of the land officials of being accountable to the people as well as the government they serve through their unethical intentions shows the connectedness of inadequacy of accountability with the unethical

personal values of the officials. Findings show that the government land officials' unethical intentions would jeopardize consistency in the delivery of the land services. This would be evident in issues such as the priority on money for personal gains, favouritism, unnecessary delays, and all such others, in the land services delivery. This would be evident in expressions such as:

*“There isn't consistency in their services. A lot of unnecessary delays, the 'come again' trends, and a lot of dilly dally games. If they don't know you or you have no money then you are in trouble.”* (Female, age 36, surveyed area, Focus, 2013).

Generally, findings show that land services delivered by being driven by the land officials' unethical intentions show the failure of these officials in being accountable to the people and the government they serve. As it can be noted, underlying all these are the officials' weaknesses in their personal values. This shows the connectedness between the officials' unethical intentions, hence inadequacies of accountability to the officials' ethical personal values, which in turn jeopardizes the delivery of urban land services.

#### **4.3.2.1.3 Perceived Scapegoat for Compromising Accountability**

Findings show that some technical challenges in the land office such as the scarcity of working equipment, transport, plots, and others would be used as a scapegoat by some government land officials to compromise accountability and indulge themselves in practices that serve their personal gain. Government land officials would use such technical challenges as a loophole to indulge themselves in unethical practices that undermine accountability and jeopardize the delivery of urban land services. A picture of this would be seen in a comment given by

one of the participants who pointed out saying:

*“It makes it difficult to perform the promised services dependably and accurately, and in a reasonable amount of time, due to scarcity of important things in operations such as equipment, funds, and transport. Say you have one GPS machine, and you have several hundreds of plots to serve. How long will it take you to serve all? You have only one vehicle to serve in the land office to serve all departments. Who is going to use it? So here then comes the need for customers to incur costs such as of transport, and on the other hand to wait for longer times for their needs to be met.” (Official X5, 2013).*

Such things were seen to create loopholes for officials to indulge themselves into dishonest gains of money. They do find themselves providing services with the intention of making money for their personal gains.

It emerged as well from the findings that there was as well poor facilitation for effectiveness and efficiency in the office due to things such as: lack of exposure for the staff, lack of training, tools, equipment, means of transport, and all such others. It is perceived that when it comes to such important matters that would have increased the land officials’ capacity hence their effectiveness and efficiency such exposure trips and trainings, they are left out, and instead politicians are given the priority. Thus, this instils in the land officials the feeling that they are not valued and not taken care of. This in turn is seen to tempt the officials to compromise and resort into unethical practices working for their person gain instead of the public interest. For instance, on sharing their experiences on this matter, an official lamented saying:

*“When it comes to exposure study trips, we the technical people are left out and such opportunities are grabbed by mostly politicians. Politicians only go as tourists to enjoy and come back say with cars or things which only benefit them as individuals. But as for us, who would have come*

*back with knowledge to perform better as far as land services are concerned are left out. With politicians benefiting what do you expect us to do?” (Official X4, 2013). Another land official commented saying, “We are not provided sufficiently with important things such as transport and equipment. For instance, you only find one car for the whole department to use and one GPS equipment in the office. And if you tell the customers to cater for transport or keep on waiting for his turn as there is only one GPS equipment, they think you want them to give you money to be served. However, there are some officials who take advantage of these problems to make unlawful money for their personal gain.” (Official X1, 2013).*

It emerged from the findings that the officials see the politicians acting for personal gain, and so they too resort to do the same, thus compromising accountability, hence jeopardizing the delivery of urban land services. All such would then jeopardize effectiveness and efficiency in the land services delivery, hence render them be of poor quality and in turn hamper the efforts to achieve sustainable urban development.

As for the availability of plots, there is the pointed out genuine reason for its scarcity in that land plots depended largely on the availability of funds for the land plots projects and the number of customers in need. However, it emerged in the findings that having fewer plots available while having bigger number of customers creates room for unethical behaviours such as corruption.

Commenting on the issue during the discussions, an official commented saying:

*“We only venture into land plots projects when the money is available, which we mostly get from donors. However, many times we do have the number of customers outnumbering the available plots. It is true that some officials use this as a loophole for personal gains.” (Official X5, Focus, 2013).*

The official’s tone would show clearly that some land officials would use this challenge to exercise dishonesty gain in their office, thus a breach of ethics in the

land services delivery. On the other hand, findings show that land services were difficult to afford for the ordinary citizen with their main reason being that plots are being sold at market value price, of which the participants admitted that it was difficult to some people to be able to buy. As pertaining this, an official commented,

*“As for affordability, to be frank, they are not affordable to the many that is why people are given the option of paying by instalment.”* (Official Y1, 2013). Another official added saying, *“We are aware that costs and prices are not affordable to most citizens and that is why we give people the option of making payments by instalment.”* (Official Y6, 2013).

However, during the discussions, they admitted that some officials were using this challenge in indulging themselves in unethical practices of making money for their personal gain. It is perceived that land services are too expensive and that such a challenge was creating room for some city land officials to indulge themselves in unethical practices of doing business using land services, thus making money for their personal gain. These unethical practices would be enhanced by the inadequacy of accountability among the land officials, hence making the land services are of a poor quality. Indeed, it is perceived that such unethical practices have to do with individuals' values. Here again, one can see how underlying the inadequacy of accountability is the unethical personal values of the officials.

It is in this context that the government land officials would use such technical challenges as scapegoat for their indulgence in unethical practices of using the land services delivery for their personal gain. This use of these technical challenges as a loophole for their unethical activities in land services delivery

would make them fail to be accountable to the people and the government they serve. This shows the connectedness of such unethical behaviour with failure in accountability with the personal values of the government land officials involved.

#### **4.3.2.1.4 Experience of Appalling Conditions and Damaging Consequences**

Findings show of appalling conditions especially in the un-surveyed areas as a result of the unethical decisions and actions that undermined accountability in the processes of land services delivery. On the other hand, unethical decisions and actions in the delivery of land services are perceived to have damaging consequences especially on the environmental and economical aspects. Findings show that many people resort to un-surveyed areas due to poor quality of land services delivery, and hence progress towards sustainable development is being slowed down. This is evident in issues such as: poor roads, water, and sanitation infrastructures in the un-surveyed areas.

Moreover, poor safety standards and the government being deprived of revenues that were supposedly to be collected such taxes from the businesses run in the area, are other factors slowing down progress in achievement of sustainable development. This is what some of the participants in the un-surveyed areas had to say:

*“Our place has no health centre, no school, no market, no milling machines. The environmental situation is not good.”* (Male, age 43, un-surveyed area, 2013).

*“The businesses run in our place are not paying taxes as even the TRA (Tanzania Revenue Authority) and city authorities can’t access easily as there are no roads. Houses are closely built together. There is even no space for open space for our kids to play. The situation is even worse during the rainy season as toilets in some houses in place are opened to release waste.”* (Male, age 44, un-surveyed, 2013).

Such lamentations do give a picture of what transpires in a place if land services aimed at fulfilling the public interest are jeopardized by the government land officials' unethical decisions and actions. As the participants would argue, such mushrooming of squatters does actually shatter down the hopes of achieving sustainable urban development. Also, findings showed that even in the surveyed areas, it was perceived those incidents such as poor consideration of appropriate uses in land allocation and the unethical practices such as delaying the issuing of title deeds and building permits are slowing down the progress in the achievement of sustainable development. It has been observed from the findings that at the roots of misappropriate land allocation are the unethical behaviours of corruption and making money unlawfully for personal gains, which shows a lack of accountability in the city land services delivery.

Moreover, the findings reveal that some land officials hold land plots meant for commercial purposes in order to speculate them. It is perceived that such unethical practices were depriving people who would have used such places for business purposes. This in turn deprives people of the opportunities to do business and hence development progresses to the business people, and the government is deprived of the tax revenues it would have collected. It also deprives people of the products and services they would have received from the businesses run in those commercial areas.

Findings also reveal that delays on the issuing of title deeds and building permits do affect issues such as loan taking as financial institutions cannot offer loans for developing a land plot that has no title deed. Other issues to be affected are such

as timely completion of projects thus timely returns for investors, which then consequently deprive the government of revenues. All such are seen to hamper progress in the achievement of sustainable development.

On the above mentioned issue, some of the participants had this to say:

*“The issue of not processing the title deed for our plot has slowed our pace to develop the place. Up to date we are using just the offer to develop the place, but we are doing it slowly as we aren’t so sure of the place as the place as the title deed has not been issued. With the slowed down progress, we are not generating the revenues we should, and therefore on the other hand depriving the government of the revenues (taxes) they should have been benefiting from us. This is a hindrance to development.”* (Male, age 50, commercial area, 2013). *“They have not yet released even the offer to us and yet it is our plot legally. So we can’t even develop the place and move on fast with our businesses.”* (Male, age 48, commercial area, 2013).

It is perceived that the efforts to achieve sustainable development are being hampered by the behaviour of the players in the land issues of having personal gains as their priority. The study shows that there is a great need to curb the current existence of unethical behaviour and practices among the land officials.

Even though the councillors disclosed a strategy that is normally in place to ensure important infrastructures are provided in each planned area such as: Water, electricity and roads; and that consideration is given on land allocation and use; however, they admitted that lack of accountability in the land services delivery which was evident in the unethical actions and decisions made by some land officials colluding with some councillors was jeopardizing the achievement of sustainable development. On sharing their perceptions on the subject matter during the discussions, a councillor commented:

*“The plans in place are aimed at achieving sustainable development. But it is not so in practice. The problem is in implementation. The problem of the lack of accountability and ethics is big, how then do you expect to achieve*

*sustainable development?” (Official C1, 2013). Another councillor shared his experiences by narrating an incidence and commented, “I tried to mobilize for a caterpillar to be brought to level a road to a school in my ward. When it started the work, the residents came out and prevented it to work as they have not been paid their compensation for the area. I had to stop the work and apologized. See how the delay of paying compensations prevented such a development progress of infrastructure in the area” (Official C2, 2013).*

It was the perception that inadequacy of accountability among some land officials was undermining the implementation of the plans and strategies laid out that lead to the achievement of sustainable development. Inadequacy of accountability would result into procedures being not followed, violation of land uses, unnecessary delays that would result into delays in developing areas, hence slowing down development progress. Furthermore, it is perceived that they inadequacy of accountability could as well be contributed by the lack of appropriate strong mechanisms for enhancing and enforcing accountability in the land offices.

It is the perception that inadequacy of accountability was contributing significantly to inappropriate allocation and use of land, hence hampering progress towards sustainable development. However, underneath all these are the unethical intentions, behaviours, and practices of some of the public officials. These all are related to the officials’ personal values. This then shows the connectedness between accountability and the officials’ personal values, and hence the effect on the urban land services delivery.

### **4.3.3 Patterns of Data for Research Objectives 3**

Research Objective 3: To assess how the existing government mechanisms in

place specifically enhance accountability in urban land services delivery for sustainable urban development in Mwanza city. Also, with research objective three, the research sought to answer research question three as to: How do the government mechanisms in place enhance accountability in urban land services delivery for sustainable urban development in Mwanza city?

Findings show that it is perceived that mechanisms seem not to facilitate the exercising of accountability, and hence jeopardizing the urban land services delivery and in turn hindering the achievement of sustainable development. A summary of how the mechanisms for enhancing accountability affect the urban land services delivery and the achievement of sustainable development is as shown in Table 4.8.

**Table 4.8: Mechanisms on Enhancing Accountability**

Theme	Key Findings
Perceptions of Weak Accountability Control Mechanisms	<ul style="list-style-type: none"> <li>• No policy observed that specifically aims at enhancing accountability in urban land services delivery.</li> <li>• No specific policies and weak system to enhance accountability and no control system in place.</li> <li>• No specific strategies or effective mechanisms for enhancing and enforcing accountability in the land services delivery.</li> <li>• Seems as though there is no control mechanism / system for ensuring (maintaining) accountability.</li> <li>• Lack of control system to monitor accountability and ethics.</li> <li>• Perceived Difficulties in Implementing Measures for Accountability.</li> <li>• No effective enforcement of holding accountable officials for their decisions and actions, and no effective rewarding system in place.</li> </ul>
Perceived Weak System of Information Assimilation	<ul style="list-style-type: none"> <li>• Poor transparency. Poor information assimilation, and therefore many people are not informed well of the procedures and processes in urban land service delivery, and this creates loophole to corruption and other unethical practices which are mainly centred at personal gain.</li> </ul>
The Perceived Political Interference	<ul style="list-style-type: none"> <li>• The political involvement serves to jeopardize rather than enhancing the practice of accountability and ethics hence the quality of land services delivery. It is not helping much in enhancing and enforcing accountability and ethics.</li> <li>• The quality of land services being jeopardized by politicians having say or powers over technical issues of which they have no knowledge about.</li> <li>• Politicians' lack of knowledge and expertise in the discipline of land, their powers and influence, their powers or say over technical issues, and their</li> </ul>

Theme	Key Findings
	unprofessional and unethical decisions and actions, jeopardize the quality of land services delivery.
Perceived Breach of Accountability Through the System on Cash Management	<ul style="list-style-type: none"> <li data-bbox="512 405 1406 472">• Poor cash management system that tends to hinder effectiveness and efficiency.</li> </ul>

**Source:** Researcher (2018)

In brief, the perceived weak mechanisms to enhance accountability are perceived to result into poor urban land services delivery and hence perceived to be a hindrance to the achievement of sustainable development.

#### **4.3.3.1 Analysis on the Government Mechanisms on Enhancing Accountability in the Urban Land Services Delivery for the Achievement of Sustainable Urban Development**

Findings show that there is the perception that mechanism to enhance accountability in the urban land services delivery seems to be weak. It is perceived that the weak mechanisms on accountability are giving room to unethical actions and decisions among then land officials. Also, it seems as though there is no control system in place to enhance, enforce, and maintain accountability. This in turn is seen to lead to land services delivery that does not meet the land needs and expectations of the people.

Concern on how weak the mechanisms are in controlling and enhancing accountability in the land office could be evident in expressions such as:

*“We paid 2.5mTsh for a plot but the official issued a receipt of 0.5mTsh.”* (Male, age 37, surveyed area, 2013).

*“The illegal land brokers known as ‘vishoka’ are a real big problem.”*

*They take plots of land for speculation. And actually they hang around the offices and they are smart and look like land officials. When customers come, they take hold of them and start handling their issues as if they are land officials. Dealing with them is difficult as they have links and networks with officials in the city land department and in the ministry of land departments' offices in DAR. They actually do process issues faster due to the links they have in the city land offices and the offices in DAR.” (Official M1, 2014).*

In brief, findings show that mechanisms in place are perceived in a negative way as not enhancing and enforcing accountability in the land offices. It is questionable as to whether they are mechanisms such as policies in place that specifically aim at enhancing and enforcing accountability in the land services delivery. The seemingly inadequate mechanism for enhancing and enforcing accountability shows to result into a freedom for unethical practices in the urban land services delivery, and hence rendering the services to be of poor quality.

#### **4.3.3.1.1 Perceptions of Weak Accountability Control Mechanisms**

Findings showed that it was perceived that control mechanisms for enhancing accountability in the urban land services delivery were weak. The majority of the participants felt that there are no concrete control mechanisms in place to control and enhance accountability and that which serve to hold accountable land officials for their actions and decisions. All this was attributed to the fact that there was the on-going unethical practices that show accountability to be weak in the land offices while there were no reports at all heard of officials being held accountable for their unethical decisions and actions. Even when people would present complaints against officials with evidence or proof, yet no measures would be heard of being taken against them.

As concerning the lack of concrete control mechanisms for accountability, this is what some participants would share:

*“Officials sell a plot to several people, thus creating conflicts and cases. However, nothing is heard about that official being held accountable.”* (Female, age 33, surveyed area, 2013).

Generally, the participants felt that the continual unethical behaviour by the land officials and that no one is heard to be held accountable for their unethical decisions and actions showed that the city council lacks strong control mechanisms for enhancing accountability. As regarding policies, findings show that the participants showed not to be aware of any policy that exists that aims at enhancing accountability in the urban land services delivery. Findings show that people have little understanding if even there were strategies in place that aim specifically at enhancing accountability in the city council offices. It is a big concern that a control system to monitor and maintain accountability in the city land offices is lacking.

For instance, on sharing his experiences a participant commented saying:

*“There is actually no accountability system in place to hold the city land officials accountable. A lot of messing up is being done but the ministry or the commissioner can’t do anything, but all the blames from the public is thrown to the ministry. The only thing that the commissioner can do is to withdraw the delegated powers, but cannot take disciplinary or punishment measures against the city land officials. There is no control system in place to monitor accountability and ethics in the city land office. The ministry of land of which the city land operates land services delivery on their behalf has no powers to control accountability and ethics in the city land office.”* (Official LC1, 2013).

Another participant shared his experiences by stating:

*“Lack of accountability and ethics is at the root of many of the land conflicts and problems that we encounter in our office.”* (OfficialL1, 2013).

Generally, it is perceived that mechanisms to enhance and enforce accountability in order to curb the unethical practices were lacking and this was affecting the quality of land services delivery and rendering it poor. The study reveals that weak mechanisms to enhance accountability give room to unethical practices in the land offices. Unethical practices do revolve around the unethical personal values of the land officials, thus implying that accountability issues in urban land services delivery are underlain by the officials' personal values. Moreover, as for the mechanisms aimed at maintaining accountability in the land services delivery, the officials identified four systems to be in place. It was their perception that these four systems are meant to maintain accountability, yet they seem to be not that strong enough, as accountability seems to be weak.

