

**THE ROLE OF PUBLIC LEADERS IN ADDRESSING CHALLENGES OF  
GOOD GOVERNANCE: A CASE OF DODOMA CITY COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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**2025**

### **CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled; **“The Role of Public Leaders in Addressing Challenges of Good Governance: A Case of Dodoma City Council”**, in partial fulfilment of the requirements for the award of the degree of Master Arts in Governance and Leadership (MAGL).

.....

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(Supervisor)

.....

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Signature

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## **DEDICATION**

I dedicate this dissertation to my beloved parents who for the wishes of the Almighty Allah, I believe that their souls have been granted Jannah. They are the late Kessy Kasuwi and Rukia Abdallah. Moreover, this work is also dedicated to my wife, Hasna Ambari and my children, Abdulbarry Kasuwi, Rukia Kasuwi and Jameel Kasuwi.

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## ABSTRACT

Generally, this study examined the role of public leaders in addressing challenges facing good governance. Specifically the study was designed to identify good governance practices in Dodoma City Councils' (DCC) administration; challenges facing DCC administration in promoting good governance and recommend strategies for enhancing good governance practices in DCC. A cross-sectional design was adopted in which data were collected at one point in time. Descriptive survey was employed for the study to generate primary data using self-completing questionnaires and interview guides. The study involved 111 participants either purposely or randomly selected from DCC administration and subordinates. The research findings revealed presence of inadequate good governance practices among leaders despite some knowledge and skills on Leadership and Good governance. Responsiveness, participations, accountability, rule of law and other areas of good governance were partially implemented. It is suggested that stakeholders of good governance, namely, policy makers, decision-makers and leaders take concerted initiatives to eliminate challenges of good governance. Policy makers, specifically, are advised to create and review policies related to good governance and leadership roles so as to make it practicable and helpful. The study recommends formulation of different legislations to scrutinize public officials' adherence to principles of good governance and create participative decision-making processes. It is further recommended to implement staff capacity building training as majority lack the same on good governance.

**Keywords:** *Good Governance, Leadership, Governance, Public Leaders.*

## TABLE OF CONTENTS

<b>CERTIFICATION .....</b>	<b>ii</b>
<b>COPYRIGHT .....</b>	<b>iii</b>
<b>DECLARATION.....</b>	<b>iv</b>
<b>DEDICATION.....</b>	<b>v</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>vi</b>
<b>ABSTRACT .....</b>	<b>vii</b>
<b>TABLE OF CONTENTS .....</b>	<b>viii</b>
<b>LIST OF TABLES .....</b>	<b>xiii</b>
<b>LIST OF FIGURES .....</b>	<b>xiv</b>
<b>LIST OF ABBREVIATION/ACRONYMS.....</b>	<b>xv</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>THE PROBLEM AND ITS SETTING .....</b>	<b>1</b>
1.1 Overview .....	1
1.2 Background to the Study.....	1
1.3 Statement of Research Problem .....	10
1.4 Research Objectives.....	11
1.4.1 General Objectives of Research .....	11
1.4.2 Specific Research Objectives.....	11
1.4.3 Research Questions .....	12
1.5 Significance of the Research.....	12
1.6 Structure of the Thesis .....	12



<b>CHAPTER TWO .....</b>	<b>14</b>
<b>LITERATURE REVIEW .....</b>	<b>14</b>
2.1 Introduction.....	14
2.2 Definitions of Key Terms and Concepts.....	15
2.3 Theoretical Literature Review .....	23
2.3.1 Governance and Good Governance Theories .....	24
2.4 Empirical Review.....	30
2.4.1 Practices of Good Governance.....	30
2.4.2 Challenges to Promote Good Governance .....	36
2.4.2 Strategies to Enhance Good Governance Practices .....	41
2.5 Conceptual Framework.....	45
2.5.1 Description of the Conceptual Framework .....	46
2.6 Synthesis and Research Gap .....	47
<b>CHAPTER THREE .....</b>	<b>49</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>49</b>
3.1 Introduction.....	49
3.2 Research Design.....	49
3.3 The Study Area .....	50
3.3.1 Profile of the Study Area .....	50
3.3.2 Geographical Factors and Location .....	51
3.3.3 Physical Characteristics .....	52
3.3.4 Human Population .....	52
3.3.5 Administrative Set Up.....	52
3.3.6 Economic Activities.....	53

3.4	Sample and Sample Size .....	53
3.4.1	Target Population.....	53
3.4.2	Sample Size.....	53
3.5	Sampling Procedures .....	55
3.5.1	Probability Sampling Procedure .....	55
3.5.2	Non-probability Sampling Procedure .....	56
3.6	Data Collection Methods .....	56
3.6.1	Primary Data - Interview Guides .....	56
3.6.3	Primary Data - Questionnaires.....	57
3.6.2	Secondary data - Documentary Review.....	58
3.7	Validity and Reliability.....	59
3.8	Data Analysis, Presentation and Interpretation.....	59
3.9	Ethical Implications .....	60
	<b>CHAPTER FOUR.....</b>	<b>61</b>
	<b>DATA PRESENTATION AND ANALYSIS.....</b>	<b>61</b>
4.1	Overview .....	61
4.2	Respondents' Demographic Profile .....	61
4.2.1	Respondents' Education Levels .....	62
4.2.2	Respondents' Work Experience.....	63
4.3	Roles of Public Leaders in Addressing Challenges of Good Governance .....	63
4.3.1	Practices of Good Governance.....	64
4.3.2	Principles of Good Governance .....	66
4.4	Challenges Constrain Management to Practice Good Governance .....	73