First, the system that the officials identified was the office positions hierarchy.

As for this, some of the officials asserted:

*“We do see that the office set up in terms of positions hierarchy is in itself a mechanism for accountability and ethics.”* (Official Y1, 2013).  
*“The hierarchy of operations makes each person deal appropriately with their responsibilities, each person doing his part, and the subordinate is supposed to be accountable to the boss.”* (Official X1, 2013).

However, the issue here was not just officials doing their responsibilities, but rather doing them ethically. How much are officials who do act unethically and make unethical decisions held accountable by their superiors? As to this issue, the participants admitted that this mechanism was not that effective and efficient and actually not sufficient to maintain accountability. They argued that it lacks the grip required to enhance and enforce accountability in the office. Such a perception was evident in what an official said,

*“.....however there can be the breaching of ethics such as a citizen colluding with an official for a certain deal.” (Official X1, 2013).*

Such a tone as well shows that the officials themselves are aware of the unethical practices done by some of them that breach ethics as a result of weak accountability in the land service delivery. Findings showed that it was even difficult to take measures of holding someone accountable for their unethical decisions and actions. On taking measures against an official to be held accountable, an official commented,

*“When an official breaches ethics, the head of department takes disciplinary measures such as writing a warning letter. But if the case is severe, then the head of department recommends it to the director for measures to be taken such as demotion or termination. However, as for termination the process is long and difficult” (Official M1, 2014).*

However, as pointed out by the official the processes of taking measures are long and difficult. This then jeopardizes the enhancing of accountability in the services delivery.

The second system to enhance and maintain accountability in the land services delivery that the participants identified is the Induction Course or orientation that carries items on accountability that which a person is supposed to go through once he is employed. It is expected in the induction course that officials would be told of their responsibilities and duties and on carrying them in an accountable and ethical manner. As for this an official pointed out saying,

*“The induction course is there in the system but no practiced. This was effectively done in the past but no longer done of the recent.” (Official Y2, 2013).*

During the discussions, the participants argued that this induction course would have been an effective tool to help enhance and maintain accountability if it would have been used effectively. It was argued by the participants that nowadays new employees just assume their responsibilities and duties without going through the induction course. This too was identified as a weakness that contributes to the weaknesses in accountability. Generally, the participants felt that this mechanism was not effectively enforced, and thus a weak mechanism, which according to them was to be seen as contributing to the weakness of lacking accountability in the land services delivery.

The third system that was identified is the Open Performance Review and Appraisal Form (OPRAS) which has been introduced to replace all other forms in the Public Service Institutions. This form is intended to meet the requirements of the performance management system and development process. Every official is supposed to fill it at the end of the year.

The issue in question then was as to how does this form help to ensure that accountability is enhanced and maintained at work. As for this an official commented,

*“We have the OPRAS forms that every one of us must fill at the end of the year. This is aimed at measuring the performance of the staff. This in a way is a tool to hold the person accountable for the responsibilities he has undertaken and to measure how ethically he performed his duties.”* (Official Y1, 2013).

However, during the discussions, it was clear from the participants that this was as well not that effective in enhancing and maintaining accountability in the land services delivery.

At just looking at the form, it can be seen that the first five sections deal with assessing on to what extent the agreed objectives, targets, criteria, and resources are met by the assessed staff, what progress has been met, and what factors have been affecting the performance. It is the sixth part that does have a segment on performance in terms of quality, mainly on the ability to deliver accurate and high quality output timely. Another segment is on how the staff responds to customers, and the integrity part on how the staff provides quality services without need for any inducements, and on his ability to benefit the government and not for personal gains.

However, this form is structured in way that the staffs assess himself in consultation with the supervisor. There is no portion that asks for feedback from other outside sources such as from the public or other stakeholders. Moreover, the form does have a section on comments from the supervisor, and finally a section that requires the supervisor to give recommendations on the appropriate reward, development measures or sanctions against the appraise (staff). However, it can be seen, and it was argued by the participants that the structure of the form does not facilitate effective mechanisms for enhancing and maintaining accountability in the office. This is as well seen as a weak mechanism.

The fourth system to be identified by the officials during the discussions was the various national boards of which among their objectives are to regulate the conduct of the professionals under the boards. National boards such as, the Architects and Quantity Surveyors Board and the Town Planners Registration

Board do have the city land officials as their registered members.

The participants asserted that these national professional boards have set up professional standards that bear the aspects of ethics for every registered profession to abide with. They operate to ensure that professionalism and ethics are followed in all procedures and operations of work. In a way they enforce accountability as they do take measures against all those who are found to breach. Measures to be taken include terminating their registration, thus stopping them of working as registered professionals. The officials asserted that the stripping of registration doesn't affect the employment. However, the official misses a lot of benefits. On this matter, a city official commented,

*“Once your registration has been stripped of, you won't be allowed to sign some documents, like permits. The government has set up a new system of the recent that requires documents such as permits to be signed by registered professionals. So if you are a senior in the office yet not registered professional, your junior who is registered will have to sign.”* (Official, M1, 2014).

In a way, in regulating the conduct of the professionals, these boards do supposedly oversee accountability in professionalism. A participant commented saying,

*“In a way, we do see these national boards for professionals as instruments of overseeing accountability and ethics, as for instance any involvement of a profession in practices that breach ethics might be stripped off of his registration as a registered profession.”* (Official X4, 2013).

However, during the discussions, the land officials themselves argued that little has been heard of cases in which professionals are being held accountable for breaching ethics in executing their duties specifically on urban land services. In

general, the participants felt that these boards have not been bestowed upon them the authority to hold accountable the professionals. The only far they can go is to withdraw their registration, hence rendering them unregistered professional.

Another land official further asserted saying,

*“The extent the boards can serve is to put the professionals in a place of being careful and cautious of being stripped off of their registration as professionals and can’t get into their employment or even take punitive measures that which will touch their employment such demotion or extermination. However, if the board sues the professionals to court cases then that could harm their employment. However, that has never been heard to happen, and seems not to happen.”* (Official X2, 2013).

Although it was cited as a mechanism to maintain accountability and ethics, yet the participants admitted that it wasn’t an effective tool. Moreover, among the issues in the perceived difficulties in implementing measures for accountability is that which pertains the system of rewarding and punishment dynamics as measures of control in accountability. First, is the issue of rewarding the officials. It is perceived that accountability is seen more on the punitive aspect. There is the officials’ lamentation that there is no rewarding for the officials who do outstanding works, or for the sake of motivating the officials as an appreciation for the work they are doing, no matter how great it is. As one official put it,

*“There is no system of rewarding to motivate people for their good or high performance.”* (Official X5, 2013). Another went on further to say, *“As an official you work diligently to perform highly, but it is another person who will be rewarded, the boss, and not you. This actually demoralizes as you are the one who did the job.”* (Official X4, 2013).

It is further pointed out that rewarding is only exercised on the May Day event (Worker’s Day) in which only one is rewarded, and actually it is done on rotation. Therefore, there is the feeling that there is very little appreciation for the

work and felt that much attention and care are not given to the officials. It is perceived that this can cause some of the officials to resort into minding their own personal interests and start working for their personal gains through unethical practices. It is in this case that rewarding officials should be seen as a way of enhancing accountability in the office.

Second, was the issue of punishment; in fact there are guidelines in place for measures to be taken against an official who wrong. As an official pointed out saying,

*“Normally measures against officials who wrong include: getting letters of warning; or are asked to explain themselves; or employment termination; or transfer; or demotion. At most what I have seen taking place is for the officials who wrong being transferred.”* (Official X6, 2013).

However, it is perceived as though this is not effectively enforced at work. The perception is that there is a lot of protecting one another in the office. The most that can be heard is a person being transferred from the place once he is found guilty of the accusations placed against him. All such continual unethical dynamics point to the centrality of an individual’s personal values. Does one need to be rewarded to conduct himself ethically? Does one need to fear punishment to conduct himself ethically? It is perceived that ethical personal values are crucial for ethical conduct and the exercising of accountability in the delivery of services.

There are practices that were unethical, and yet no one would be held accountable. Issues are cited such as double allocation, holding of several plots

for speculations, and such others. However, there are some difficulties and complications in implementing measures to be taken in holding officials accountable. There are no specific mechanisms aiming at curbing all such unethical practices.

As a city official commented saying,

*“It is true that ethics is a problem in the office, and there are practices by some officials that are a breach to ethics. There are some officials who are really troublesome. They are really troubling us in the office. They indulge themselves in unethical practices such as selling one plot to more than one person, and thus creating conflicts that give us a headache to solve them. We get into the hassles of solving them while actually the concerned officials have made money for their personal gain.”*(Official M1, 2014).

Even if measures are taken such as writing a letter of warning, demotion, or ask for such people to be transferred to other places, or termination, still the process of taking measures is long and difficult, and therefore at most times those responsible of taking measures wouldn't opt to take measures of holding someone accountable.

As for the measures that involve termination, an official commented,

*“The process of taking measures is very bureaucratic, difficult and long. And if a slight mistake is done the accused may file an appeal to the department of public services, and even press charges to be compensated (to be paid of his rights while out of the office). If the department of public services finds even a slight mistake in the procedures taken against the accused, he wins the appeal and he gets paid. This makes the measures to be taken be mostly transfers and demotions, and not termination.”*(Official M1, 2014).

Citing an example, the official continued saying,

*“There was a case of an official who was involved in a lot of cases of double allocation. We took the decision to terminate him. And*

*actually that's what he deserved, as there were a lot of complaints pressed against him, and he was a really troublesome person in the office. But then he appealed to the department of public services in the ministry. They then found a slight mistake was done in the procedures, and so they ordered for him to be sent back to work and the process be started afresh. We started again, and made sure it's done without the slightest mistake. The decision was taken to terminate him. This time he didn't win on appealing.” (Official M1, 2014).*

Another official added saying,

*“It needs to be very careful in following all the procedures involved in finally taking the measures of terminating a person. It is a long and difficult process, and many resort into transferring or demotion. No wonder it's very difficult to see public servants be terminated of their employments.”(Official M2, 2014).*

In general, it is perceived that mechanisms and processes for holding officials accountable were bureaucratic, long, and difficult. This is what some officials would comment,

*“The processes of holding people accountable are bureaucratic, difficult and long. It gives us a hard time as the public doesn't know that. When they press complaints say against a certain official, they expect to see quick measures being taken. But since the process is long, they don't hear of anything for a long time, and in turn they think nothing at all has been done as concerning their complains.” (Official M1, 2013).*

*“Sometimes the accused official deserves to be terminated, and the public expect that. But the public is not aware of the difficulties involved in the processes for such measures to be taken, and so it gets disappointed on hearing the accused is demoted and transferred.” (Official M2, 2013).*

Thus, such difficulties in holding officials accountable do further contribute to the lack of accountability and on the other hand the enhancement of unethical practices in the land offices. Thus, the findings do show the linkage between inadequacy of accountability and the unethical practices in the land services

delivery. Basically, it is the connectedness between accountability and the ethical personal values.

In general, during the discussions, most of the participants argued that all these mechanisms are not that effective, thus contributing very little into the concept of strongly bringing into strong awareness accountability in the office. It is perceived that all these dynamics still centre at the individual's personal values. Even strong mechanisms of control are in place, it is still perceived that a person with ethical personal values will abide with them and be ethical in his conduct in the services delivery processes.

#### **4.3.3.1.2 Perceived Weak System of Information Assimilation**

Findings show that perceived weak system of information assimilation in the land offices was jeopardizing the effectiveness of the urban land services delivery. Findings show that most participants felt that information assimilation to the public is poor. Information assimilation is very vital as far as the issues of accountability are concerned as people should be aware of the processes and procedures. It is perceived that if people would know clearly the processes and procedures, and their rights in the land services delivery, loopholes for unethical behaviours by some land officials who are after money for personal gain will be closed. Also, with proper system of information assimilation, the public will be in a position to help ensure that things are done in an accountable manner. Findings showed that the public go for the land services in total darkness, being ignorant of the processes and procedures.

For instance, this is what some of the participants had to comment:

*“Processes and procedures are not known to the public.”* (Female, age 30, surveyed area, 2013). *“Procedures and processes are not put to the open for the public know. It is very difficult for you to know where to start, where to go next, and where to finish. There isn’t even a reception area which would have been of big help to people to answer their questions and at least to help them know the procedures and steps needed to be taken, where to go for what and to see whom.”* (Male, age 35, surveyed area, 2013).

Information assimilation which is vital in services delivery seems to be poor hence jeopardizing the urban land services by creating room for unethical practices through undermining accountability. It was the participants’ concern that for the land services to be effective, measures should be taken to curb unethical practices through improved information assimilation system. Even weak information assimilation is seen to have its connectedness with unethical personal values in the land offices as matters pertaining it revolve around the unethical practices that undermine accountability. These unethical practices undermining accountability are basically underlain by the ethical personal values of the officials.

#### **4.3.3.1.3 The Perceived Political Interference**

Findings show that the political interference in the land services delivery is an issue that has its connectedness with the inadequacy of accountability. From the findings, it is perceived that the political interference in the land service delivery seems to add more problems. There is too much political interference that seems to create problems rather than help. It is perceived that this political interference is more of serving to undermine accountability in the land services delivery.

On commenting on the issue, a real estate official had this to comment:

*“The political involvement in the land delivery tends to make the processes difficult and tends to jeopardize the practice of accountability and ethics. Politicians bear about 80% of the total local government authority. The involvement of the politicians (councillors) in the land service delivery makes things difficult. A councillor may decide such, but then his party may interfere and decide otherwise and so decision becomes turned over, thus delaying progress in decision making over the issue at hand. Who then is accountable to whom? There is no clear cut point between the politicians and the technical people (land officials). Who does have powers between the politicians and the officials on making decisions? How knowledgeable are politicians on technical land issues?” (OfficialR1, 2013).*

People are more of seeing the political role as not being helpful in enhancing and enforcing accountability in the land services delivery. In fact, it is eyed that the political role negatively is just enhancing the unethical practices in the land services delivery. Moreover, it is perceived that the powers given to the politicians and the way they use those powers in a negative way to jeopardize the quality of land services.

On expressing his opinion on the issue, a city land official said,

*“Politicians and religious leaders have a lot of influence on the land services (land use). For instance, politicians may influence putting a car wash or petrol station in a place allocated for residential purposes.” (Official X1, 2013).*

To them, this is not just the issue of professionalism, but elements of being unethical in the delivery of services in the politicians’ decisions and actions. How would business people convince the politicians to fight for them to ensure that they are given plot and permit to put such a business as a petrol station in the midst of a residential area? It is indeed noted that such things do give a loophole and a boost to the land officials to indulge themselves in unethical practices as

they see their bosses (politicians – councillors) doing the same.

Moreover, as of the political challenge in operations, it is perceived that the politicians' priority on not losing their constituents during voting, their inadequate education and knowledge capacity on the technical issues, are among the roadblocks to the officials in executing their duties and giving room to practices that undermine accountability. Findings show that there is some sort of a clash between the professionals (land officials) and the politicians (councillors) who are not that much educated in the land discipline in the land services delivery. At times there are clashes between the politicians and the council management.

A city land official expressed his feeling by saying,

*“Politicians have been given too much power over the professions (technical – land officials). For instance, people are flooding squatters and the councillors are protecting them for the sake of votes (afraid of losing their constituents in the elections to follow). Monopoly and autonomy of the decision making on land services is on the politicians. Politicians dictate matters on plots, building permits, and land use. Moreover, the professions get difficulty in working with the politicians (councilors) as most of them are not that much educated, the most level reached by the so considered educated is form four, and so makes the communication difficult, difficulty in understanding as to what the professions are trying to do. Language used in professionalism is English, and the technique concepts are not understood by the many.”* (Official X3, 2013).

Another city land official shared his perceptions by saying,

*“A profession may make a professional stand on a certain issue or make the right profession decision but only to find the politicians interfering and wanting things to be done to suit their own personal interests. There is too much power given on the politicians that influence professionalism. There are times professionals are pressurized to work against professionalism.”* (Official Y2, 2013).

It is perceived that such challenges as mentioned above tend to undermine professionalism and accountability in the land services delivery, and were giving room to unethical practices. Also, perceived that the politicians (councillors), as peoples' representatives are there to ensure that all operations in the city council abide by the laws, rules, procedures, and stipulates in place. There is a committee that comprises of the councillors and the head of Human Resource for monitoring and evaluating the land department on its performance, with accountability being among the elements in consideration. This committee meets every quarter of the year for the evaluation work. This is some sort of control system in place. The councillors asserted that they exercise the authority bestowed on them for maintaining accountability. However, it is noted that this system is not that efficient as corruption seemed to water it down.

It is also noted that land officials with whom complaints are pressed against or who are found guilty of wrongdoings, measures are taken that include: verbal warnings, written warnings, and terminations. However, it has been noted that there lacks the implementation and enforcement of the accountability measures that officials would suggest to be taken against officials who are supposed to be held accountable for the wrong decisions and actions. On sharing their desire to see things moving in the right direction, a councillor commented,

*“We try our best to take punitive measures after having tangible proofs of the officials' wrongdoing. Frankly speaking there have been a lot of problems and conflicts with accountability and ethics being at the root. But we have done a lot to reduce them, and if we continue for a certain period, things will totally change. Our worries are if it happens new people come in office and we are out, that they may put everything under the table, and pursue a different direction. Such is actually hindering a lot of progress in the country,”* (Official C1, 2013).

Findings show that there are some weaknesses in the mechanisms that give loopholes to the breach of accountability and unethical practices. In essence, they are feelings that a concrete control mechanism for enhancing, maintaining, and enforcing accountability is missing in the land services delivery. Unethical practices such as corruption seem to dominate and therefore making the system ineffective.

On sharing their experiences on the subject matter, a councillor commented,

*“For any unethical action and decision made, we make resolutions and present them to the city director for measures to be taken. The director then consults the city lawyer for the appropriate actions to be taken. Actions to be taken may either be for the official to be taken to court, or any other punitive measures such as termination. However, since when I assumed my responsibilities as a councillor, I have rarely seen strong measures being taken against an official found guilty and who deserved strong measures to be taken against him. Sometimes decisions and resolutions made by the councillors are being sabotaged. For instance, resolutions are made through voting, and it is done by secret votes. It is at the secret voting that sabotage is done. And this is done by some land officials who lobby in to sabotage decisions and resolutions. You find some councillors being bribed. No wonder you find no measures being taken against an official found guilty.”(Official C2, 2013).*

In fact, such expressions as the ones above point on how the land services lack concrete mechanisms to enhance, maintain, and enforce accountability and as well on how morality among the officials lack. However, it is perceived that underlying all these problems are the ethical personal values of the players, such as the politicians, who make use of the weaknesses in the mechanisms and systems to indulge themselves in unethical practices. Thus, this shows the connectedness between accountability and the individuals’ ethical personal values, which in turn affects the urban land services delivery for the achievement of sustainable development.

#### **4.3.3.1.4 Perceived Breach of Accountability Mechanisms Through the System on Cash Management**

Findings show that it is perceived that cash management dynamics in the office is creating rooms for unethical practices, thus breaching accountability mechanisms, which in turn is affecting negatively the delivery of urban land services. This in a way is making some officials to resort to the means of making money not for the office but for themselves through the land services hence in turn weakening accountability in the office and jeopardizing the delivery of land services. It is perceived that bureaucracy in finances was one of the troubling issues and it created a loophole for making money in an unethical way for personal gains. As for this, an official commented saying,

*“There is a lot of bureaucracy in finances. For instance, there is that money that is usually paid to the department following the work that the officials have done, for example the consultation fee. Normally the accounts department holds it instead of channelling it to the department. So the department doesn’t get it and even the official, who deserves it, such as the consultation fee, doesn’t get it. As the result, the department finds itself in shortages of finances to run some of its duties, and on the other hand the officials feel deprived of their legitimate money. Such bureaucracy creates a loophole for making money in an unethical manner.” (Official X6, 2013).*

It is perceived that due to such bureaucracy in place, the officials look for some other means to get money, thus finding themselves using the land services for making money for their personal gains in dishonest ways.

The other perceived issue of concern in cash management is that which pertains the budget. It is felt that constraints in budget do affect the delivery of land services in an effective way. Due to budget constraints, the office faces

difficulties such as, shortages in working equipment and tools, inadequate means of transport, and such others. In attempting to overcome this challenge, the land officials would find themselves tempted to use the land services in making money in an unlawful way for personal gains. On commenting on the issue, an official pointed out saying,

*“Small amount of finances is normally allocated to our department and still released late. Moreover, constraints such as budget ceiling contributes significantly to hinder effectiveness in time delivery and also becomes as a loophole for unethical behaviour such as corruption.”* (Official X2, 2013).

Such financial constraints lead the officials into unlawful means of making money just to ensure that office operations are run and it is through such hassles that they find themselves going further into making money for their own pockets. All this tends to undermine ethics and accountability and hence jeopardize the effective delivery of land services.

Another perceived issue that emerged in the findings is that which concerns the revenues collected from the land services. The participants felt they don't see its benefits to both their offices and to them as workers. This is what they had to say,

*“The amount of money collected from land is huge but the return to the land department as retention skim is very small, and still it can be allocated to somewhere else. In the past, the retention skim which would be released by the ministry of land directly to the city land department was of the recent being sent to the city director's general pool, and thus being used into other purposes in the city council office. This makes life difficult to the land department operations, and causes loopholes for unethical behaviours. Even though a lot is being produced, but we the planning / land department which is the heart of the city council, don't feel the benefits. This facilitates unethical behaviour.”* (Officials X1, 2013).

Commenting on the same issue, another official said,

*“The city council takes the money of the sold plots. The money collected by the city from the plots then is used by the city as per their plans and budgets as the city. It doesn’t go all straight to the land department. The ministry takes the revenues such as the taxes, and the other costs except the land plot prices. Then the ministry returns only 30% to the council of all the revenues to run the city land office operations.”*(Official M2, 2013).

Such feelings of seeing no benefit of the revenues collected from the land services, together with the insufficient funds to run operations in the office, seem to be leading some of the land officials to indulge themselves in unethical practices of making money for their personal gains. It is perceived that officials would resort to make money for their personal gain so that at least they feel the benefits of working in that department. Since they don’t see the benefits of the collected revenues, other ways are sought for making money. In fact, they wouldn’t make money for the office as such, but for their own interest. With that being practiced, the government loses a lot of revenues that would have collected, and thus used it for development.

In fact, it is felt that the weaknesses in the cash management system such as those cited above, were driving the officials into breaching accountability through indulgence in unethical practices or conduct and hence jeopardizing the effective delivery of land services. It is in this aspect that one can see the connectedness between the breaching of accountability and the ethical personal values of the officials.

#### **4.4 Overall Summary**

This chapter has presented three key issues that address the three research

questions. Regarding the perception on accountability in the land services delivery in Mwanza City, the findings show that the perception is that accountability is inadequate in land services delivery in Mwanza city. Underlying the inadequacy of accountability is the officials' weaknesses in their personal values. In relation to the effects of the accountability of government land officials on the urban land services delivery, the perception is that the local government officials' inadequacy of accountability and their unethical decisions and actions jeopardizes and compromises the urban land services delivery. It is perceived that the land officials are not held accountable of their decisions and actions and this makes them continue with their unethical behaviour and practices. It is of paramount importance to put into consideration that underlying the inadequacy of accountability is the officials' weaknesses in their personal values.

In general, the Mwanza city land officials' decision making and actions in fulfilling their duties are seen to be inadequate in accountability, with weaknesses in the officials' ethical personal values playing a major role to a large extent and hence perceived as major causes of the experienced poor urban land services which do not meet the land needs and expectations of the people, which in turn hamper the achievement of sustainable development.

Regarding government mechanisms on enhancing accountability in land services delivery, it is perceived that mechanisms to monitor and control accountability, enhance, and enforce them in the place are inadequate. Moreover, it is as though there is no strategy that specifically aims at enhancing and enforcing accountability in the land services delivery. The participants' perception is that

inadequacy of such mechanisms gives room to the continual unethical practices, hence inadequacy of accountability, which then continually affects negatively the land services delivery. However, it is perceived that underlying the unethical behaviours is the weakness in the officials' personal values.

Indeed, this study reveals that accountability, with the officials' ethical personal values underlying it, is a crucial element for land services delivery for the achievement of sustainable development. Accountability, based on strong positive ethical personal values is a crucial element for the delivery of land services that meet and satisfy the land needs and expectations of people, and that which serve the interest of the government and the public. In brief, the findings show how accountability, underlain by personal values, is perceived to influence significantly the urban land services delivery for the achievement of sustainable development.

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.1 Overview**

Chapter five presents the discussion based on findings in chapter four. Also, discussion is done on the developed new knowledge on accountability in the public organizations.

##### **5.1.1 Discussion on the Participants' Perceptions on Accountability in the Urban Land Services Delivery in Mwanza City**

The discussion on the participants' perceptions on accountability in the urban land services delivery in Mwanza city centres on the main themes in the findings as presented in 4.3.1 of this work. The main themes include: Perception of services centred on personal interest and personal gain weakening accountability; Perceived connectedness of accountability and ethics in Land Services Delivery; An experience of jeopardized respect and rights of land customers showing inadequate or weak accountability in the land services delivery; Perceived weakened accountability system and framework in land services delivery.

Generally, the findings show that that most of the participants showed not to be satisfied with the urban land services delivery and perceived it to be poor due to weak or inadequacy of accountability in the urban land services delivery. In the absence of accountability, with the land officials and councillors not adhering to acceptable standards, the credibility of the city council land services delivery is perceived to be eroded.

Findings from this study show to agree with the findings in the studies by Ejere (2012) and Ssonko (2010) as seen in the empirical literature review in section 2.5, in that undermining of accountability in the public sector would result into unethical practices and behaviours such as corruption becoming rampant and endemic in the government and the country as a whole, however, this study goes further into revealing as to how accountability influences the urban land services delivery for sustainable development a knowledge gap of which the above mentioned studies didn't fill. The discussion on the findings according to the emerged main themes is as done in the sections to follow.

#### **5.1.1.1 Perception of Services Centred on Personal Interest and Personal Gain Weakening Accountability**

As seen in the findings in section 4.3.1 of this work, most of the participants' perception was that underlying the lack of accountability in the land services delivery was the public officials' unethical values with priority on personal interest of personal gain. The participants' perception was that the public officials' personal interest is all about making unlawful money for their personal gain. It is perceived that quicker services or effective response is given when money is given. That is, effective response of service delivery largely depends on money. In the midst of all these, no one is heard to be held accountable. In this case, through such failures in accountability, the city land office fails to be responsive to the land needs of the public.

Accountability, as Dorasamy (2010) argues, is very crucial in the delivery of land services and in utilizing the land resources and delivering services in a meaningful

way and for the benefits of the public and for personal interest or personal gain. It is in this sense that the city land office as revealed in this study, is perceived not to adhere in providing land services aiming at meeting the land needs and expectations of the public and serving for the benefits of all people.

With the land officials focusing on personal interests and personal gains, the people to be served were being deprived of being served in a timely manner, with care, respect, and courtesy. As seen before, services are offered effectively and issues don't take long (are not delayed) to be settled if the demanded money is given or the customer is known to the official. However, it should always be remembered that land officials, in delivering land services, are there to serve the legitimate interests and needs of the people in a timely manner, with care, respect and courtesy (Sheng, 2012; Ssonko, 2010; Tunde and Omobolaji, 2009). The issue here is the delivery of quality services with the priority being the public interest and not self-interest. Strong accountability will be evident through land services delivered in a timely manner, with care, respect and courtesy. These are land services that do not aim at personal gain, but for benefiting the public, meeting and satisfying their land needs and expectations (Sheng, 2012; Ssonko, 2010; Tunde and Omobolaji, 2009;).

The officials' priority on personal gains shows an issue with the officials' personal values. Unethical personal values would be at the root of the land officials' unethical practices and behaviour that seek to satisfy personal interests and that which work for personal gain. Thus, it would be more appropriate to argue that underling the inadequacies of accountability which is evident in those unethical practices and

behaviour aimed for personal gain is the personal values of the land players. This then shows the connectedness of accountability to the personal values of land services delivery players (Horne, 2014; Schminke, *et al.*, 2015).

The researcher for this study argues that, definitely, the antidote for personal gain behaviour is the improved personal values of the officials. This is due to the observed connectedness in this study between responsiveness and the officials' personal values. Positive ethical personal values will lead ethical behaviours and practices in the services delivery processes (Fatoki, 2014; Horne, 2014).

#### **5.1.1.2 Perceived Connectedness of Accountability and Ethics in Land**

##### **Services Delivery**

Findings as seen section 4.3.1 of this work reveal the perceived connectedness of accountability and ethics in land services delivery. Accountability is perceived to be weak due to unethical practices in the delivery of land services such as favouritism, the offering of quick responses or services if the person is known to the land official. In fact, it is the experiences of inadequacies in ethics being related to the inadequacies in accountability in land service delivery. Most of the participants were not satisfied with the way the land services were delivered in that decisions and actions in the delivery of services was done with bias, prejudice and favouritism. It was the participants' perception that practices such as favouritism in the land services delivery by looking at personalities, or favouring those with money or the known, makes the land services fail in being fair and in being in an equitable manner.

When accountability is taken into serious consideration, land services delivery should carry the responsibility of ensuring that all citizens receive the governmental attention through its officials and access their land needs irrespective of their physical, biological or social differences (Njunwa, 2008). Should practices such as prejudice, favouritism, and little respect to the rights of the land stakeholders through the demand of unlawful money, which were all lamented by the participants as being practiced in the land services delivery be prevented through systems and mechanisms that enhance and enforce accountability being in place alone? Or should there be a way to deal with the officials' personal values to improve them for being morally responsible for delivering services in fairness (Horne, 2014; Schminke, 2015)?

The study reveals that underlying the unethical practices such as favouritism, bias or prejudice in the delivery of land services, are the unethical personal values of the land officials. These do influence the manner that the services are delivered, as it is argued that personal values significantly influence attitudes and behaviours and contribute to performance (Horne, 2014; Schminke et al, 2015).

### **5.1.1.3 An experience of Jeopardized Respect and Rights of Land Customers Showing Inadequate or Weak Accountability in Land Services Delivery**

Findings as seen section 4.3.1 of this work reveal an experience of jeopardized respect and rights of land customers, which in turn show inadequate or weak accountability in land services delivery. This made the participants perceive the urban land services delivery in Mwanza city as being poor. Inadequate or weak accountability in the urban land services delivery is perceived to jeopardize the

respect and right of land customers and hence deprive people of the opportunity to improve their well-being and livelihood. Effective and proper accountability should be considered as an enabler that ensures equal access to services by all. In that, governments are expected to be responsive to the people's needs, and this requires responding efficiently and effectively to their real needs, considering their expectations (UN, 2015).

It is argued that, land services should be delivered in such a way that people are given the opportunity to improve or maintain their well-being or livelihood. This then serves to enhance the achievement of sustainable development. Land service delivery should be provided for all without discrimination and at costs that are affordable (FAO, 2007; Sheng, 2012). However, the researcher for this study still argues that with the connectedness of equity to the officials' personal values as observed in the findings, it is important to consider that equity will be enhanced through enhancement in the officials' personal values (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

#### **5.1.1.4 Perceived Weak Accountability System and Framework in Land Services Delivery**

Findings as seen section 4.3.1 of this work reveal that it is the accountability system and framework in urban land service delivery in Mwanza city are perceived to be weak. Findings show that with rules and procedures being not strictly followed, room is given to the continual unethical behaviours and practices. On the other hand, procedures and other useful information are not made available to land customers, thus creating room to unethical behaviours and practices. Also, in spite of

complaints, no news are heard of officials being held accountable for their unethical decisions and actions.

Findings show that the participants were of the perception that accountability in the land service delivery was undermined as though there was not in place a legal framework that governs and enhances the exercise of accountability. Indeed, it is argued that accountability cannot be enforced without a proper fair legal framework. It is in that sense that it is suggested that there should be in place a fair legal framework that enhances the exercise of accountability in the city council for the delivery of land services that meet and satisfy the needs and expectations of the stakeholders (Sheng, 2012).

A question to look at is as to whether a strong legal framework will result into strong accountability being in place, and hence land services delivery that meet and satisfy the land needs and expectations of the people. Or, with the observed connectedness of accountability to officials' personal values; should there be ways to deal with the officials' personal values to improve their morality to enhance accountability (Durvasula et al, 2011; Fatoki, 2014)?

The researcher of this study argues that a strong legal framework is not enough. There is a great need to put focus and emphasis on the issue of improving the personal values of the players for an improved performance and delivery of services that meet and satisfy the land needs and expectations of the customers and the public in general (Fatoki, 2014; Horne, 2014; Schminke et al, 2015). Indeed, the study reveals that inadequacy in accountability jeopardizes the urban land services delivery

whereas its enhancement produces services that satisfy and meet the land needs and expectations of the people. However, as noted in the findings, issues such as land officials' priority on personal interest for personal gains; making unlawful money for personal gain; favouritism; unethical decisions and actions; and the lack of being held accountable in spite of all such, have their connectedness on personal or individual ethical values. As a matter of fact, personal values are a powerful force behind the behavioural responses of individuals hence their actions and practices in production and services delivery processes (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

It is argued that personal values significantly influence attitudes, behaviours, decisions, actions, and contribute to performance. It is further argued that individuals' values tend to drive people to act ethically or unethically in pursuit of their goals (Fatoki, 2014; Horne, 2014). With accountability matters showing connectedness with personal values, a person such as a public official should possess accountability as a necessary personal or business value for effectiveness in the services delivery (Moghaddam, 2014; Mondal, 2013).

This study reveals that to enhance accountability, more than appropriate structures and systems being place is required. The connectedness between accountability and the ethical personal values make it become of paramount importance to focus as well on improving the personal ethical values. The contribution of ethical personal values in the delivery of services should not be underestimated (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015). The researcher for this study therefore argues that accountability and ethical personal values are inseparable for the delivery of services

that meet and satisfies the land needs and expectations of the public.