4.4.1	The challenge of Poverty and Leadership Incompetence .....	73
4.4.2	The Challenge of Corruption and Bureaucracy .....	74
4.4.3	The Challenge of Political Interference and Insufficient Funding.....	75
4.4.4	The Challenge of Favouritism and Organizational and Leaders’ Obehaviour.....	76
4.4.4	The Challenge of Misuse of Funds and Poor Management.....	77
4.5	The Role of Public Leaders in Adressing Challenges of Good Governance .....	80
4.5.1	Presence of Management Training .....	80
4.5.2	Suggestions for Addressing Challenges of Good Governance .....	81
4.5.3	Internal Arrangements for Enhancing Good Governance.....	81
4.5.4	Reforms Adopted by the Council to Enhance Good Governance .....	82
4.5.5	Local Institutional Arrangements for Employees’ Capacity Developments .....	83
4.5.6	Organizational Behaviour on Leadership Capacity Development.....	84
4.6	Strategies to Enhance Good Governance Practices .....	86
4.6.1	Staff Capacity Development and Training.....	86
4.6.2	Establishment of Opinion Polls .....	87
4.6.3	Regular Work Monitoring.....	87
4.6.4	Proper Staff Vetting Prior to Appointment.....	88
4.6.5	Penalties for Unethical Staff Behaviours .....	89
4.6.6	Imposing Guidelines for Staff Performance Quality Control .....	90
4.6.7	Strengthening Transparency and Accountability in Decision Making.....	91
4.6.8	Reviewing Rules and Regulations .....	92

4.6.9	Establishing Institutional Reforms and Frameworks .....	92
<b>CHAPTER FIVE .....</b>		<b>95</b>
<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>		<b>95</b>
5.1	Introduction.....	95
5.2	Summary of the Main Findings .....	95
5.2.1	The Role of Leaders on Enhancing Good Governance in DCC .....	96
5.3	Conclusions.....	97
5.4	Recommendations.....	98
5.4.1	General Recommendations .....	98
5.4.2	Areas for Further Studies .....	102
<b>REFERENCES.....</b>		<b>104</b>
<b>APPENDICES .....</b>		<b>116</b>

## LIST OF TABLES

Table 3.1: Target Population.....	53
Table 3.2: Sample Size .....	55
Table 4.1: Understanding the Concept of Good Governance .....	65
Table 4.2: Practices of Good Governance .....	72
Table 4.3: Challenges on Practice of Good Governance .....	79
Table 4.4: Participants Attending Management Training.....	80
Table 4.5: Suggested Solutions for Enhancing Good Governance.....	82
Table 4.6: Responses on Reforms/Arrangements Adopted by the Council .....	83
Table 4.7: Establishing National/Institutional Reforms and Frameworks.....	93
Table 4.8: Establishing Sectorial Reforms and Frameworks.....	94

## LIST OF FIGURE

Figure 3.1: Dodoma Map: District Councils and Dodoma City Council .....	51
Figure 4.1: Respondents' Education Levels .....	62
Figure 4.2: Respondents' Education Levels .....	63
Figure 4.3: Addressing Challenges of Good Governance .....	81
Figure 4.4: Local Institutional Arrangements for Employees Capacity Development .....	84
Figure 4.5: Organizational behaviour on Leadership Capacity Development.....	85
Figure 4.6: Responses on Capacity Development/ Training to Staff.....	86
Figure 4.7: Responses on Establishment of Opinion Polls .....	87
Figure 4.8: Regular Work Monitoring .....	88
Figure 4.9: Proper Staff Vetting Prior to Appointment .....	89
Figure 4.10: Penalties for Unethical Staff Behaviour .....	90
Figure 4.11: Responses on Imposing Guidelines for Performance Quality Control .....	90
Figure 4.12: Strengthening Transparency and Accountability in Decision Making.....	91
Figure 4.13: Responses on Reviewing Rules and Regulations.....	92

## **LIST OF ABBREVIATION/ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
AMV	Africa Mining Vision
APs	Annual Plans
CBG	Capacity Building Program
CSCs	Client Service Charters
DCC	Dodoma City Council
EITI	Extractive Industries Transparency Initiative
FY	Fiscal Year
HIV	Human Immunodeficiency Virus
kms	kilometres
km <sup>2</sup>	kilometre squares
LGA	Local Government Authorities
MTEF	Medium Term Expenditure Framework
NDPs	National development plans
OPRAS	Open Performance Review and Appraisal System
OPs	Operational Plans
PCCB	Prevention and Control of Corruption Bureau
SDGs	Sustainable Development Goals
SPs	Strategic Plans
Tshs	Tanzanian shillings
UNDP	United Nations Development Programme

## **CHAPTER ONE**

### **THE PROBLEM AND ITS SETTING**

#### **1.1 Overview**

Governments in Africa and around the world, face pressure of adhering to principles of good governance in conducting daily responsibilities to citizens. One of the justifiable reason to the scenario is anticipation that the quality of government services provision will be well-organized and effective. Leadership role is central to achievement, as it leads the way in making things happen and make decisions. The study investigated the relationship between leadership roles and good governance practices in a local government environment with reference to Dodoma City Council (DCC). This chapter covers main points of the study, namely, background to the study, research problem, objectives of the study, significance of the study and structure of the work.

#### **1.2 Background to the Study**

According to Obasola (2002), leadership is the most experiential and least understood phenomenon on Earth. Leadership and governance are vital components in building political and economic liberalization. Various people and governments of the world have an urgent desire for unity, justice, peace and stability and its resurgence is explicable through political policies as well as social and economic policies. Additionally, it is worthwhile to noting that nations of the world achieved meaningful development socially, politically and economically with the input of effective leadership. Thus, the ongoing discussion contends that concepts of leadership and governance have attracted a wide spread interest because they stand



pivotal at social, political and economic structures .