### **5.1.2 Discussion on How the Accountability of the Government Land Officials Affect the Quality of Urban Land Service Delivery for Sustainable Urban Development**

From the findings as presented in section 4.3.2, it has been observed that inadequacies of accountability of the government land officials do affect significantly and negatively the urban land service delivery rendering it to be poor. Findings from this study show to agree with the studies by Ejere (2012) and Ssonko (2010) as seen in the empirical literature review in section 2.5 in that accountability was lacking in the public sector and as a result, corruption and unprofessional behaviour was rampant which would cause poor performance and the delivery of services of poor quality.

Also, findings from this study show to agree with the study by Kamuzora, *et al.*, (2009) on land administration, as seen in the empirical literature review in section 2.5 in that time involved in service delivery, limited availability of surveyed land plots (limited bank of surveyed land), and the processes of land allocation or delivery, were creating loopholes for making money in a corrupt way or rather corruption. It is revealed in their study that affects of corruption in land administration only serves to hinder progress in the achievement of sustainable development. However, this study has gone further than the above-mentioned studies by revealing how accountability influences the urban land services delivery for sustainable urban development. A discussion according to the main themes that emerged in the findings as presented in section 4.3.2 of this work follows.

### **5.1.2.1 Experience of Unethical Practices, Behaviour, Decisions and Actions of the Government Land Officials**

Findings as presented in section 4.3.2 of this work reveal a rampant of unethical practices, behaviours, decisions and actions among the government land officials in the land offices. These include things such as: unnecessary delays of offers, title deeds, building permits; the to and fro movements of land customers without their issues being settled; services not being delivered in a timely manner; unlawful demands of money, all these aimed for personal gain.

Findings of this study showed that the rampant unethical practices, behaviours, decisions and actions among the government land officials in the land offices, which were facilitated by the inadequacies in accountability, were jeopardizing and corroding the effectiveness and efficiency in the delivery of urban land services. According to the findings, at the centre of all these is the inadequacies in accountability, in which the government land officials are not heard of being held accountable of their unethical practices, behaviour, decisions and actions. This shows to agree with what Sheng (2012) argues in that effectiveness and efficiency being covered by strong accountability dynamics, are very crucial for the delivery of urban land services that meet the land needs if sustainable development is to be achieved. The enhancement of accountability should be seen as a tool for effectiveness and efficiency for land services of good quality (Sheng, 2012).

The question then is on how should effectiveness and efficiency be maintained? Is it by rewarding effective professionals such as the land officials and the ineffective ones be held accountable by being disciplined or dismissed? Should there be the

enforcement of the regulations that enhance accountability among the officials and in that way prevent unsustainable development by providing consistently effective and efficient land services (FAO, 2007)? With the issue of the public officials' personal values underlying the unethical behaviours and practices that result into the lack of accountability, won't it be appropriate to take measures to improve the officials' personal values? It is argued that personal values significantly influence attitudes and behaviours and contribute to performance (Horne, 2014; Schminke, *et al*, 2015).

Unethical personal values would lead individuals into indulging in unethical practices that serve self-gain and not the public interest. It is in that manner that the connectedness between accountability and officials' personal values can be seen. It is asserted that individuals' values are a powerful force behind individuals' decisions, actions, and behaviours (Durvasula, *et al.*, 2011; Polder, 2011). It is still argued that this could well be tackled by enhancing the issue of improved ethical personal values among the public officials (Schminke *et al.*, 2015). Furthermore, dealing with individuals' values is crucial for behavioural change so as to enhance accountability in the delivery of service (Horne, 2014).

Furthermore, it is perceived that no proper customer care is offered that meets and satisfies the land needs and expectations of the public. It seems as though customer care depends on personalities, money, and knowing somebody in the land offices. All such are unethical behaviours, and their continual existence proves lack of accountability of the land officials. It seems officials are doing all such in freedom due to lack of a concrete mechanism of holding them accountable for their actions. The question is will proper mechanisms and systems be enough to enhance

accountability in order to facilitate the exercising of empathy in the delivery of land services (Sachdev and Verma, 2004)? Even when proper mechanisms and systems to enhance accountability are in place, ethical personal values still remain to be a crucial element. As it has been observed, personal values do underlie accountability. It is in this manner that dealing with officials' personal values should not be underestimated as crucial elements of accountability in the delivery of land services that meet the land needs of the people (Horne, 2014; Schminke, *et al.*, 2015).

When public officials act and behave in an ethical manner, accountability is exercised properly and effectively. It should be remembered that accountability serves as a key determinant of trust or mistrust in government, in conducting public affairs and delivering services to the people. Focus is on promoting accountability in order to improve governance and the fight against unethical behaviour and practices, so as to build greater trust and improve public services delivery (Mdee and Thorley, 2016; UN, 2015).

The study reveals that underlying the inadequacies in accountability are the unethical practices and behaviours of the land and public officials which are centred at self-gain. These have their connectedness to personal or individual values of the officials. Indeed, it is asserted that individuals' personal values drive them to act ethically or unethically in the pursuit of their goals. Personal values influence the behaviour, decision-making, actions, and performance of individuals. Thus, one can see the connectedness of the lack of ethical personal values to the lack of accountability in the land services delivery as seen in the findings and discussions above (Durvasula *et al.*, 2011; Fatoki, 2014; Polder, 2011).

### **5.1.2.2 Perceived Unethical Intentions**

Findings in this study, as presented in section 4.3.2 of this work, show that some dynamics in the urban land services delivery are perceived to carry unethical intentions with them. It is perceived that services are being made difficult to the land customers such as: going through unnecessary hassles and taking long times in delivering services and settling matters. The inconsistency in services, their unreliability and inaccessibility are perceived as carrying unethical intentions that lead to personal gains by individual land officials.

It was also pointed out by the land officials on how the government is being deprived of reaping higher revenue from land markets due to unethical conduct of some officials. They argued that the regulatory system for land market is articulated well and is appropriate for ensuring the government benefits as well. With the government being supposed to get ten percent as tax from the sales for each sold piece of land, yet it is being deprived of that in the sense that it gets lesser than it deserves. It was argued that some valuers would collude with the land owners and lawyers to set that land value lower than it is so that the owner pays lesser in the taxes.

It was revealed in the findings that the reliability of land services seemed to depend on the power of money, or if one knows an official in the land offices or by being aggressive in pursuing for the matters to be settled. Underneath all this is the perceived unethical intention of the land officials that which centred in self-gain and not for the aim of achieving the common goal of sustainable development. In fact, if sustainable urban development is to be achieved, then the land services should be

reliable. The urban land services should be performed dependably and accurately being facilitated by the enhancement of accountability. Land officials and all other officials should embrace accountability so as to offer services ethically with the aim of serving the public interest (Sachdev and Verma, 2004; Yahaya, 2006).

Lewis (2006) argues well in pointing out that with the land services being not reliable due to the unethical behaviour of some officials who are serving for their own unethical intentions of personal gains, the people are being deprived of their rights to benefit from the services that are meant for them. In order to achieve the common good, which is in this case sustainable development, public services such as land, should serve in the public interest. Land officials should seek what is good for the whole society rather than what promotes individual interests (Lewis, 2006). However, the issue of unethical intentions has to do with personal values. Therefore, it is argued that for the right things to be done and accountability to be enhanced, one's ethical personal values are an integral guide. Focus then should as well be on improved personal values for an individual to carry ethical intentions in carrying out responsibilities in services delivery that meets the land needs of people (Moghaddam, 2014; Mondal, 2013;).

It is further argued that, with the public interest being the priority, and the decisions and actions of the officials having ethical intentions of serving people, which is in fact rooted in the ethical personal values, urban land services delivery should be made to be reliable with the public being sure of getting land services that meet and satisfy their land needs and expectations (Fatoki, 2014; Horne, 2014; Lewis, 2006).

Moreover, it is perceived that unethical intentions, being harboured by inadequacies in accountability of the government land officials, were leading to land services being not delivered in a timely manner. However, it is argued unethical intentions should be avoided and that responsiveness for the land officials should be driven by the passion to serve the interests and land needs of the public.

Government land officials are required to serve the interest and the land needs of the public in a timely manner, with care, respect, and courtesy. Officials need to be willing to help the public and show promptness in delivering land services and in resolving complaints with the priority being the public interest (Sachdev and Verma, 2004). Public officials should know that the public interest has a significant effect on governing and that the government action through its land services delivery impacts people and the social or physical environment. Therefore, the contribution of the public officials through efficiency in responsiveness is very important if the land services delivered are to serve the public interests effectively (Box, 2007).

It is also perceived that land services are not readily available and not easily accessed unless money is given or you know someone in the offices. All such is a proof of the unethical intentions of the land officials and the inadequacies in accountability of holding the culprits accountable of their actions. Once again, at the root of such unethical intentions are the unethical individuals' personal values. Thus, the connectedness between accountability and individuals' values can be seen as well in this context. Even if mechanisms for enforcing accountability will be in place, it is still argued that individual values are very crucial in a person's intentions in matters pertaining decisions, actions, and behaviour (Durvasula *et al.*, 2011;

Polder, 2011).

It is also perceived that the inconsistency in the urban land service delivery is driven by unethical intentions of the land officials whose focus is on self-gain. From the findings, it was disclosed that lack of consistency was seen in things such as unnecessary delays, unlawful demands of money in order to offer services, corruption, favouritism, and all such others. All such show the unethical intentions which are driven by weaknesses in the officials' personal values. It is crucial that it be put into consideration that officials' intentions that significantly influence their attitudes, decisions, behaviours, and performance are influenced by the personal values of the officials, and this in turn affect accountability dynamics among the officials as a whole (Horne, 2014).

### **5.1.2.3 Perceived Scapegoat for Compromising Accountability**

Findings in this research as presented in section 4.3.2 of this work reveal that there are some issues going on in the land offices that are being used as a scapegoat or reason for compromising accountability. Issues such as scarcity of plots, land costs and prices being high, and in general services being expensive are being used as scapegoats and loopholes for compromising accountability in using the land services for self-gain. For instance, land costs and prices are perceived as being high and that land services are expensive and therefore land becomes unaffordable for the ordinary citizen. It is perceived that underneath all this is the business run by the public officials that aim at making money for personal gain. And all this is going on without hearing news of officials indulging in all such being held accountable.

Indeed, all such unethical practices are rooted in the unethical personal values of the officials (Schminke, *et al*, 2015).

In fact, to curb such practices, land services should be reasonably affordable to cater for all people. It is thus argued that enhancement of accountability among the land officials will foster for land services that are affordable for the well-being of the people and hence contribute to the achievement of sustainable development. Cost effective mechanisms need to be developed in order to make land accessible and affordable to all people if sustainable development is to be achieved. This, on the other hand will avoid the creation of rooms for some officials to use the market price system in doing land business for personal gain (Sachdev and Verma, 2004).

#### **5.1.2.4 Experience of Appalling Condition and Perceived Hindrances to the Achievement of Sustainable Development**

Findings as presented in section 4.3.2 of this work show that it is perceived that inadequacies in accountability of the government land officials in urban land services delivery results into the appalling conditions in places such as the un-surveyed places and tends to impede the efforts to achieve sustainable development. It is perceived that sustainable development seems not to be the common goal for all players in the land services delivery. Issues such as: Priority on personal gains; unethical decisions and actions; misappropriate land allocation and use; delays in offers, title deeds, building permits, all serve to hinder progress and hamper efforts to achieve sustainable development. Moreover, mushrooming of un-surveyed areas due to poor land services delivery that results into poor living conditions; poor

sanitation, poor infrastructure, and poor environment in the areas hamper the achievement of sustainable development.

Findings have shown that poor land services delivery, which is mainly due to lack of accountability of the government land officials, forces people to resort to (un-surveyed areas) squatters. This adds more to congestion, pollution, under development, inadequate shelter, increasing incidence of poverty, which all do not add any appreciable improvement in the welfare of the citizen and the achievement of sustainable development.

The issue of land not being made available and accessible does have significant implications for sustainable development. For instance, activities such as taxes on land play a significant role in raising revenue for public finances, productive activities by commercial investors and security of tenure that allows people to obtain loans through mortgages which contribute to the achievement of sustainable development are made possible. An adequate supply of land at an affordable cost will cater for the socio-economic development that the country is seeking for (Mukupa, 2011).

It is argued that a successful land management system could help to lay the foundation for revenues through increased property tax revenues, land-use, sales revenue, and private sector finance through mortgages and similar pledges. It is further argued that an increase in revenue is possible only when the local government authorities such as the city council and land administration institutions act together to remove unethical huddles and constraints standing in the way of land

access. In this manner economic growth will be experienced, hence a positive contribution towards the achievement of sustainable development (Lugoe, 2010).

It is further argued that in a situation of high demand and low supply, scarcity will remain to be a loophole for corruption and other unethical practices aimed at personal gains, and a major factor of the mushrooming of slums and informal and illegal settlements (Lugoe, 2010). It is in this manner that land availability and accessibility should be seen as a strategic prerequisite for the provision of adequate shelter and other productive purposes for the achievement of sustainable development. This can be well achieved through the enhancement of accountability among the government land officials, with the ethical personal values being the catalyst. Accountability and ethical personal values should be inseparable (Dorasamy (2010; Durvasula, *et al.*, 2011; Polder, 2011; Sachdev and Verma, 2004).

How will the future well-being of the citizens be secured with such mushrooming of squatters with poor living conditions in these areas? What is being witnessed so far is the increasing poor quality of the living conditions which suggests that the goal of achieving sustainable development is yet to be realized. This brings us to the fact that good governance, that carries accountability as its crucial elements, be a necessary ingredient in the delivery of land services for the achievement of sustainable development (Jiboye, 2011).

The issue of land allocation and land use in the context of accountability cannot be underestimated in the efforts to achieve sustainable development. Sustainable urban development will depend on how the urban land resource is secured, allocated, used,

and managed. Land and sustainable development are inseparable. Land use and allocation should be considered as important integrated elements in the achievement of sustainable development. It is therefore of paramount importance to ensure that accountability is strongly maintained in the land services delivery for the achievement of sustainable development (Enemark, 2007; Musakwa and Niekerk, 2012; Zwan, 2012).

The improper land allocation which was observed in the findings as being caused by inadequacies in accountability among land officials can cause negative impact on the people's well-being. Findings showed that there are incidents in which industries and petrol stations are allocated in residential areas. Health risks are posed by industrial effluents, lives are at risks, and in the long run the city authority may be unable to manage the increasing amounts of hazardous wastes generated by rapid industrialization in the neighbourhood to residential areas, thus a degradation of the environment. All such issues pose a challenge to the achievement of sustainable development through proper and efficient land allocation and land use (Enemark, 2007; Musakwa and Niekerk, 2012).

Moreover, findings from the research showed that the situation in the squatters which is largely a result of the inadequacies in accountability of the government land officials, is disgraceful. Houses in the squatter areas are built closely together and most of them are poorly ventilated. This then exposes people to higher concentrations of air pollutants from cooking and heating sources. Moreover, inadequate sanitation, drainage and solid waste collection services add to health risks in the areas. The uncollected and improperly handled solid waste threatens to have

serious health consequences. All such jeopardize the social well-being of the people, and as well enhance the environmental degradation. These are among the major issues faced by the city council in its efforts to achieve sustainable development. With such prevailing situations the achievement of sustainable development becomes an unrealized dream (Enemark, 2007; Musakwa and Niekerk, 2012).

From the research findings, it was observed that difficulties in accessing land, high land prices and costs that make land not affordable, are a result of the inadequacies in accountability among land officials, and in turn are making many to resort to squatters. It was also observed from the findings that difficulties to access land, delays in offering title deeds and building permits were among the challenges that participants were experiencing. This as cited earlier tends to slow down the moves to develop the areas as per plans and causes the government to miss revenues that it would have collected. The consequences of lack of accountability among land officials are undeniable.

However, it is argued that an increase in revenues can be possible to be experienced when the local government authorities such as the city council and the land administration institutions such as the city land office put their act together to remove huddles and constraints standing in the of land access and the offering of important documents such as the title deeds and building permits, and for sure efforts for sustainable development will be enhanced (Lugoe, 2010).

Scarcity of urban plots makes some people resort to squatters. With the phenomena of squatters comes the costs of regularisation and upgrading of such informal

settlements, which is to be incurred by the government. Such challenges impede progress in the efforts to achieve sustainable development. On the other hand, scarcity also creates room for unethical gains. With the scarcity of land plots while the demand are high, room for unethical gains in the land delivery is created by the officials who are unethical in their conduct and professionalism (Lugoe, 2008).

The findings also showed that weak accountability results into the unethical behaviour and practices by some land officials such as delaying land registration and building approvals. This deprives the government of the taxes and revenues that it would have collected as a result of places being developed, deprives of the investors who are to use land as collateral to loans nag mortgages, and thus tends to slow progress in the economic growth, hence hampering the achievement of sustainable development. Weak governance results into a weak land administration that lacks sustainable approaches to sustainable development (Mukupa, 2011).

Indeed, lack of accountability can be a cause of continuous poverty and underdevelopment, which leads to deterioration in the economic growth and social well-being of the public, and therefore serving to hamper the efforts to achieve sustainable development. On the other hand, if accountability is weak, then land is more likely to be appropriated by specific interest groups. This will deprive the many from enjoying their well-being and from enjoying the achievement of sustainable development (Sebudubudu, 2010).

Moreover, findings show that there is difficulty in access to land. Access to land is necessary for economic development and poverty reduction as land is a source of

wealth and a platform for human activities in the African context. It is suggested that there should be policies in place that enable people to gain access to land on equitable basis, prevent and identify corrupt practices, unethical behaviour, favouritism, and all such others. These policies should serve to discipline or prosecute those held accountable of such ill practices. Such policies should as well enable the land officials to act and make decisions with integrity and for the public interest (FAO, 2009; Silayo, 2009). However, policies alone without the integration of the aspect of improving personal values might not be that effective. The crucial importance of personal values in the enhancement and compliance to accountability is undeniable as the findings from this study do reveal.

All the discussion above converges to the unethical practices resulting from the inadequacies in accountability of the government land officials and which are seen to have their connectedness to the unethical individuals' personal values. This then shows how the accountability of the public officials has its connectedness with the personal values of the individuals. Ethical or unethical actions and decision-making are influenced by personal values. It is asserted that personal values provide the bases of ethical actions and decision making in organizational contexts. Thus, the actions and decisions of the public officials underlying their accountability have their bases on the personal values of the individual officials (Alteer, *et al.*, 2013; Ghazieh and Soltani, 2016). Therefore, there comes the importance of improving the personal values of the officials if accountability is to be improved for the delivery of services of that meet the land needs of the people and which enhance efforts to achieve sustainable development.

### **5.1.3 Discussion on the Government Mechanisms on Enhancing Accountability in the Urban Land Services Delivery for the Achievement of Sustainable Urban Development**

The discussion on the findings as presented in section 4.3.3 in this work on assessing how the existing government mechanisms in place enhance accountability in urban land services delivery for sustainable urban development in Mwanza city are done within the five main themes that emerged in the findings that include: Perceptions of weak accountability control mechanisms; perceived weak system of information assimilation; the perceived political interference; perceived difficulties in implementing measures for accountability; perceived breach of accountability through the system on cash management.

Generally, the participants' perception was that mechanisms in place seem to be weak in accountability thus giving room to unethical behaviour, decisions and actions. Moreover, weaknesses in the systems are seen in incidences whereby no news is heard of officials being held accountable for their unethical decisions and actions. Findings from this study show to agree with several findings from the study by Massoi and Norman (2010) as seen in the empirical literature review in section 2.5. For instance, findings from the study by Massoi and Norman (2010) revealed that the overlapping roles and authorities in the land dynamics for housing were problematic in overseeing land administration and allocation effectively, in such a way that it was creating room for malpractices and bureaucracy in the whole process in planning and land allocation.

In brief, it was difficult to exercise accountability in the land services. The findings from this study also show to agree with the findings from the study by Kamuzora,

Ngindo, and Mutasingwa (2009) as seen in the empirical literature review in section 2.5, in that some mechanisms were showing to be weak such as policies that would curb loopholes for unethical behaviours such as corruption, lack of transparency, loss of government revenues and all such like in land administration. Also, they reveal that that there is poor information assimilation in the land services and that the majority of the people lack knowledge about the land service delivery procedures. This as well creates loopholes for corruption and for people to be deprived of their right, which all such jeopardize the quality of land services delivery.

#### **5.1.3.1 Perceptions of Weak Accountability Control Mechanisms**

Findings showed that weaknesses in the land office systems and mechanisms on enhancing accountability are manifested through dynamics such as: the difficulty in customers to know who is who and who is what in the office that leads to some officials taking advantage of using it to make money for personal gain; those with money or known are the ones listened to; and effective services seem to depend on money or on knowing somebody. All such lead to the perception that accountability is inadequate in the land offices. It is the perception that it seems as though there is no control mechanism or system for ensuring (maintaining) that accountability is exercised in the place.

As for accountability, the land officials themselves feel that accountability system is weak and that it is as though there is no control system in place. They feel that there is no effective enforcement of holding accountable officials for their decisions and actions, while on the other hand there is no rewarding system in place. Although the officials cited forms such as the OPRAS are in place to evaluate their performance,

yet this was seen not be effective. This definitely calls to have in place internal control mechanisms to enable the officials become more sensitive to their duties and more committed to serving people as valued customers. These control mechanisms should carry with them strong aspects of accountability (Bozeman, 2007; Menzel, 2005;).

However, it can be noted that there are some useful tools in place which are not being used effectively in the public institutions such as the city land offices. For instance is the 'Management Standard Checklist (MSC) for the Public Service' which bears the management standards that bear the ethical element, and that which have been developed to help in improving public service delivery via the increase of efficiency and effectiveness in public services (MSC, 2011). It is clearly articulated in the MSC on how government institutions such as the city land offices are to promote ethics through the complaints and grievance handling systems and through ethics compliance framework. Emphasis is on empathy and timely responsiveness in providing a valuable customer care and compliance on ethics. Emphasis is as well on training the staff on ethical issues, investigations to be undertaken by the organizational ethics committee and disciplinary actions to be undertaken (MSC, 2011). All such carry the aspect of ethical values and could be very helpful in the enhancement of the exercising of accountability from the perspective of personal values in the land service delivery.

Moreover, induction training for all new employees is stated as a must to be done within six months after reporting. A list of documents for offices to make reference on ethics compliance is provided such as, Ethics Compliance Framework; Code of

Ethics for the Public Service; Explanatory Manual for Code of Ethics: Doing the Right Thing; The Public Leadership Code of Ethics, and many others (MSC, 2011). The question is, could all these contribute to improving the officials' personal values for effectiveness in accountability, and hence better services delivery?

On the other hand, it is felt that accountability is considered more on the punitive measures side and lacked on the rewarding side. However, if accountability will as well give weight to the rewarding side to those who prove high performance and shine in the ethical aspect, this will turn to be a motivation to ethical conduct in the work place? Moreover, it is argued that accountability should not be seen as venues for delivering blame in case things go wrong. Being accountable should not be seen as only having to bear the blame. Definitely, accountability should be seen as being responsible for the well-being of the public served, with those serving effectively being rewarded for their high performance and for those messing up facing punitive measures (Bovens, 2005).

The government emphasizes that the provision of good services to the public and good governance (of which accountability is among its key characteristics) are closely related and depend on each other and that the two cannot be separated (President's, 2011). It is argued that the government bears the obligation to ensure that accountability is strongly enforced in the systems and mechanisms of offering land services that create value for the well-being of the people and the achievement of sustainable development. Moreover, the government, systems, and mechanisms in place should base on the principles of accountability in order to achieve sustainable development through quality land services delivery. Also, the enforcement of

accountability in the land services delivery for the well-being of the people and the enhancement of the achievement of sustainable development should be facilitated effectively (Bozeman, 2007).

In fact, there is the need for concrete mechanisms that include comprehensive urban land policies on accountability. The findings of this study imply that mechanisms that incorporate comprehensive urban land policies are weak that enables the city council to be able to keep pace in an accountable manner with the increasingly demands to supply adequate planned, surveyed and serviced land plots to urban dwellers. As argued by Silayo (2009), the magnitude of squatters (un-surveyed areas) has been contributed by lack of comprehensive urban land policies that would cater for holistic interests of the urban dweller. Proper land policy and planning would help to curb loopholes for unethical practices as well as uneasy the big burden of squatters (Lugoe, 2008).

Furthermore, it is argued that the absence of clearly stated, defined and enforced land policies to promote accountability gives room to the whole system to be vulnerable to malpractices and corruption hence jeopardizing the efforts to reduce poverty and achieve sustainable development (Ebai and Forje, 2009; REPOA, 2008). However, as findings reveal, focus in the land policies should be on the improvement of ethical personal values which are the base for accountability. Ethical personal values are considered as a driving force to ethical attitudes, decisions, actions, behaviours, and performance and an integral part of accountability in the delivery of services (Fatoki, 2014; Horne, 2014; Schminke et al, 2015).

It is true that inadequacies in accountability in the land administration cause the land service delivery activities such as, administrative procedures for registering a land plot, obtaining planning and building approvals, obtaining offers and title deeds be so cumbersome, expensive and confusing that they actually encourage the much unauthorized development that the administration seeks to prevent (Ebai and Forje, 2009; Mukupa, 2011). It is argued that proper mechanisms that include land policies, systems, and internal rules and regulations which enforce accountability within the situation to curb all these should be integrated with the processes to improve the ethical personal values of the officials (Ebai and Forje, 2009; Fatoki, 2014; Horne, 2014; Mukupa, 2011).

It is of paramount importance to have concrete mechanisms in place that will enhance accountability in the land services delivery. However, since the findings have revealed the connectedness of accountability and the ethical personal values, the researcher argues that mechanisms to be in place should cater for dynamics to transform and improve the personal values of the officials. This in turn builds the bases for the ethical actions and decision making that enhances the dynamics of strong accountability in the delivery of quality services (Alteer, *et al.*, 2013; Ghazieh and Soltani, 2016).

Indeed, although concrete mechanisms need be in place that which will facilitate and lead officials in offering services in an ethical manner, and which will make officials be accountable for their actions and decisions they make; yet the challenge of unethical personal values remains to be there. It is argued well that personal values centred at the right moral values will be a bases for the ethical actions and decision

making of the officials, and this could significantly enhance accountability in the delivery of the services (Alteer, *et al.*, 201; Ghazieh and Soltani, 2016). It should be taken into consideration that ethical personal values should be recognized as a driving force to ethical attitudes, decisions, actions, behaviours, and performance and therefore be seen as an integral part of accountability in the delivery of services. They are to be taken as the base for the exercising of accountability in the land services delivery (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

This study has revealed that underlying the problems related to accountability have their connectedness to the officials' personal values. The issue of concern is, with ethical personal values being seen as a driving force to ethical attitudes, decisions, actions, behaviours, and performance and therefore an integral part in the delivery of services (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015); would it be not appropriate to take the ethical personal values as the base for the exercising of accountability, and the mechanisms and policies meant enhance compliance to it?

While it is argued that strong accountability mechanisms will make the land officials fulfil their obligation to the society of offering land services that create value for the well-being of the people and for enhancing the achievement of the sustainable development (Bozeman, 2007); one can see that the all unethical practices revealed in the study have their roots in the officials' personal values. Unethical personal values lead to such unethical practices and behaviour, hence jeopardizing accountability in the services delivery processes (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

From the findings, is it enough to have mechanisms in place in the land service delivery such as those enhancing accountability in order to enable the handling of resources such as land to maximize efficiency and effectiveness in the process of producing services that benefit the stakeholders and serve the interests of the citizens (Bozeman, 2007)? As a matter of fact even if there will strong mechanisms in place, corrupted personal values of officials will pose a problem to accountability dynamics. It is argued that ethical personal values are a driving force to ethical attitudes, decisions, actions, behaviours, and performance which in turn affect processes such as production and services delivery (Fatoki, 2014; Horne, 2014; Schminke et al, 2015).

It is in that manner that as this study reveals; strong mechanisms to enhance compliance on accountability alone are not enough, as the problem is rooted in the officials' personal values. The issue of personal values of officials is crucial for improved behaviours and ethical practices that enhance performance and accountability (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

#### **5.1.3.2 Perceived Weak System of Information Assimilation**

Findings reveal the perceived weak system of information assimilation as contributing to weaknesses in the mechanisms on enhancing accountability in the urban land services delivery. It is perceived that procedures and other useful information on land services are not put open and clear to the public. Limited transparency and access to information concerning land services is a shortcoming undermining accountability (REPOA, 2008). As Lawson and Rakner (2005) argue, transparency at the local level is poor and that it should be improved for a better

performance and delivery of services such as land services. They argue that weaknesses in transparency at the local level is dominant in Tanzania, hence Mwanza city. It is argued that strong transparency strengthens accountability (Lawson and Rakner, 2005; REPOA, 2008).

It is further argued that to enhance and enforce accountability, reliable, relevant and timely land information should be freely available and accessible to the public and to all other land players. Moreover, decisions made by the land officials and the councillors should be made as transparent and open as possible with reasons being given for the decisions made. This will prevent any breach to accountability (Sheng, 2012; Ssonko, 2010; Tunde and Omoboloji, 2009). It is argued that information should be accessible to prevent unethical decisions and actions such as favouritism, corruption, and the demand of unlawful money. This is asserted as ensuring that the land resource is used for the citizen's benefit. Inadequacies in accountability in the land services will continue to cause a major reduction in the quality of urban land services delivery (FAO, 2007; Naz, 2009).

Also, it has been argued before that poor information and poor managing mechanism in land markets in urban Africa contributes significantly to lose revenues that the government suffers. If there will be more recognition and improvement in land markets information and managing mechanism, the government will reap higher revenues (Kironde, 2009). It is in the same context that it is considered that the challenges of poor access to information and lack of a culture of transparency also contribute to the poor performance of accountability mechanisms (REPOA, 2008). However, will just proper adequate mechanisms and systems that enhance

accountability in place alone be enough to deal with such a phenomenon that has its base on the ethical personal values?

The researcher argues that since the study shows that underlying information assimilation are the personal values of the officials, it is then of paramount importance to realize that structures and systems for enhancing and enforcing transparency are not enough. Concern as well should be on the improved personal values of the public officials. It is argued that personal values are crucial in the attitudes, behaviours, and performance, hence in the services delivery of good quality. Under the influence of ethical personal values, officials will be committed to offer services that meet and satisfy the land needs and expectations of the people (Fatoki, 2014; Polder, 2011).

#### **5.1.3.3 The Perceived Political Interference**

Moreover, findings as presented in section 4.3.3 of this work reveal that the political interference serves to jeopardize rather than enhance the practice of accountability hence the land services delivery. It is the perception that land services are being jeopardized by politicians having a say or powers over technical issues of which they have no knowledge about. It is argued that poor representation of the citizens by their councillors in the decision making processes contribute to undermine accountability hence hamper the achievement of sustainable development through services of good quality (REPOA, 2008). Indeed, politicians should not use their delegated powers from the citizen's votes to jeopardize the land services, but should rather do what is best in an accountable manner, for the citizens, societies, and stakeholders in general (Bozeman, 2007; Menzel, 2005).

It is as though politicians and public officials such as land officials find it challenging, if not near to impossible, to act with integrity in carrying out their duties (Bozeman, 2007; Menzel, 2005). However, politicians and land officials should not indulge themselves in unethical practices, and instead serve the interests of the public and ensure that land services are delivered that meet and satisfy the expectations of the people through the effective exercising of accountability (Bozeman, 2007; Menzel, 2005).

The councillors (politicians) themselves were of the perception that there is lack of accountability in the land services delivery which was giving room to rampant unethical practices. Moreover, findings show that the councillors feel that there is the lack of control system to maintain accountability in the land services delivery. Surprisingly enough is the fact that it seems the councillors are not that conversant with their crucial contribution in the land service delivery. However, as Kironde (2009) argues, accountability in land matters is not only of the technical and procedural nature, but also of the political nature. Rights over land cannot be separated from civil, political and human rights, and are dependent on political, administrative and professional readiness to ensure fair treatment and equal opportunities for all. Councillors as politicians have the obligation to ensure that accountability is not weak in the land services delivery.

As for the political involvement and influence, the land officials feel that the politicians' lack of knowledge and expertise in the discipline of land lack the required necessary inputs into service delivery of good quality leads to creating room to unethical practices for personal gain. As it is argued in REPOA (2008) that among

the challenges that councils such as the city council face is that most councils are still operating with limited human resource capacity, especially in terms of expertise. It is a challenge to have councillors with big powers bestowed on them, yet lacking expertise in land services. Enhancing accountability in such a set-up throws a big challenge in the land service delivery processes.

On the other hand, it is argued that public officials with a professional background such as the land officials often find it difficult to work with the politicians such as the councillors due to the fluid, contingent, and ambiguous character of political agendas and political norms that they carry. It is asserted that the criteria for political judgement are mostly the political opportunity (Bovens, 2005). Thus, room for rampant unethical practices is created in such set-ups.

Basically, it is argued that politicians are expected to contribute significantly to the enhancement of the mechanisms that enhance accountability in the land offices for the delivery of land services for the well-being of the people (Kironde, 2009). However, in spite of the issue of accountability mechanisms and policies being a concern, findings have shown that the personal values of the individual officials have a connectedness with their being accountable in their delivery of services to the public. Even if there would have been in place mechanisms aiming at curbing all such unethical practices as seen in the findings, the officials' actions and decisions in their services delivery have their bases on their personal values. Improved officials' personal values should also be the focus for improved accountability dynamics, hence the delivery of services of a better quality (Ghazieh and Soltani, 2016).

It is argued that accountability mechanisms should be in place that keeps the land services, the land officers, and councillors under control for the delivery of land services that serve the public interest in an ethical and accountable manner (Bresser-Pereira, 2007). Moreover, it is argued that there is the necessity of having concrete policies and mechanisms that specifically aim at enhancing accountability for the delivery of quality services, and of which should not be undermined (Bovens, 2010). It is in that manner that it becomes of paramount importance to bear in mind the integration of ethical personal values in the dynamics and mechanisms for enhancing accountability. It is asserted that ethical personal values should be considered as a driving force to ethical attitudes, decisions, actions, behaviours, and performance which then become crucial in the exercising of accountability (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

#### **5.1.3.4 Perceived Breach of Accountability Through the System on Cash Management**

Findings show that it is perceived that accountability is as well breached through poor cash management system, which is used as a loophole for self-gain. It is argued that very little amount is allocated for their operations and it is as though the council is not concerned with their well-being. This they argued, leads to some of them to indulge into unlawful ways of making money, thus treating the land services as business opportunities for them to make money for personal gains.