Poncian and Mgaya (2015) contend that Africa is continuously facing great development related challenges apart from recently recorded positive growth rates. Some of the challenges are dependency, corruption, underdeveloped infrastructure, poor performance of production sectors and ineffective leadership (*ibid.*). These challenges act as impediments to Africa in her search for sustainable and reasonable development. These development challenges have constantly divided scholars into different perspectives. For example, western scholars hold that underdevelopment of Africa can adequately be explained by her forceful and uneven integration into the global economic system. And after more than fifty years of independence, the debate has consistently focused on the leadership as the best explanation on cause of poverty and underdevelopment of Africa.

The issue of leadership has taken the central stage in most literatures focussed on covering Africa's development related challenges. So far, a good body of knowledge exists that relates the underdevelopment of Africa with its poor leadership (for example, Mbah, 2013; Afegbua & Adejuwon, 2012; Mills, 2010, 2011). For Mills, (2010, 2011), most of those literatures have laid the burden of Africa's economic, political and social woes on shoulders of its leaders. It is argued that Africa's poverty is not due to lack of capital, access to world markets, technical experts, or the unfair global economic system, but rather, because African leaders have made poor priorities that keep the continent in abject poverty (World Economic Forum, 2017).

This position is held by Mbah (2013: 142) who asserts that the "... fundamental cause of African underdevelopment and conflicts lies in the vicious leadership in the

continent from 1960s.” this assertion highlights the impact of poor leadership decision on governance, development, and conflict resolution in Africa. Such leadership failures have promoted the formulation of numerous development programs and projects across the continent, aimed at addressing governance deficits and fostering economic growth. However, these efforts often lack sustainability due to persistent systemic issues and the absence of strong accountable leadership structures.

Other scholars like Kauzya and Balogun (2005) suggest that governance reforms initiated in the 1990s have put emphasis on producing bodies and leadership qualities since leadership is an important microcosm in the quest for attaining objectives of any reform. Most importantly, Africans themselves have come to realise that nothing can be achieved if the poor leadership syndrome is not addressed. This realization has sparked a growing movement within the continent to demand accountability and transparency from their leaders. For instance, initiatives such as the African Peer Review Mechanism (APRM), established in 2003 under the African Union, aim to promote good governance and assess political, economic, and corporate governance practices across member states (Hope, 2005:286).

Similarly, civil society organizations and grassroots movements have increasingly advocated for leadership reform, emphasizing the importance of ethical governance in fostering sustainable development (Gyimah-Boadi, 2015:15). These efforts reflect a shift in mindset, as African citizens recognize the pivotal role that effective leadership plays in addressing poverty, inequality, and underdevelopment on the continent.

Tanzania has put in place vital transformations to strengthen its leadership in public institutions, since 1961, soon after gaining its independence. They included establishment of various instruments and frameworks such as performance management model that comprised of the following: Service Delivery Assessment (SDAs), Strategic Plans (SPs), Operational Plans (OPs) and Annual Plans (APs). The list too includes Medium Term Expenditure Framework (MTEF), Client Service Charters (CSCs), Open Performance Review and Appraisal System (OPRAS) (National Treasury, 2010).

Others are Guidelines for Complaints and Grievance Handling Systems; Guidelines for Developing and Implementing Client Service Charters; Business Process Reengineering; Organizational Restructuring Manual for ministries, agencies and authorities; Ethics Compliance Framework; Code of Ethics for the Public Service, Human Resource (HR) Planning Manual, Succession Planning Guide; Record and Archives Management Policy; Records and Archives Management Regulations; Registry Procedures Manual; Human immunodeficiency virus and acquired immune deficiency syndrome (HIV/AIDS) Policy and Guidelines; and Guidelines for Managing People With Disabilities in the Public Service (Issa, 2011).

The presented list in the previous paragraph shows that appropriate and needed systems were put in place to guide action in the public service. Performance problem then could have a different cause and cannot be lack of systems as well as processes. However, accountability and control issues were the major factors for the reforms. Gray (2007) contends that despite the instituted reforms, loose networks operating for self-interests within and outside the formal state institutions promote corruption

in Tanzania. Gray's (2007: 402) observation for Tanzania came to be ".....analysis of the drivers of corruption implies an approach to political and economic reform that falls far outside the remit of donor-led anticorruption initiatives." The change agenda after the 2015 elections got translated into a series of actions and policy directives against corruption and other ills.

However, such challenges call for affirmative actions from the leadership side. Notably, it was explained by Tiwari (2004) that transparent system, accountability and good executive response in the work are the most required features for good governance. Therefore, these factors could be regarded as criteria for any administrative set up. The researcher believes that this study is appropriately designed so as to merge between what has been done by the government to strengthen leadership and its actual practice to ensure good governance.

This study considers governance as a multi-dimensional concept that covers all aspects of exercise of authority through formal and informal institutions in the management of resource endowments of the state. On the other hand, good governance is pointed out as one of the targets of the Millennium Development Goals (MDGs) along with agenda for poverty alleviation and sustainable development goals (SDGs). Actually, one may declare that it is arguably the single most crucial ingredient in alleviating poverty and fostering tangible development. Achievement of economic and social development as well as strengthening good governance is assumed to play a key role, especially in mobilizing human and financial resources.

Nevertheless, the government of Tanzania has committed itself to eradicating poverty by introducing proven economic strategies parallel to good governance. As part of Growth and Transformation Plan (GTP), the government planned, and has been striving to realize as well as strengthen implementation of good governance so as to address bottlenecks in its implementation processes among other measures. However, the government is facing many challenges in its endeavour to put in place grounded principles of good governance. Hence, reinforcing good governance and democratic system is crucial and paves ways to economic and social development (MoFED, 2015).

Tanzania adopted Vision 2025, which established a strategy for transforming Tanzania into a middle-income country (URT, 1999). Good governance is an integral component of the strategy (*ibid.*). The 1999 National Framework for Good Governance (NFGG) is a detailed policy component of this strategy. Decentralization by Devolution became a core strategy for services delivery. It aimed at creating bottom up planning process and services to be delivered close to users. The strategy gave district government, ward and villages/streets the role to trigger development towards solving challenges of good governance. The 2005 Poverty Reduction Strategy (PRS) also enshrined the importance of good governance, participation, accountability (internal and external) and the rule of law, consensus orientation, responsiveness, transparency, equitable resource distribution as well as inclusiveness (equal participation and equal treatment).

However, since 2011, indicators of good governance declined (IIAG, 2015). This was indicated as citizens' perception on performance of their local governments and

representatives (Mdee, 2008). Looking into the Decentralization by Devolution model in practice, the responsibility to ensure challenges of good governance are solved were passed to lower levels of local government such as village/street level, disregarding the financial capacity and disbursement of the same to respective areas.

The discourse on good governance has led to the important role of leadership. Without an effective and efficient leader, a group cannot move forward. The leader has to be consistently aware of parameters of governance set by the group and steer towards accomplishment of stated objectives. The role of leadership is not only limited to carrying out the best choice options but also working within the limited resources and making the best use of them (Vanlalhlimpuii, 2018).

According to Vanlalhlimpuii (2018), good governance can be realized only if the leader is open to share his/her ideas. An effective leadership is actively involved at all levels of governance and encourages members to effectively participate in building communication, cooperation and solving problems (*ibid.*). This creates a sense of belongingness and fosters a spirit of camaraderie, which is vital for good governance to prevail (*ibid.*). At the same time, leadership must keep stakeholders informed of all developments and provide access to information as well as institutions (*ibid.*).

Good governance requires the rule of law, ensuring fairness, equality before the law, respect for human right, and just, equitable treatment for all, with leaders applying laws equally, protecting rights, and enforcing equal punishment. (*ibid.*). Regarding the aspect of transparency, she argues that the key to transparency is giving others in

the organization information and ability to influence by offering ideas and demonstrating responsibility where good governance envisages transparency in decision-making, implementation and easy availability of relevant information (*ibid.*). An effective leadership is proactive in sharing about values, vision, approach and future (*ibid.*). Transparency aids in efficiency, builds trust and fosters teamwork, which are essential for leadership to bring about good governance (*ibid.*).

Good governance envisages that personnel, institutions as well as process must serve and be responsive to members within the timeframe provided (UNDP, 1997). Towards this, effective leadership involves delegating authority, empowering others, and focusing on problem-solving. It proactively generates solutions, ensures inclusiveness, and responds to public demands to achieve good governance. Good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures. To reach consensus, leadership consults stakeholders to understand their varied interests, overcomes challenges to build agreement, and provides platforms for dialogue, fostering transparency, accountability, and responsiveness (John Mattone, 2024:32).

According to Vanlalhlimpuii (2018), good governance ensures that all members are given full opportunity to share fruits of development. It does not discriminate on grounds of caste, creed or gender. Leadership can have a substantial impact on how disadvantaged groups are viewed. They must be assured that they have a role to play and are not excluded from the mainstream. An effective leadership tends to be sensitive to needs of people and provides opportunities to all groups to live a life of dignity and maintain, enhance as well as improve the general well being of all

stakeholders(Vanlalhlmpuii, 2018).

According to Vanlalhlmpuii (2018) the goal of good governance is to provide economic growth along with efficient and effective services to all stakeholders. Leadership is responsible in providing a systematic path to achieve the goals. Also, good governance expects leadership essentially responsible and accountable for every acts as well as decisions. Accountability requires clear specification of tasks to be performed, procedures to be followed, time frame and the finances available for performing them. It also involves taking risks for success and failures. Leaders, very often, take credit for effective results but pass the buck when efforts do not yield required result. An effective leadership enquires into all possible resources and alternative action, makes decision as well as acknowledges responsibility for decisions, actions and is answerable for positive including negative consequences.

Lastly, on the notion of Strategic Decision, good governance requires effective leadership with strategic vision, purpose, direction and the ability to inspire as well as lead with the implicit understanding of possibilities including constraints that are inherent in the cultural history of population. Effective leadership keeps organizations focused, makes tough decisions and executes strategy, always aiming for clearly defined outcomes and performances (Vanlalhlmpuii, 2018).

Despite the efforts, various studies have pointed out some of the challenges in execution of good governance. They include discriminatory application of laws, regulations and policies in the process of service provision, lack of commitment of the employees, unqualified and incompetent workforce at some administrative



positions, insufficient budget and limited information and knowledge from both employees and the management on the principles of good governance (see Fikre, 2017; Huq, 2012; Brooke, 2006; Department for Education and Skills, 2006; Borough, 2005; Craig, 2005).

From the on going discussion, it is evident that concepts of Good governance and Leadership are very crucial. They work simultaneously on ensuring government institutions and offices are run efficiently, effectively and all matters pertaining to development to people are fulfilled.

### **1.3 Statement of Research Problem**

Leadership and good governance are very broad as well as multidimensional concepts in the field of administration. Recall, Tanzania has introduced various transformations since independence to strengthen its leadership and governance in public institutions. Some of institutional capacity development efforts include several instruments and frameworks that were introduced in the public service through reform programmes to create and promote effective institutions in both central and local governments (see Issa, 2011).