It is argued that in many developing countries such as Tanzania, public officials are poorly paid and their well-being not taken into much care. This then is often seen as a contributing factor to corruption and other unethical practices aiming for personal

gain. It is argued that, with such weaknesses, the land officials are likely to be tempted to resort to unethical ways of doing business for their personal gain out of the land services delivery (Bell, 2007).

However, it should be remembered that resorting to unethical practices for personal gain is an issue connected to the ethical personal values of the officials. Thus, it is in this sense argued that the individual preferences of the officials for moral values will promote the efficient cash management and efficient operations of the organization. The values of the officials will positively influence the ethical climate of the organization and enhance accountability in the delivery of services. It is argued that ethical personal values should also be seen as an integral part in cash management and accountability. They should be the driving force for effective management, performance, and accountability in this area (Fatoki, 2014; Ghazieh and Soltani, 2016; Horne, 2014; Schminke, *et al.*, 2015). Indeed, personal values of officials underlie the enhancement of accountability among the officials. Officials' personal values are the forces behind their decisions, actions, attitudes, behaviour, and performance. They should be seen as the driving force behind the enhancement and compliance to accountability in the delivery of services of a better quality (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

The findings from this research bring us to the conclusion that accountability with connectedness (base) to individual ethical personal values does significantly influence the quality of the land services delivery and in turn the achievement of sustainable development. Therefore, accountability with base on ethical personal values should be considered as a crucial element of uttermost importance for the

delivery of quality services. It is important to have the right government policies, mechanisms, and strategies that carry the element of individual values specifically on enhancing accountability in urban land services delivery for sustainable urban development in Mwanza city.

#### **5.1.4 Accountability, Personal Ethical Values, and Urban Land Service Delivery as Inseparable Elements**

As noted in sections 4.3 to 5.1.3.5, accountability with its base on the personal ethical values significantly influences (affects) the urban land services delivery. Therefore, accountability with its base on the personal values and the urban land service delivery are inseparable elements and should be used as a tool to deliver services in a meaningful way and for the benefit of all, and meeting the land needs of the people. Public institutions should not only adhere in enhancing, complying and enforcing the set standards and frameworks of accountability but also in improving the personal values of the officials, as these underlie accountability (Dorasamy, 2010; Horne, 2014; Schminke, *et al.*, 2015; Tunde and Omoboloji, 2009).

Moreover, enhancement and enforcement of accountability that bases on strong officials' ethical personal values in the land services delivery should be considered as a fundamental prerequisite for preventing unethical decisions and actions by the public officials. This should be done to ensure that the officials' powers are based on ethical personal values and are directed towards delivering services, with the public interest and the achievement of sustainable development as the priority. It is argued that this should be supplemented by appropriate control mechanisms that include urban land policies, systems and procedures, however, they should bear the elements

of improving personal values in enhancing accountability for the delivery of land services that aim at ultimately achieving urban sustainable development (Horne, 2014; Raga and Taylor, 2005; Schminke, *et al.*, 2015; Tunde and Omobolaji, 2009).

Indeed, with the efficient and effective control mechanisms that constitute both the external and internal controls to help the land officials and public servants to be more sensitive to their duties and more committed to serving citizens as customers that may be in place (Ebai and Forje, 2009); these accountability mechanisms, systems and structures should bear the emphasis on and be supplemented by the personal ethical values for the delivery of land services of quality (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

Both external and internal control systems should be supported by strong ethical personal values. The external control system that emphasizes the importance of external controls on the behaviour of public servants in this case the city council land officials and demands the compliance to formal and detailed rules and procedures, with the individual being limited to choose to follow the rules and procedures, or to violate them by commission or omission of the said; and whose typical instruments may include legislation, strict behavioural codes of ethics and rules, extensive control mechanisms, and control institutions with extensive powers (Maesschalck, 2004); should be supported strong ethical personal values (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

In fact, external control system dynamics should be orchestrated in a way that will help to enhance improved personal values for the enhancement of accountability in

the delivery of quality service. As it is asserted, that personal values drive people to act ethically or unethically in pursuit of some goals (Durvasula, *et al.*, 2011; Polder, 2011). Internal control system that may include internal rules and regulations; internalization of the ethics laws, codes of ethics, and codes of conduct; and audits (Dorasamy, 2010; Ebai and Forje, 2009; Menzel, 2005; Njunwa, 2008;) should as well be supported by strong ethical personal values (Fatoki, 2014; Horne, 2014; Schminke, *et al.*, 2015).

It is argued that there should be in place mechanisms such as urban land policy that specifically carries the elements of accountability underlain by the emphasis on ethical personal values. The land policy consisting of social, economic, environmental, and legal prescriptions and that which carry the elements of accountability underlain by ethical personal values should dictate how land is to be managed allocated aiming to achieve sustainable development (Fatoki, 2014; Horne, 2014; Mukupa, 2011; Schminke, *et al.*, 2015).

Moreover, to enhance accountability, mechanisms that carry procedures and systems should be in place to facilitate the delivery of land services in an accountable and ethical manner, meeting the land needs and expectations of the people. The effectiveness of the land services delivery should be assessed as perceived by its land players and customers through the eyes of accountability and ethics rather than by being measured by the revenue it generates alone to the land department. Thus, the two elements, accountability and the ethical personal values should be carried together (Oosterom, Ratan, Varma, Montfort, Pierre, and Lloyd, 2007).

It is also suggested that one can consider the integrated elements identified in the conceptual framework in accountability, quality of urban land service delivery, and sustainable development to serve as indicators in the developed new knowledge. However, with all that emphasis should still remain on accountability being seen as having its base on the personal ethical values of the individual officials for the delivery of urban land services for the achievement of sustainable development.

## **5.2 The Developed New Knowledge on Accountability in Public Organizations Involved in Land Services Delivery for Sustainable Development**

This research has developed a new knowledge base of accountability in public organizations that captures the elements of public services specifically on urban land service delivery for the achievement of sustainable development. This new knowledge asserts that: Accountability with its base on ethical personal values (with personal values underlying it) is directly related to the delivery of urban land services. Accountability with its connectedness to ethical personal values (with personal values underlying it) is directly related to the delivery of urban land services. Ethical personal values are an integral guide for enhancing accountability for the delivery of land services. Ethical personal values, accountability, and land services are inseparable.

Failure in accountability, which is a result of failure in personal values results in failure in the delivery of urban land services of good quality. That is, failure in accountability leads to poor urban land service delivery. Accountability, with ethical personal or individual values underlying it and the delivery of urban land services are inseparable elements that have the potential for enhancing sustainable

development.

According to this new knowledge, urban land services delivery depends on the level of accountability underlain by ethical personal values. The weaker the ethical personal values (unethical personal values) the weaker the accountability and this leads to poor urban land services delivery. Good land services delivery cannot exist without strong accountability with its base on strong ethical personal values. This new knowledge provides guidance to have public organizational dynamics that enable it to deliver services for the public interest through the influence of accountability, with accountability being underlain by ethical personal values. As the new knowledge asserts that underlying accountability is the personal values of the public officials, it implies that improved personal values should be seen as a crucial element to be dealt with if accountability is to be enhanced for the delivery of land services that meet the land needs and expectations of the people.

### **5.2.1 Contribution to Theory**

The developed new knowledge contributes significantly to the two theories used in this study's conceptual framework namely: New Public Governance (NPG) theory and the Public Value (PV) theory.

**Contribution to the New Public Governance Theory:** The new knowledge as articulated in section 5.2 contributes to the New Public Governance Theory by bringing in the element of ethical personal values as a base for accountability in the delivery of services. The New Public Governance theory as seen in section 2.4.1 emphasizes on the participation of parties such as the public organization, private,

non-profit, and the citizens in ensuring that accountability is exercised in the delivery of services, managing of resources, performance, and outcomes. It emphasizes on accountability efforts of working across organizational jurisdictional and political or administrative boundaries, with the political leadership being considered to be crucial in ensuring the effective practice of governance (Christensen, 2012; Osborne, 2006; Patapas, *et al.*, 2014; Robinson, 2015; Runya, *et al.*, 2015).

The new knowledge developed in this study goes beyond the emphasis on participation of parties in ensuring that accountability is exercised and on accountability efforts of working across organizational jurisdictional and political or administrative boundaries, and brings in the new element of focusing more as well on the personal ethical values. That is, it is not enough to have all such dimensions mentioned in the theory, but that personal ethical values are a crucial element in underlying accountability if the services delivery, managing of resources, performance, and outcomes are to be of the desirable dimensions.

The New Public Governance Theory, as seen in section 2.4.1 emphasizes on the key elements of coordination, centralization (political power), networks and partnerships in enhancing accountability (Christensen, 2012; Osborne, 2006; Patapas, *et al.*, 2014; Robinson, 2015; Runya, *et al.*, 2015). Basically, the theory is more on the systems and structures. The new knowledge developed in this study goes beyond the systems and structures and presents accountability being underlain by ethical personal values as a crucial element that directly influences the public services delivery for sustainable development.

**The Public Value Theory:** The new knowledge as articulated in section 5.2 contributes to the Public Value theory by bringing in the element of ethical personal values as a base for accountability in the delivery of services that create public value. Accountability in the public theory as seen in section 2.4.2 is considered to be enhanced through multiple accountability systems. It considers that players involved in creating value to the public such as, the public sector, the private sector, and the non-profit organizations, together with the public itself should be involved in the accountability dynamics with the parties being accountable to one another (Greve, 2015; Hartley, *et al.*, 2015; Lewis, *et al.*, 2015; McAteer, 2008; Moore, 2013; O'Flynn, 2007; Sami, *et al.*, 2016; Todorut and Tselentis, 2015; Turrell, 2014; Witesman, 2016). Accountability dynamics in the public value theory focuses more on the dynamics of systems and structures and not in the personal values of the individual officials. The new knowledge developed in this study goes beyond accountability dynamics basing on the dynamics of systems and structures and focuses on the personal ethical values as the base for accountability.

This study develops the new knowledge that focuses on accountability based on ethical personal values and not just systems and structures, as crucial and essential in delivering quality services that create value to the public. The new knowledge of accountability in public service organisation stresses on the efforts designed to promote accountability being underlain by ethical personal values, as well as promoting improved personal values, for enhancing compliance with and enforcement of land services that create value to the public, to the satisfaction of the people's land needs and expectations, and hence the achievement of sustainable

development.

### **5.2.2 Summary on the Developed New Knowledge**

The new knowledge developed serves to link accountability and urban land services delivery for sustainable development. The new knowledge asserts that: Accountability with its connectedness to personal or individual values (with personal values underlying it) is directly related to the delivery of urban land services. Failure in accountability, which is a result of failure in individual values results in failure in the delivery of urban land services of good quality. That is, accountability, with personal or individual values underlying it and the urban land services delivery are inseparable elements that have the potential for enhancing sustainable development.

## **CHAPTER SIX**

### **CONCLUSIONS AND RECOMMENDATIONS**

The purpose of this research is to address the research problem posed in section 1.2, that is: “How accountability influences the urban land services delivery for sustainable urban development in Mwanza city Tanzania” This chapter presents the conclusion, implications, and recommendations made from this research.

#### **6.1 Conclusion about the Three Research Objectives**

This research was a qualitative exploratory single case study investigating on how accountability influences the urban land services delivery for sustainable urban development in Mwanza city, Tanzania. The study was carried out focusing three specific objectives. The first specific objective was to establish the perceptions on accountability in the land services delivery in Mwanza city. The case study revealed that most of the participants showed the perception that accountability was inadequate in the land services delivery and that this was giving room to rampant unethical practices and this in turn was jeopardizing the delivery of the services, and hence hampering the efforts to achieve sustainable development. It is revealed that underlying this inadequacy in accountability is the weakness in the ethical personal values of the officials. It can then be concluded from this study that accountability with its connectedness to ethical personal values significantly influences the urban land service delivery for the achievement of sustainable development.

The second specific objective was to determine how the accountability of the government land officials affects the urban land service delivery for sustainable urban development. The case study revealed that all participants were of the

perception that accountability was generally inadequate or weak among the government land officials. The participants' perception was that this was giving room to rampant unethical practices, and in turn was causing the land services delivery be perceived as being poor, not meeting and satisfying the land needs and expectations of the people. This was in turn seen to hamper the efforts and progress of achieving sustainable urban development. This study revealed that underlying the inadequacy in accountability is the weakness in the officials' ethical personal values. It can then be concluded from this study that the accountability of the government land officials with its connectedness to the officials' personal values do significantly affect the urban land services delivery and affects the achievement of the sustainable urban development.

The third specific objective was to examine how the existing government mechanisms enhance accountability in urban land services delivery for sustainable urban development in Mwanza city. The case study revealed that the participants' perception was that it seems as though there were no existing mechanisms specifically on enhancing accountability. It as though that processes, procedures, systems, and urban land policies, in place seem to be weak in accountability and that this was resulting into a continual persistent unethical behaviour, decisions and actions by some officials without being held accountable.

In spite of the public's complaints, no news is heard of officials being held accountable for their unethical decisions and actions. It is perceived that too much room is given to unethical practices and hence jeopardizing the urban land services delivery. It is perceived that underlying all these are the weaknesses in the officials'

individual ethical personal values.

From this study a new knowledge was developed which as well helps to address the gap in literature. The new knowledge helps in enhancing accountability for public services that not only satisfy the needs and expectations of the public, but also enhance the achievement of sustainable development. Indeed, this research has brought to us new knowledge that links together accountability with its base on ethical personal values and the public services delivery for the achievement of sustainable development. This new knowledge asserts that accountability with its connectedness to personal values is directly related to the urban land service delivery. That these mentioned elements are inseparable. Therefore, the importance of accountability with its base on ethical personal values in the public services delivery cannot be neglected as it affects the services and as well the achievement of sustainable development.

As indicated in the research problem in section 1.2, that there are increasing incidences of land conflicts emanating from matters relating to accountability issues, and that these are tending to hamper the efforts and progress of achieving sustainable urban development. This study has revealed that accountability with its base on ethical personal values should serve as a tool to enable the delivery of public services that satisfy and meet the needs and expectations of the public and for the achievement of sustainable development.

## **6.2 Implication for Theory (Contribution to body of knowledge)**

This study has revealed how accountability with its base on ethical personal values

influences the quality of urban land services delivery for the achievement of sustainable development. In brief, this research has made three major contributions to the body of knowledge about the new knowledge that has been developed. These contributions are as presented in the next sections.

### **6.2.1 The New Knowledge**

The research findings have developed a new knowledge linking accountability and service delivery for sustainable development. This new knowledge asserts that: Accountability with its connectedness to ethical personal values is directly related to the urban land service delivery. Failure in accountability, which is a result of failure in ethical personal values, is failure in the delivery of urban land services that meet the land needs and expectations of the people. That is, accountability with personal or individual values underlying it and the urban land services delivery are inseparable elements. The weaker accountability underlain by weak ethical personal values is, the poorer the urban land services delivery will be. Good land services delivery that meet the land needs and expectations of the people cannot exist without strong accountability underlain by strong ethical personal values.

This new knowledge developed is of crucial importance in its contribution to the body of knowledge. It gives information on how accountability influences the public services delivery and leads to sustainable development. It is a generated knowledge of accountability in public organizations that captures the elements of public services specifically on urban land services delivery for the achievement of sustainable development. The generated new knowledge in this research provides the basis for understanding accountability as a significant tool for the delivery of public services

that serves the public interest, meeting and satisfying the needs and expectations of the public for the achievement of sustainable development.

### **6.2.2 Field of Governance, Public Services Delivery, and Sustainable Development**

The literature review in chapter 2 provided the basis for understanding the relationship that exists between accountability (a key characteristic of good governance), public services delivery, and sustainable development. This research has found that accountability, a key characteristic of good governance, is a significant enabling tool for the delivery of effective and efficient public services that enhance the achievement of sustainable development. The research has found out that a concrete system of public accountability underlain by emphasis on strong personal values is required for better public services delivery for the enhancement of sustainable development.

Thus, this study will stir up more research on the subject matter. It has contributed knowledge in the field of governance, public services delivery, and sustainable development, which in turn stirs up more research to be done in this field, looking even further into the other aspects of governance.

### **6.2.3 Exploratory Qualitative Case Study Methodology**

This research confirms the usefulness of the qualitative case study research methodology. This research has stirred up more researches to be done using the qualitative case study methodology as it has proven to be used to do a deeper and detailed investigation on the researched phenomenon and has helped in answering

the ‘how’ question raised in this research, which is “Investigating ‘how’ accountability influences the urban land services delivery for sustainable development.”

### **6.3 Implication for Practice**

The use of the new knowledge developed in this research is not limited to urban land services delivery only. The knowledge can be applied to all public services delivery as well as managerial decision-making in various ways. First, managerial decisions should be made ethically and in an accountable manner for the public’s interest. Accountability with its base on the emphasis on personal values should be used as a tool to prevent and thwart unethical practices and behaviours that aim at serving personal interests for personal gain and serve the public interest. Second, decisions should be made for the well-being of the people and for the common good of achieving sustainable development for all.

Third, public officials should make decisions knowing that they are accountable to the institutions for which they are working and to the public whom they serve. And lastly, decisions to be made that aim at satisfying and meeting the needs and expectations of people. The new knowledge can be used for analysing management and administration system reform requirements and issues in any public organization that pertain to delivering services that help in achieving sustainable development.