Despite the efforts, various studies have pointed out some of the challenges in execution of good governance. They include discriminatory application of laws, regulations and policies in the process of service provision, lack of commitment of the employees, unqualified and incompetent workforce at some administrative positions, insufficient budget and limited information and knowledge from both employees and the management on the principles of good governance (see Fikre,

2017; Huq, 2012; Brooke, 2006; Department for Education and Skills, 2006; Borough, 2005; Craig, 2005).

Although these studies have pointed out some of the challenges of leadership in realization of good governance, little is articulated on roles of leadership in addressing the challenges of Good governance. Importantly, a reflection to the prevailing situation in Dodoma City Council Administration is not addressed. Therefore, this study was undertaken to examine the role of public leaders in addressing challenges of good governance related to the study area, which is of particular importance.

#### **1.4 Research Objectives**

##### **1.4.1 General Objectives of Research**

The general research objective of this work was to assess the role of public leaders in addressing challenges of good governance in Dodoma City Council.

##### **1.4.2 Specific Research Objectives**

This study had the following specific objectives:

- a) To identify good governance practices in Dodoma City Council's administration;
- b) To assess the role of public leaders in addressing challenges of good governance; and
- c) To identify challenges facing Dodoma City Council's leaders in promoting good governance.

### **1.4.3 Research Questions**

#### **1.4.3.1 General Research Question**

What is the position of public leaders in addressing challenges of good governance in Dodoma City Council?

#### **1.4.3.2 Specific research questions**

- a) What good governance practices are operational in Dodoma City Council's administration?
- b) What are leaders' role in enhancing good governance at Dodoma City?
- c) What challenges are facing Dodoma City Council's administration in promoting good governance?

### **1.5 Significance of the Research**

Findings from this study, among others, will have the following added values: Firstly, this study will be among the few studies that have been conducted with the intention exploring the duties of public leaders in Dodoma City Council in execution of daily activities to address challenges related to good governance. Secondly, it will provide room for policy makers, planners and actors of the government to observe strengths and weaknesses of public leaders so as to come up with strategies to capacitate civil servants. Lastly, it will enable both public and private institutions to pinpoint basic factors hindering the practice of good governance and take measures to rectify the prevailing situation.

### **1.6 Structure of the Thesis**

This research is arranged five into chapters. Chapter one is introductory, while

Chapter two presents literature review. In this chapter, the definitions of essential concepts, theoretical analysis and empirical analysis of related studies are furnished. Also, conceptual framework, theoretical framework, statement of hypothesis and synthesis as well as research gap are provided. Chapter three consists research methodology. Chapter four is about results and discussion. Finally, chapter five presents summary, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

According to Ramdhani and colleagues (2014), literature review can be described as surveying of academic articles, books and other sources that are applicable to a particular issue, area of research, or theory, and in so doing, provides a description, summary, and critical evaluation of those works. They are designed to provide an overview of sources while researching a particular topic and facilitates to demonstrate to readers how the research fits into the larger field of study (*ibid.*). According to Tayie (2005), researchers who conduct studies under guidelines of scientific research never begin a research project without first consulting available literature.

This chapter presents details about theoretical and empirical background laid down by different authors with respect to the leadership role on solving challenges of good governance in public institutions. Literature review involves activities of identifying literature related to the problems to be investigated. The reviewed literatures provide a clear image of the study. Such details bring into focus perspectives from other parts of the world to national perspective concerning good governance and leadership roles on the same. Challenges on Practicing Good Governance and the roles of leaders on solving those challenges are described. The final section presents synthesis and research gap.

## 2.2 Definitions of Key Terms and Concepts

### 2.2.1 Governance

According to Sahni (2003), society manages its economic, political as well as social processes at different levels, on the basis of interaction among the government, civil society and private sector via governance as a tool. To him, governance as a concept is not new and is probably as old as human history (*ibid.*). In its broadest sense, it means the process of making and implementing or not implementing decisions. It relates to the quality of relationship between the government and citizens whom it serves and protects (Sahni, 2003).

The term governance was previously defined by Chazan (1992) by referring to a certain authority exercises its power, exerts influence and manages the country's social as well as economic resources for better development. According to Schmitter (2017) in a highly precise manner, governance can be said to mean the way those with power, use the power. Thus, governance has social, political and economic dimensions. Also, governance is defined as the capacity to establish and sustain workable relations between individual actors in order to promote collective goals.

Galadima (1998: 27) also described that, governance is,

*“...a process of organizing and managing legitimate power structures, entrusted by the people, to provide law and order, protect fundamental human rights, ensure rule of law and due process of law, provide for the basic needs and welfare of the people and the pursuit of their happiness.”*

United Nations Development Programme (UNDP, 2002) defined good governance as “...democratic governance,” on human rights that are respected, people are

involved in decision-making, there is an accountable system, poverty eradication, responsiveness, equal treatment, fairness, neutrality, absence of any unfair practices as well as taking into consideration the needs of future generations.

Governance is a kind of government structures for enhancing legitimacy of public sphere (Hyden, 1992). It was further argued that consequently, governance is concerned with uncovering of viable administration forms as well as the capacity to establish the authority of the central state and to normalize its relations with society (*ibid.*). World Bank (1989) defines governance quite narrowly as “the exercise of political power to manage a nation’s affairs.” According to Barkan (1992), governance occupies more of political management than an administrative role.

In the view of Srilatha (2003: 86), governance means:

*“...the act and manner of managing public affairs. Through the process of governance, the essential link between the civil society and state is established, giving a shape to the way decisions are made for serving public interest. The constitution and the laws provide the legal framework of governance. The institutions embodying the governance process include the executive, legislature, judiciary, army, bureaucracy, political parties and interest groups. It is the moral principles and rules of conduct, having a bearing on both the legal framework and the institutions, which basically determine the government and the governed.”.*

Hyden (1992) was of the view that governance is justifiable in a positive sense when the government is established by people through institutional arrangements that are put in place by people themselves. To him, although governance is practiced by political elites, it is manifested in the condition of citizenry (*ibid.*). This implies that a strong state emerged in the presence of a vibrant civil society. It concerns institutionalization of normative values that can motivate and provide unity to members of society at large.

Therefore, one may suggest that the concept of governance applies to several forms of collective action. However, it is about more strategic aspects of routing of society - larger decisions about direction and role. Asaduzzaman (2011) summed up the concept into the following four zones or areas in which the concept is relevant. Regarding that he explains about the idea of global governance that deals with issues external to scope of individual governments. He introduces that concept of governance in national room (within a country) as well as service space governance, which reflects the idea of governing local, regional and national service places, consisting of various service providers from private, public, and the third sector (non-governmental organizations) (*ibid.*).

Asaduzzaman (2011) went further to introduce the concept of what he called a “community governance” that includes activities at a local level where the organizing body may not assume a legal form and where there may not be a formally constituted governing board. Lastly, he pointed out the idea of “organizational governance,” which comprises activities of organizations that are usually accountable to a board of directors (*ibid.*). Some organisations are owned and operated privately, for example, business companies (*ibid.*). Others such as hospitals, schools and government corporations may be publicly owned (*ibid.*). This study dealt with this concept on reflection of the last category of governance.

### **2.2.2 Good Governance**

Good governance has largely been popular and favourite among development partners. This has become so after it was firstly used by the World Bank in 1989 to refer to crisis in Africa south of the Sahara as the crisis of governance. Good



governance is currently seen as an important factor for accelerating economic growth and poverty alleviation in most developing countries. It is argued that without good governance, expected benefits of all reforms would not be able to trickle down to the poor and the funds would not be reflected (Azmat & Coghill, 2005).

However, uncertainty exists within and between countries as to what is considered to be good governance (Taylor, 2012). Due to this, it is felt that there is a need for standardized good governance scorecard, one that will allow assessment of the country's good governance in a standardized manner and provide a weighted report, as well as act as guidance for implementing countries (see Kaufmann *et al.*, 2002). The idea of good governance is celebrated and has become the prescription of international development partners for all development challenges facing poor countries including stagnated growth, poverty, and insecurity (Adejumo-Ayibiowu, 2015).

According to Sharm (2017) the concept of good governance emerged mainly because practices of bad governance, characterized by corruption, unaccountable governments and lack of respect for human rights, had become increasingly dangerous, and the need to intervene in such cases had become urgent. As such, Hyden (1983: 87) commented that "... unauthorized use of public funds for building political constituencies has featured prominently in virtually all inquiries conducted by African Governments."

However, as previously stated, the concept was first introduced by the World Bank in 1989 to refer to the crisis in Africa south of the Sahara as the crisis of governance.

The term good governance became an exhortation and it has caught public attention in the recent decades. In recent years, good governance has got the interest of public administrators, economists, political scientists, lawyers, politicians, national institutions and institutions of the World Bank and International Monetary Fund (Turner, 2011; Uddin, 2010; Chowdhury and Skarstedt, 2005; Kaufmann *et al.*, 2002).

Different scholars and international agencies have defined the term “good governance” in different ways. Some social scientists define it in a very simple way, as the level of goodness or quality of government. It is also defined as “good management,” which underpins good performance, good stewardship of public money, good public engagement and ultimately, good outcomes (Langlands, 2004). According to Langland (2004) good governance could also be taken to refer to management of public resources and problems efficiently as well as effectively in dealing with the critical needs of a society. It is the matter of fact that good governance and sound public sector management constitute the major mechanisms for social transformation and the cornerstone of successful economic policy.

Good governance is not only focussed on government and its related political underpinnings but also implies government essentially democratically organized in a democratic and political culture, which embodies efficient administrative structures, in addition to right policies, especially in the economic sphere (Smith, 2007). At the constitutional level, good governance requires changes that will strengthen accountability of political leaders to people, ensure respect for human rights, strengthen the rule of law and decentralize political authority (OHCHR, 2007).

At the political and organizational level, good governance requires three attributes common to governance agendas of most aid agencies: political pluralism, opportunities for extensive participation in politics, and uprightness as well as incorruptibility in use of public powers along with offices by servants of the state. At another level of understanding there is administration (Smith, 2007). So, administratively, good governance requires accountable and transparent public administration; and effective public management, including a capacity to design good policies as well as to implement them (Smith, 2007).

Ncube (2005) relates UNDP's view on good governance as referring to exercise of political, economic and administrative authority to manage affairs of nation. Thus, encompasses complex mechanisms, processes, relationships and groups articulating their interests, exercise their rights along with obligations and mediate their differences (*ibid.*). However, the pillars of good government are evident: economic, administrative and political. Economic governance reflects equity, poverty and the quality of life (IJNRD, 2023). Political governance focuses on process in decision-making and policy formulations where administrative governance, on the other hand, points to policy implementation (Kaufmann *et al.*, 2002).

Tanzania Vision 2025 states on Good Governance that,

*“Tanzania cherishes good governance and the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make their leaders and public servants accountable. By 2025, good governance should have permeated the national socio-economic structure, thereby ensuring a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society” (p. 65).*

In other words, Tanzania as a nation realises the importance of good governance as priority for citizens' growth and leaders must be accountable for their actions or inactions in order to achieve such development. Again, it is argued that in Tanzania, improvements in governance are credited with driving Tanzania's high economic growth rates over the past decade. However, since 2011, indicators of good governance have declined (IIAG, 2015). According to Crocker (2019), good governance is about participatory decision making, transparency, effectiveness, equitability and promoting rule of law. In this view, good governance should ensure that political, social and economic priorities are based on broad social contract and that voices of the poorest as well as the most vulnerable are heard in decision-making on allocation of meagre available resources.