### **6.4 Implication for Further Research**

The study has identified several areas that are worthy of further research. First, is the new knowledge that has been developed. The research findings of this study form a

springboard to address the other aspects of good governance and how they influence the delivery of public services for sustainable development. This is to look deeper into how good governance, with accountability being among its key characteristics, can be used as an effective tool to enhance the delivery of public services that satisfy and meet the needs and expectations of the public and as well enhance the achievement of sustainable development. Secondly, this present study provides a sound basis for further research in the field of governance, public services delivery, and sustainable development.

### **6.5 Overall Summary of the Study**

This research has made significant practical contributions to several issues related to accountability in its influence on the urban land service delivery for sustainable development with particular reference to Mwanza city council, Tanzania. It has demonstrated that qualitative data relating to experience and perception of different parties in the land service delivery is trustworthy and could be used to inductively derive a new knowledge to be used in the delivery of urban land services for sustainable development. This in turn has enabled this research to draw conclusions about the research problem posed in section 1.2. The contributions of this research are made explicit in section 5.1.1 to 5.2.1.

From the methodological viewpoint, this research has substantiated the appropriateness and usefulness of case study methodology, the researcher's interpretivism position for theory building in a relatively less researched field. From this perspective, this research presents several opportunities for further research about accountability in urban land services delivery.

In brief, the research examined the life experiences and perceptions of the various urban land services delivery players investigating on how accountability influences the urban land services delivery for sustainable urban development. Findings of the study showed that accountability underlain by ethical personal values significantly affects the urban land services delivery and in turn the achievement of sustainable development. This then leads us to the conclusion that accountability with its base on the ethical personal values of the officials is very crucial in the public services delivery as it affects it and hence the achievement of sustainable development.

Therefore, public organizations should have in place mechanisms that enhance and enforce accountability underlain by ethical personal values among the officials so as to deliver services that satisfy and meet the land needs and expectations of the public, and as well as enhance the achievement of sustainable development.

## **6.6 Recommendations**

The research findings of this study identified several areas of concern. Next are recommendations to address those concerns. First, the research findings have shown that mechanisms to monitor and control accountability in the land services delivery are weak. It is therefore recommended to put in place audit committees that are to aim at promoting and maintaining accountability and the ethical personal values, and that which will help in resolving ethical issues relating to land management. This will improve accountability among the land officials and hence the provision of services that meet the land needs and expectations of the people, and for the achievement of sustainable development for all.

Second, the research findings showed that there are no land policies specifically on accountability in urban land services delivery. It is thus recommended that policy makers should look into coming up with land policies that specifically deal with the enhancement and enforcement of accountability in place. This will help in enhancing and enforcing accountability for the delivery of land services of a satisfying quality for sustainable development. However, accountability should be underlain by ethical personal values.

Third, with the research findings showing a considerable inadequacy in accountability in the urban land services delivery and hence jeopardizing its quality; it is therefore recommended that a strong legal framework be in place that will be a basis of ethical and accountable behaviour in the public institutions and that which will make the public officials be accountable to the government and the people, and serve them effectively and efficiently meeting their needs and expectations. The legal framework should help in maintaining trust and confidence of the people in their government. This will enhance accountability for the delivery of services that meet and satisfy the needs and expectations of the people, and for the achievement of sustainable development.

Fourth, the research findings also showed that there was a lack of the political will and commitment to ensure that accountability is enhanced and enforced in the delivery of urban land services. It is thus recommended that there should be a strong political commitment to ensure that accountability is enhanced and enforced in the delivery of services. This will help in ensuring the delivery of services that meet and satisfy the needs and expectations of the people, and for the achievement of

sustainable development.

Fifth, as noted in the research findings it is as though the Oversight Institutions such as the Prevention and Combating of Corruption Bureau are not executing their duties effectively. It is thus recommended that Oversight Institutions should strongly support the legal framework and the political commitment in dealing with issues of accountability as mandated by the constitution and policies set in place. This will help in enhancing and enforcing accountability among the land officials and in the delivery of land services for the achievement of sustainable development.

Finally, the research findings showed that there was poor access to information as well as poor information assimilation in the city land offices, and a lack of transparency, which in turn were giving room to unethical practices in the land services delivery aimed at personal gains. It is therefore recommended that stronger public, citizenry and other players' participation with emphasis on the element of access to information and information assimilation, transparency, and the enhancement of accountability in the services delivery should be in place in the land offices.

It is thus concluded from this study that the enhancement and compliance to accountability being underlain by strong ethical personal values in the public sector will enable the delivery of services that meet and satisfy the needs and expectations of the public and all other players, and for the achievement of sustainable development.

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## APPENDICES

### APPENDIX I: INTERVIEW GUIDE

#### INTERVIEW QUESTIONS FOR LAND SERVICE PROVIDERS (THE ILEMELA AND MUNICIPAL COUNCILS PERSONNEL IN THE LAND DEPARTMENTS; SOME SELECTED COUNCIL OFFICIALS).

Semi-structured interviews with open ended questions are the most widely used interviewing format for qualitative research in both the individual interviews and focus groups discussions. For this reason, the same interview guide questions are used for both the individual interviews and the focus groups discussions, however, questions would be used by considering the context of whether it was focus group or individual interview (DiCicco-Bloom and Crabtree, 2006).

Name: .....

Age: .....

Contacts (mobile phone): .....

Office / Department: .....

Position: .....

Education: Tick where appropriate.

Primary ( ) Secondary ( ) Tertiary ( )

Economic Status: Tick where appropriate.

Low Income ( ) Middle Income ( ) High Income ( )

- **General question:** Please describe the land services you are providing.

#### 1. Accountability:

- (i) In your experiences, can you tell me about land problems pertaining the issue of accountability encountered in your department? (Citing

examples).

- (ii) How do such accountability problems affect the land services provided?  
(Citing some examples).
- (iii) In your opinion and experiences, what are the strengths and weaknesses in the land department as far as accountability is concerned?
- (iv) What mechanisms, strategies, and policies are in place aimed at enhancing accountability?
- (v) Can you tell me about accountability measures taken in cases a staff is found of breaking his duty as for accountability is concerned? (Cite examples)
- (vi) Tell me your experiences, and opinions concerning: (a) Fairness (b) Rule of law (c) Transparency (d) Responsiveness (e) Equity as far as accountability is concerned in your land services delivery?

## **2. Urban Land Service Delivery**

- (i) What mechanisms, strategies, policies are in place to ensure the provision of quality land services?
- (ii) In your opinion, how satisfied are people with the land services available?
- (iii) How do you ensure that your land services meet and satisfy the land needs and expectations of your customers?
- (iv) Tell me your experiences and opinions about (a) Effectiveness and efficiency (b) Reliability (c) Time (Speed of Delivery) (d) Responsiveness (e) Availability and Access (f) Affordability

(g) Empathy (h) Consistency as far as quality of land services in your department is concerned.

### **3. Sustainable Development**

- (i) Can you tell about what is being done by your department to ensure that sustainable development in the city is achieved through the land services you provide? (Cite examples).
  - (ii) What mechanisms, policies, and strategies are there to ensure the proper land allocation and land use is exercised in your land services delivery aiming at achieving sustainable development?
  - (iii) What accountability problems that may hamper the achievement of sustainable development, as far as land use and land allocation is concerned, have been encountered in your office?
  - (iv) Tell me your experiences in the follow up activities on the proper use of land as far as sustainable development is concerned?
  - (v) What measures are being taken to those who do not use land as prescribed with reference to the achievement of sustainable development.
4. Are there any other issues of concern pertaining the subject matter we have not discussed?
5. What suggestions and recommendations do you give concerning our discussion on the subject matter.

## APPENDIX II: INTERVIEW GUIDE

### INTERVIEW QUESTIONS FOR LAND CUSTOMERS (Residents in the Low, Medium and High Density Plots).

Semi-structured interviews with open ended questions are the most widely used interviewing format for qualitative research in both the individual interviews and focus groups discussions. For this reason, the same interview guide questions are used for both the individual interviews and the focus groups discussions, however, questions would be used by considering the context of whether it was focus group or individual interview (DiCicco-Bloom and Crabtree, 2006).

Name: .....

Age: .....

Contacts (mobile phone): .....

Area of Residence: .....

Type of Plot: .....

Education: Tick where appropriate.

Primary ( ) Secondary ( ) Tertiary ( )

Economic Status: Tick where appropriate.

Low Income ( ) Middle Income ( ) High Income ( )

- **General Question:** Please describe the procedures and the hassle you went through in acquiring your land plot.

#### 1. Accountability

- (i) Tell me your experiences on accountability in the land services delivery by the city.

- (ii) Tell me of the things (issues) that dissatisfied you, as far as accountability is concerned, during the whole process of your acquiring your land plot.
- (iii) Tell me of your experiences and opinions concerning: (a) Fairness (b) Rule of law (c) Transparency (d) Responsiveness (e) Equity in the City's land services? (Cite examples)
- (iv) What do you think should be done to improve the level of accountability in the land services delivery in the city.

## **2. Urban Land Service Delivery**

- (i) What is your perception in the land services delivery of the city?
- (ii) Tell me of your experience and opinions concerning: (a) Effectiveness and efficiency (b) Reliability (c) Time (Speed of Delivery) (d) Responsiveness (e) Availability and Access (f) Affordability (g) Empathy (h) Consistency as far as quality of land services in the city is concerned? (Cite examples)
  - What do you think contributes to all such you are mentioning?
- (iii) In your opinion, how satisfied are people with the land delivery services available? (Cite examples)
- (iv) What do you think should be done to improve land service delivery in the city?

## **3. Sustainable Development**

- (i) What's your opinion according to your experiences concerning land use and land allocation as far as sustainable development is

concerned? (Cite examples)

(ii) How is your allocated land and your land use contributing to the achievement of sustainable development?

4. Are there any other issues pertaining the subject matter we have not discussed?
5. What suggestions and recommendations do you give concerning our discussion in the subject matter?

## APPENDIX III: INTERVIEW GUIDE

### INTERVIEW QUESTIONS FOR LAND CUSTOMERS (Residents in un-surveyed /unplanned areas)

Semi-structured interviews with open ended questions are the most widely used interviewing format for qualitative research in both the individual interviews and focus groups discussions. For this reason, the same interview guide questions are used for both the individual interviews and the focus groups discussions, however, questions would be used by considering the context of whether it was focus group or individual interview (DiCicco-Bloom and Crabtree, 2006).

Name: .....

Age: .....

Contacts (mobile phone): .....

Area of Residence: .....

Education: Tick where appropriate.

Primary ( ) Secondary ( ) Tertiary ( )

Economic Status: Tick where appropriate.

Low Income ( ) Middle Income ( ) High Income ( )

1. What made you acquire (purchase) land in that (this) squatters/slum area while the city is providing plots for the people?
2. What are your feelings and perceptions concerning the city's land services? (Cite examples).
3. How does your living in the squatters/slum area contribute to the achievement of sustainable development?

4. What are your feelings and perceptions concerning accountability in the city's land offices?
5. Are there any other issues of concern we have not discussed as far as land services and sustainable development are concerned?
6. What suggestions and recommendations do you give?

## APPENDIX IV: INTERVIEW GUIDE

### INTERVIEW QUESTIONS FOR THE COMMERCIAL, INDUSTRIES, AND REAL ESTATE

Semi-structured interviews with open ended questions are the most widely used interviewing format for qualitative research in both the individual interviews and focus groups discussions. For this reason, the same interview guide questions are used for both the individual interviews and the focus groups discussions, however, questions would be used by considering the context of whether it was focus group or individual interview (DiCicco-Bloom and Crabtree, 2006).

Name: .....

Age: .....

Contacts (mobile phone): .....

Commercial / Industrial / Real Estate Area: .....

Education: Tick where appropriate.

Primary ( ) Secondary ( ) Tertiary ( )

Economic Status: Tick where appropriate.

Low Income ( ) Middle Income ( ) High Income ( )

- **General Question:** Please describe the procedures and the hassle you went through in acquiring your land plot.

#### 1. Accountability

- (i) Tell me of your experiences pertaining the issue of accountability during the whole process of acquiring land.
- (ii) What is your perception regarding accountability in the land services delivery of the city's land office?

- (iii) Tell me of your experiences and opinion regarding (a). Fairness (b). Rule of law (c). Transparency (d). Responsiveness (e). Equity as far as accountability is concerned in the city's land services? (Cite of examples of the problems you encountered.)

## **2. Urban Land Service Delivery**

- (i) What is your experience and opinion concerning the land services provided by the city? (Cite examples.)
- (ii) Tell me of your experiences regarding (a). Effectiveness and Efficiency (b). Reliability (c). Time ( speed of delivery) (d). Responsiveness (e). Availability and Access (f). Affordability (g). Empathy (h). Consistency as far as quality of land services is concerned.

## **Sustainable Development**

- (i) How is your allocated land and your land use contributing to the achievement of sustainable development?
3. Are there any other issues of concern pertaining the subject matter we have not discussed?
4. What suggestions and recommendations do you give concerning our discussion in the subject matter?

## APPENDIX V: INTERVIEW GUIDE

### INTERVIEW QUESTIONS FOR THE PUBLIC INSTITUTIONS AND OFFICIALS INVOLVED IN LAND MANAGEMENT AND USEFUL INFORMATION FROM GOVERNMENT DOCUMENTS

(City councilors, Regional Land Commissioner's office; District Land Tribunal office)

Semi-structured interviews with open ended questions are the most widely used interviewing format for qualitative research in both the individual interviews and focus groups discussions. For this reason, the same interview guide questions are used for both the individual interviews and the focus groups discussions, however, questions would be used by considering the context of whether it was focus group or individual interview (DiCicco-Bloom and Crabtree, 2006).

Name: .....

Age: .....

Contacts (mobile phone): .....

Office / Department: .....

Position: .....

Education: Tick where appropriate.

Primary ( ) Secondary ( ) Tertiary ( )

Economic Status: Tick where appropriate.

Low Income ( ) Middle Income ( ) High Income ( )

- **General Question:** Please describe your activities as far as land issues are concerned.

1. In your experiences tell me of land problems / cases that were brought to your attention bothering people the most as far as accountability is concerned? (Cite examples.)
2. In your experiences and opinion, how much are the cases involving the issues of accountability affecting the quality of land services delivery? (Cite examples.)
3. In your experiences and opinion, how much are the cases involving issues of accountability and ethics affecting the achievement of sustainable development? (Cite examples.)
4. In your opinion how satisfied are people with the land services? Give reasons and examples.
5. Are there any other issues of concern pertaining the subject matter we have not discussed?
6. What suggestions and recommendations do you give concerning our discussion in the subject matter?

#### **USEFUL INFORMATION FROM GOVERNMENT DOCUMENTS**

1. Useful government documents related to the phenomenon under investigation.

## **APPENDIX VI: QUALITATIVE CONTENT ANALYSIS**

The content analysis procedure is the same whether the data has been collected through interviews, focus groups, observation, or documentary analysis as it is concerned with analysing text

### **A. John W. Creswell (2009)**

John W. Creswell suggests that data analysis may be done in the following steps (Creswell, 2009):

1. Organizing and preparing the data for analysis.
2. Reading through all the data to gain a general sense of the information gathered and reflect on the overall meaning.
3. Conducting analysis based on the specific theoretic approach and method employed in the research. This often involves coding and organizing related segments of data into categories.
4. Generating a description of the setting or people and themes to be identified from the coding. Searching for theme connections should be done as well.
5. Representing the data within a research report.
6. Interpret the larger meaning of the data.

### **B. Zhang and Wildemuth (2005)**

They do suggest a 8 step qualitative content analysis process, a brief of which is presented here.

***Step 1: Prepare the Data***

The data need to be transformed into written text before analysis starts. Data from existing texts should have the chosen content justified by what the researcher wants to know.

***Step 2: Define the Unit of Analysis***

These will be the individual themes which might be expressed in a single word, a phrase, a sentence, a paragraph, or an entire document

***Step 3: Develop Categories and a Coding Scheme***

Categories and coding schemes can be derived from the data, previous related studies, and theories.

***Step 4: Test your Coding Scheme on a Sample Text***

If using a fairly standardized process in the analysis, one should develop and validate his coding scheme early in the process. The best test of the clarity and consistency of one's category definitions is to code a sample of his data. After the sample is coded, the coding consistency needs to be checked, in most cases through an assessment of inter-coder agreement.

***Step 5: Code all the Text***

When sufficient consistency has been achieved, the coding rules can be applied to the entire corpus of text.

***Step 6: Assess Your Coding Consistency***

Recheck the consistency of the coding after the coding of the entire data set is done.

***Step 7: Draw Conclusions from the Coded Data***

It involves making sense of the themes or categories identified, and their properties. Activities to be done involve exploring the properties and dimensions of categories, identifying relationships between categories, uncovering patterns, and testing categories against the full range of data. Inferences are made and presenting the reconstructions of meanings derived from the data. This is considered as a critical step in the analysis process, and its success will rely almost wholly on the researcher's reasoning abilities.

***Step 8: Report Your Methods and Findings***

Monitor and report the analytical procedures and processes as completely and truthfully as possible in order for the study to be replicable.