In the public sector, however, good governance focuses on promoting smooth service delivery and improving accountability by putting in place some standards (IFA, 2013). Real governance in public entities boosts effective decision-making, sustainable application of resources and bolsters accountability for the stewardship of resources (Mutahaba, 2012). If all these definitions can be accumulated one may suggest that 'governance' and 'good governance' are close to citizens' development in all aspects - economical, political, economic, social as well as legal aspects and so, they enhance better services delivery.

### **2.2.3 Leadership**

Barkan (1992) viewed leadership as a much-studied field characterized by a variety of theories ranging from simple to the complex and that deepness along with wideness of theories in the field, as well as their complexity, make it difficult for

individuals to learn and apply leadership theory in meaningful and productive ways. On this, one viewer comments that, “In fact with each passing decade, the number of books and articles about leadership appears to roughly double from the preceding decades”(Rosh, as quoted by Henry, 2007).

In other words, leadership as a concept is very complex and sometimes it depends on a particular period of time. A leader is commonly understood as an individual who guides, inspires, or influences a group of people toward achieving specific goals or objectives. Leadership involves a combination of vision, direction, and the ability to motivate others to work together collaboratively. Leaders often hold positions of authority but may also emerge informally based on their skills, knowledge, or personal traits.. Leadership can be well understood by looking at it from etymological and definitive points of view.

Etymologically, leadership was derived from English language. It comes from the root word to – lead: a verb, which stands for, to lead / head / captain / guide (Yukl, 2006). Definitively, this term can be taken from various experts but precisely one can represent others by suggesting that leadership is the person’s ability to manipulate, inspire, and direct others to accomplish desired targets (Yukl, 2006). This is to declare that leadership is endeavouring to influence, guide, motivate and inspire others to achieve the agreed common targets (Yukl, 2006). It involves eight aspects: leader, influence, follower, intention, shared purpose, change and personal responsibility.

Actually, there is no consensus on the meaning of the term leadership but most of the experts define the leadership as a process of social influence in which the leader

requires the subordinates' willingness to participate in an effort for achieving organizational goals. Leadership represents "the capability to exert influence on individuals and groups, directing their efforts towards achieving the organization's goals" (Mescon *et al.*, 1988: 464).

Tannenbaum and colleagues (YEAR, quoted by Delia 2018) consider leadership as a process of social influence in which the leader seeks voluntary participation of subordinates as a reward for achieving goals. Leadership is a mutual action between people manifested in particular circumstances by means of the communication process and focused on choosing a specific goal or goals. In other words, leadership is about influencing people voluntarily to follow a particular leader for realizing goals on which may influence practices of good governance (Delia, 2018).

### **2.3 Theoretical Literature Review**

The theoretical framework serves to demonstrate a comprehensive understanding of theories and concepts relevant to the research topic, connecting it to broader fields of knowledge within the academic discipline. It involves reviewing course readings and pertinent research literature to identify theories and analytical models that align with the research problem under investigation. In this section, various perspectives related to the study are explored. Among the numerous theories applicable, this study focuses on Governance Theory and Good Governance Theory, both of which provide critical insights into the research problem and form the foundation for the analysis. These theories will guide the examination of key concepts and help establish a robust analytical framework for the study.

### **2.3.1 Governance and Good Governance Theories**

Crocker (2019) argued that governance and good governance are increasingly being used in development literature. Bad governance is associated with root causes of all evils within societies, especially to developing countries. Whereas, bad governance is broadly recognized as a root cause of evils, good governance is often seen as a way of curing mischiefs (UNESCAP, 2009).

According to Coker and George (2014), when there is poor governance, the organization can rarely exercise effective management of resources and conflict resolution among staff members or stakeholders in decision-making. Moreover, Owoye and Bissessar (2012) observed that poor governance is a symptom of institutional and leadership malfunction. Additionally, viewed that poor governance was claimed to be the reason for poor development. In addition, it is claimed that “Governance” is fundamental to success of any organization both small home organizations and large international ones. In its simplest form, governance was referred by Carrington (2008) to group decision-making that deals with shared problems.

Good governance has eight (8) major characteristics according to different scholars. For example, to International Monetary Fund (2012) good governance is there to ensure the rule of law, efficiency and accountability improvement in the public sector, and combating corruption as essential elements of a framework within which economies can prosper. In addition, United Nation Development Programme (2007) mentions all eight elements as political involvement, rule of law, transparency, responsiveness, consensus, equity and inclusiveness, efficiency and effectiveness,

and accountability.

Participatory governance refers to a system in which both men and women from all social groups actively engage in decision-making processes. This participation can occur directly or through legitimate intermediaries, such as representatives or institutions. It emphasizes the importance of freedom of association and expression, ensuring that individuals have the opportunity to contribute to decisions that affect their communities, often within the framework of an organized civil society.

The "rule of law" refers to a principle where legal frameworks are applied consistently, transparently, and impartially, ensuring fairness in their enforcement. It upholds the idea that all individuals, regardless of their status, are subject to the law. A key component of the rule of law is the robust protection of human rights, especially those of vulnerable and disadvantaged groups, such as minorities. This includes safeguarding their freedom, dignity, and access to justice, ensuring that laws are not only fair but are also designed to protect the most marginalized in society from discrimination and exploitation (UNDP, 2020).