**APPENDIX VII: Table VII: Some Issues and Findings for the Un-surveyed and Surveyed Residential Area**

<b>Issue</b>	<b>Explanations</b>
People's Perception on Accountability	<p>Generally poor accountability.</p> <ul style="list-style-type: none"> <li>● Lacking fairness. <ul style="list-style-type: none"> <li>– Priority on money for personal gains. Quicker services if money is given or the official knows you.</li> <li>– Favouring those with money and the known.</li> <li>– Offering services by looking at personalities.</li> <li>– Corruption is high.</li> </ul> </li> <li>● Lacking rule of law. <ul style="list-style-type: none"> <li>– Rules, procedures, not strictly followed. Priority is on money for personal gains.</li> <li>– No news of measures being taken against officials violating rules and procedures of work. No news of officials being held accountable for the decisions they make and actions.</li> </ul> </li> <li>● Poor Transparency. <ul style="list-style-type: none"> <li>– Procedures and other useful information not put open and clear to the public.</li> </ul> </li> <li>● Poor Responsiveness. <ul style="list-style-type: none"> <li>– Effective response when money is given or the person is known.</li> <li>– Service offered effectively and issues don't take long to be settled if the customer gives the demanded amount of money.</li> </ul> </li> <li>● Poor Equity. <ul style="list-style-type: none"> <li>– Personal gain as the priority in offering services.</li> <li>– People deprived of the opportunity to improve their well-being through land services.</li> </ul> </li> </ul>
People's Perception on the Urban Land Services.	<p>Generally poor quality of services due to lack of accountability and ethics.</p> <ul style="list-style-type: none"> <li>● Poor effectiveness and efficiency. <ul style="list-style-type: none"> <li>– Unnecessary delays, demands of unlawful money, working for personal gains renders the services ineffective and inefficient.</li> <li>– Unnecessary delays of offers, title deeds, building permits.</li> <li>– Bureaucracy and demands for money.</li> <li>– Not getting the announced services.</li> <li>– To and fro movements and no solution settled.</li> </ul> </li> <li>● Poor Reliability. <ul style="list-style-type: none"> <li>– Services not reliable, unless one knows someone or using the power of money.</li> <li>– Services depend on money, knowing someone, or requires one to be aggressive in your pursuits.</li> </ul> </li> <li>● Poor Speed of Delivery. <ul style="list-style-type: none"> <li>– It takes a lot of hassle and a long time for need to be met.</li> <li>– Delays. To and fro movements. Services not delivered in a timely manner.</li> </ul> </li> </ul>

Issue	Explanations
	<ul style="list-style-type: none"> <li>• Poor Responsiveness. <ul style="list-style-type: none"> <li>– With money or knowing someone you get quick responses.</li> <li>– Poor response from officials in tackling issues and not delivering services in a timely manner.</li> <li>– Going through lots of hassles to get offers, title deeds, and other services.</li> </ul> </li> <li>• Poor Availability and Access. <ul style="list-style-type: none"> <li>– Services not readily available and not easily accessible. Priority is on personal gain. You got to know someone or give money.</li> </ul> </li> <li>• Poor Affordability. <ul style="list-style-type: none"> <li>– Services not affordable to the ordinary citizen.</li> <li>– Land costs and prices high. Land services expensive. Not affordable to the ordinary citizen.</li> </ul> </li> <li>• Poor Empathy. <ul style="list-style-type: none"> <li>– Poor customer care, unless one knows somebody or uses the power of money. Officials look at personalities to serve.</li> </ul> </li> <li>• Poor Consistency. <ul style="list-style-type: none"> <li>– Services lack consistency. The unnecessary delays, demands for unlawful money, corruption, favouritism, and all such others make the services inconsistent. Services depend on money or knowing somebody.</li> </ul> </li> </ul>
Perception on Land Allocation and Land Use Versus Sustainable Development.	<ul style="list-style-type: none"> <li>– Misappropriate land allocation and land use hampering efforts to achieve sustainable development.</li> <li>– Poor living conditions, poor sanitation, poor infrastructure, poor environment (environment degradation) in squatters areas.</li> <li>– Delays in title deeds and building permits hindering progress in developing areas, and depriving the government of revenues.</li> <li>– Delays on issuing offers, title deeds, building permits, hindering development processes such as loans securing.</li> <li>– Land prices, costs for commercial purposes too high (expensive) to be afforded thus depriving the government of revenues.</li> </ul>
Perception on Office Mechanisms such as Processes, Procedures, Policies, and systems.	<p>Generally, what is in practice in the system is not enhancing accountability..</p> <ul style="list-style-type: none"> <li>– Processes, procedures, not known to the public.</li> <li>– Bureaucratic, not clear, not open to the public. Seemingly long and complicated processes in delivering services.</li> <li>– Difficult to know who is who in the office.</li> <li>– No control mechanism to control accountability and ethics.</li> <li>– Poor information assimilation.</li> <li>– Effective services offered if you either have money or you know somebody.</li> <li>– The person with money or known is one listened to.</li> <li>– Dishonest gains by officials.</li> <li>– People pay for forms for plots application, yet they don't get plots.</li> <li>– Unaware if there exists any policy that aim at enhancing</li> </ul>

Issue	Explanations
	accountability and ethics in land services delivery.

Source: Researcher, 2018

**APPENDIX VIII: Table VIII: Some Issues and Findings for the Commercial, Industrial, and Real Estate**

Issue	Explanations
People's Perception on Accountability.	Lack of accountability. <ul style="list-style-type: none"> <li>– Weak system of accountability.</li> <li>– No fairness, rule of law, nor transparency seen in the decisions made and actions by the land officials in the land services delivery.</li> <li>– A lot of intimidation and injustices done to people.</li> <li>– No news heard of officials being held accountable for their decisions and actions.</li> <li>– Injustices in land services.</li> </ul>
People's Perception on the Urban Land Services.	<ul style="list-style-type: none"> <li>– Lack of accountability and ethics makes the land services delivery become of poor quality.</li> <li>– People are not satisfied with the urban land services.</li> <li>– Officials not offering proper customer care that is meeting and satisfying the needs and expectations.</li> </ul>
Perception on Land Allocation and Land Use Versus Sustainable Development.	<ul style="list-style-type: none"> <li>– The priority is on personal gains.</li> <li>– Unethical decisions and actions due to lack of accountability and ethics jeopardizing the efforts of achieving sustainable development.</li> <li>– Delays of offers, title deeds, permits, slow down the development progress.</li> <li>– Sustainable development is not the common goal for all players.</li> </ul>
Perception on Office Mechanisms such as Processes, Procedures, Policies, Strategies, and systems.	Generally, what is in practice in the system is not enhancing accountability. <ul style="list-style-type: none"> <li>– Processes very long, not clear, and bureaucratic, thus making the acquiring of land difficult.</li> <li>– Seems there is no control system in place to maintain accountability and ethics.</li> <li>– The political involvement is rather jeopardizing the practice of accountability.</li> <li>– Politicians having say or powers over technical issues of which they have no knowledge about.</li> <li>– Not aware if there exists a policy or strategy that enhances accountability in the land services delivery.</li> </ul>

Source: Researcher, 2018.

**APPENDIX IX: Table IX: Some Issues and Findings for the City Land Officials (Nyamaghana and Ilemela) and Some City Council Officials.**

<b>Issue</b>	<b>Explanations</b>
<p>Perception on Mechanisms such as Systems, Policies, in Place Pertaining Accountability and Ethics.</p>	<p>Generally, what is in practice in the systems and mechanisms does not enhance accountability. There is no concrete system and mechanism to enhance and enforce accountability in land services delivery. No policy or strategy exists that specifically aims at enhancing accountability in land services delivery.</p> <p>Accountability:</p> <ul style="list-style-type: none"> <li>- No control system to control accountability in place.</li> <li>- Weak accountability and ethics system in place.</li> <li>- Accountability is only seen as a punitive tool, and not considered as a rewarding tool too.</li> <li>- No rewarding system.</li> <li>- Holding accountable officials for their wrong (unethical) decisions and actions not effectively enforced. The most is transfer for the guilty official.</li> </ul> <p>Cash Management:</p> <ul style="list-style-type: none"> <li>- Poor cash management system tending to hinder effectiveness and efficiency.</li> <li>- Poor cash management leading officials to indulge themselves into using land services for dishonest gain. Making money for personal gain.</li> </ul> <p>The Political Involvement and Influence:</p> <ul style="list-style-type: none"> <li>- Politician's lack of knowledge in the discipline of land, their unprofessional decisions and actions giving room to unprofessional and unethical decisions and actions.</li> <li>- Politicians' power and influence jeopardizing the quality of land services delivery.</li> <li>- Politicians' powers to make decisions over technical matters of which they have no knowledge of jeopardizing the services.</li> <li>- Politicians not actually helping in enhancing accountability in the land services delivery.</li> </ul>
<p>Perception on the Urban Land Services.</p>	<ul style="list-style-type: none"> <li>- Land costs / prices are not affordable to many citizens.</li> <li>- Services not that effective as expected.</li> <li>- Lack of accountability jeopardizing the quality of land services delivery.</li> </ul>

**Source:** Researcher, 2018.

**APPENDIX X: Table X: Some Issues and Findings for the Councilors  
(Politicians)**

<b>Issues</b>	<b>Explanations</b>
Perception on Accountability and the Urban Land Services.	Generally poor accountability jeopardizing the urban land services. Accountability lacking among both some land officials and councillors.
Perception on the Achievement of Sustainable Development.	Achievement of sustainable development being hampered by the lack of accountability in the land services delivery.
Perception on Mechanisms and Systems in Place.	<ul style="list-style-type: none"> <li>– Accountability being compromised. Lack of a concrete control system to enhance, maintain, and enforce accountability in the land services delivery.</li> <li>– There doesn't exist a policy or strategy that specifically aims at enhancing accountability in the land services delivery.</li> </ul>

**Source:** Researcher, 2018.

**APPENDIX XI: Table XI: Some Issues and Findings for the Office of the Regional Land Commissioner and the District Land Tribunal.**

Issue	Explanations
People's Perception on Accountability	Generally poor accountability. – Poor control system to enforce and monitor accountability.
Perception on the Urban Land Services.	Generally poor services due to poor accountability. – Accountability at the root of most land conflicts, problems and cases. – Poor land services not enhancing the achievement of sustainable development.
Perception on Office Mechanisms such as Processes, Procedures Policies, and systems.	Generally, what is in practice in the system is not enhancing accountability. – Poor control system to enforce and monitor accountability. – There exists no policy or strategy that specifically aims at enhancing accountability in land services delivery.

**Source:** Researcher, 2018.

## APPENDIX XII: ISSUES AND FINDINGS

The issues and the findings are summarized under three major groups in accordance to the research objectives. First, are the perceptions on accountability in the land services delivery in Mwanza city. Second, is how the accountability of the government land officials affect the urban land services delivery for sustainable urban development. Third, is the assessment on how the existing government mechanisms enhance accountability in urban land services delivery for sustainable urban development in Mwanza. Thus, a summary of the issues and findings is as presented in the tables to follow below.

### 1. THE PERCEPTIONS ON ACCOUNTABILITY IN LAND SERVICES DELIVERY IN MWANZA CITY

**Table XII: Perceptions on accountability in land services delivery in Mwanza City**

Issue	Explanations
Perception on Accountability	<p>Inadequacy of accountability. Generally poor accountability. Weak system of enhancing accountability. Corruption is high. Accountability not seen in the decisions and actions made by the land officials in the land services delivery.</p> <ul style="list-style-type: none"> <li>• Lacking fairness. <ul style="list-style-type: none"> <li>– Offering services by looking at personalities.</li> <li>– Priority on money for personal gains. Quicker services if money is given. Favouring those with money.</li> <li>– Favouring the known. Quicker services if the official knows you.</li> <li>– Lots of intimidation and injustices in land services.</li> </ul> </li> <li>• Lacking rule of Law. <ul style="list-style-type: none"> <li>– Rules, procedures, not strictly followed.</li> <li>– No news heard of officials being held accountable for their decisions and actions.</li> </ul> </li> <li>• Lacking Transparency. <ul style="list-style-type: none"> <li>– Procedures and other useful information not put open and clear to the public.</li> </ul> </li> <li>• Poor Responsiveness. <ul style="list-style-type: none"> <li>– Positive and effective response from the land offices when money is given or the person is known. Services are offered effectively and issues don't take long to be settled if the demanded money is given.</li> </ul> </li> <li>• Poor Equity. <ul style="list-style-type: none"> <li>– The priority in offering services is on money for personal gain.</li> <li>– People are deprived of the opportunity to improve their well-being / livelihood through land services.</li> </ul> </li> </ul>

**Source:** Researcher, 2018

## 2. HOW THE ACCOUNTABILITY OF THE LAND OFFICIALS AFFECT THE URBAN LAND SERVICES DELIVERY

**Table XII.2: How the accountability of the land officials affect the urban land services delivery.**

Issue	Explanations
<p>Perception on how the accountability of the land officials affect the urban land services delivery.</p>	<p>People are not satisfied with the urban land services, and they see it as being poor, due to inadequacy of accountability.</p> <ul style="list-style-type: none"> <li>• Poor effectiveness and efficiency.</li> <li>– Bureaucracy; unnecessary delays of offers, title deeds, building permits; unlawful demands of money; all for personal gains.</li> <li>• Poor Reliability.</li> <li>– Services not reliable, and depends on the power of money, knowing somebody in the offices, or being aggressive in pursuing issues.</li> <li>• Poor Speed of Delivery.</li> <li>– Takes a lot of hassles and long time for matters to be settled. Delays, to and fro movements, and services not delivered in a timely manner.</li> <li>• Poor Responsiveness.</li> <li>– Quick responses if money is given or you know somebody in the offices. Takes lots of hassles and long time for services to be delivered and issues to be settled.</li> <li>• Poor Availability and Accessibility.</li> <li>– Services not readily available and not easily accessed unless money is given or you know someone in the offices.</li> <li>• Poor Affordability.</li> <li>– Land costs and prices are high, and services expensive for the ordinary citizen to afford. The hidden agenda for personal gain seems to cause all these.</li> <li>• Poor Empathy.</li> <li>– No proper customer care offered that meets and satisfies the needs and expectations of customers. Customer care seems to depend on money, knowing somebody, and personalities.</li> <li>• Poor Consistency.</li> <li>– Lack of consistency seen in unnecessary delays, unlawful demands of money, corruption, favouritism and all such others.</li> </ul>
<p>Perception on how the accountability of the land officials affect the achievement of sustainable development.</p>	<ul style="list-style-type: none"> <li>– Sustainable development seems not to be the common goal for all players.</li> <li>– Inadequacy of accountability jeopardizing the efforts to achieve sustainable development.</li> <li>– Priority on personal gains; unethical decisions and actions; misappropriate land allocation and use; delays in offers, title deeds, building permits hinder progress and hamper efforts to achieve sustainable development.</li> </ul>

Issue	Explanations
	<ul style="list-style-type: none"> <li>– Mushrooming of squatters due to poor land services delivery that results into poor living conditions, poor sanitation, poor infrastructure, and poor environment in the areas hamper the achievement of sustainable development.</li> </ul>

Source: Researcher, 2018.

### 3. ASSESSMENT ON HOW THE GOVERNMENT MECHANISMS ENHANCE ACCOUNTABILITY IN URBAN LAND SERVICES

**TableXII.3: Assessment on how the government mechanisms enhance accountability in land services**

Issue	Explanations
Perception on the mechanisms such as processes, policies, procedures and systems.	<ul style="list-style-type: none"> <li>– Lots of bureaucracy; processes and procedures not known, not clear, and not put open to the public.</li> <li>– Poor transparency. Poor information assimilation.</li> <li>– Long and complicated processes in delivering services that makes the acquiring of land long and difficult.</li> <li>– Difficult to know who is who and what in the office and seems officials are working for money for personal gain. Those with money or known are the ones listened to.</li> <li>– Effective services seem to depend on money or on knowing somebody.</li> <li>– Seems as though there is no control mechanism / system for ensuring (maintaining) accountability and ethics.</li> <li>– The political involvement serves to jeopardize rather than enhancing the practice of accountability and ethics hence the quality of land services delivery.</li> <li>– The quality of land services being jeopardized by politicians having say or powers over technical issues of which they have no knowledge about.</li> </ul>
Officials' Feelings on the mechanisms in place.	<p>Accountability:</p> <ul style="list-style-type: none"> <li>– Weak system to enhance accountability and no control system in place.</li> <li>– No effective enforcement of holding accountable officials for their decisions and actions, and no rewarding system in place.</li> </ul> <p>Political Involvement and Influence:</p> <ul style="list-style-type: none"> <li>– Politicians' lack of knowledge and expertise in the discipline of land, their powers and influence, their powers or say over technical issues, and their unprofessional and unethical decisions and actions, jeopardize the quality of land services delivery.</li> </ul> <p>Systems in general:</p> <ul style="list-style-type: none"> <li>– Land costs and prices are not affordable to the many citizens thus many resorting to squatters.</li> <li>– Poor cash management system that tends to hinder effectiveness</li> </ul>

Issue	Explanations
	and efficiency. – Lack of control system to monitor accountability and ethics. – Generally poor quality of land services due to lack of accountability. – Accountability is at the root of most land conflicts and cases.
Councillors' (Politicians') Feelings on the mechanisms in place.	– Lack of accountability in the land services delivery making them be of poor quality. – Lack of control system to maintain accountability in the land services delivery.
Generally	– No policy or strategy that specifically aims at enhancing accountability in land services delivery. – No effective mechanisms for enhancing and enforcing accountability in the land services delivery.

**Source:** Researcher, 2018.