According to UNDP (2020), transparency in governance refers to the process where decisions and their enforcement are made in accordance with established rules and regulations, ensuring that the actions taken are open and accountable. It entails the free availability and accessibility of information to all individuals and groups who may be impacted by those decisions and their implementation. For transparency to be effective, it is not only essential that information is available, but also that it is communicated in a clear, understandable manner (UNDP, 2020). This includes



providing information through diverse and accessible channels such as public reports, websites, media, and community outreach, ensuring that even complex data or policies are presented in ways that can be easily interpreted by the general public. By doing so, transparency fosters trust in the decision-making process, enables informed participation, and ensures that individuals can hold leaders accountable for their actions (UNDP 2020).

Responsive institutions are those that prioritize the needs of their stakeholders by addressing concerns and providing services in a timely and efficient manner. This responsiveness is crucial in maintaining public trust and ensuring that policies meet the real needs of the community. In the context of good governance, consensus orientation emphasizes the importance of involving a wide range of actors in decision-making processes, ensuring that multiple perspectives are considered. This approach helps in building broad-based support for policies, reflecting the diverse interests within a society, and fostering social harmony. When both responsiveness and consensus orientation are practiced, governance becomes more inclusive, equitable, and effective (UNESCSP, 2009).

Mediation of diverse interests in society to reach broad consensus in society on what is in the best interest of the whole community and how this can be achieved is crucial. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. Equity and inclusiveness ensure that all organizational members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, to have opportunities to improve or

maintain their wellbeing.

The notion of effectiveness and efficiency in good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. Efficiency in the context of good governance covers the sustainable use of natural resources and environmental protection (UNDP, 2020).

Pertaining to accountability, an organization/institution is accountable to those who will be affected by its decisions or actions. In a simple explanation, good governance guarantees reduction of corruption, opinions of minorities are taken into account and that the voices of the most vulnerable in society are heard when decisions are made. It also takes into account the present and future needs of society and those in power or office holders are accountable to society they serve (UNESCSP, 2009).

According to United Nations Development Programme (UNDP) (2020) there are five main principles to practice good governance. They include legitimacy and voices; direction; performance; accountability; and fairness (UNDP, 2020). Thus, one may suggest that if there are no good governance principles in practice, corruption, lack of involvement of people in decision-making, violation of the rule of law and lack of responsiveness to public demands by public officials and the like are going to occur.

As per IFAC (2013), the function of good governance in the public sector is to ensure that entities act in the public interest at all times. This requires a strong

commitment to be honest, observance of ethical values along with observance of the rule of law; openness; and comprehensive stakeholder engagement (*ibid.*). Moreover, achieving good governance in the public sector also requires the following: defining outcomes in terms of sustainable economic, social and environmental benefits as well as determining interventions necessary to optimize achievement of intended outcomes (*ibid.*). Others are developing the entity's capacity, including the capability of its leadership and individuals within it; managing risks together with performance through robust internal control and strong public financial management as well as implementing good practices in transparency; and reporting to deliver effective accountability (*ibid.*).

World Bank (2003) suggested that in order for institutions to have good performance, there must be good governance practice in those institutions. The IFAC (2013: 46) suggested that,

“in order to deliver good governance both governing bodies and individuals working for entities must act in the public interests at all time, consistent with the requirements of legislation and government policies and avoiding self-interest and if necessary act against perceived organizational interests.”

In fact, great disappointment is noted on quality of service provided by different governments in the world. Many complaints are noted among people on quality of customer service staff, facilities used, procedures or policies and actually, general feeling of public institutions. As it was reported by Ara and Rahman (2006), in Bangladesh, poor quality customer service in the public institutions was caused by absence of efficient management and accountability among different public service staff. Rashid (2008) concluded that poor quality customer service was noticed among government employees in different institutions in Malaysia. In Australia, the

public institutions are said to lack sufficient resources, while also those in leadership positions do not practice participatory decision-making, resulting to customer dissatisfaction on public institutions' services delivery as reported by Australian Government's Overseas Aid Programme (2000).

Considering governance policies' fragile nature of governance in the public institutions in Africa, Hyden (1983) stated on African governance that sometimes African leaders (Presidents) developed loose alliance of clan leaders who, through participation in the ruling party and government, were given opportunities to secure benefits for their respective constituencies (*ibid.*). While it would be wrong to imply that such considerations have been singularly dominant, they have constituted a legitimate, albeit, unformulated aspect of governance, serving as political patrons (*ibid.*). Such leaders have been able to command diversion of public resources to their clans or constituencies in spite of costs of those activities to the economy (*ibid.*).

The supreme leader normally accepts use of public resources as necessary means of buying support from various clan leaders but he must also be careful not to give away too much(*ibid.*). It was further observed that normally, the president of an African country can apply brakes on use of public resources for support of the individual clan leader (*ibid.*). The most outstanding feature of such to governance is ability of individual politicians to command resources for their respective constituencies even though official policies make no mention of such allocations (*ibid.*).

According to Timothy (2005), public service provision in various African nations is puzzled with bureaucracy, corruption, selfishness and favouritism, which ends in benefiting the privileged few at the expense of many poor people. As a result, it undermines the quality of service provided by public organisations (*ibid.*). In Tanzania, on its part, public service delivery is hampered by numerous challenges such as public funds wastage, low revenue collections, lowly paid as well as unmotivated public service staff, poor accountability and generally, poor service delivery (Issa, 2010; Magayane, 2013).

## **2.4 Empirical Review**

This section reviews selected research works related to this study. According to Tayie (2005), empirical literature review provides information about what was done in the related field, how it was done and generated results. There have been various researches conducted on the similar topic, though such studies have not been similar in terms of contexts. Importantly, findings from such studies were instrumental in guiding the current study - The Role of Public Leaders in Addressing Challenges of Good Governance: A Case of Dodoma City Council.

### **2.4.1 Practices of Good Governance**

Yusuph and Ibrahim (2019) when studying the impact of rule of law, transparent and accountability on good governance in Somalia came with the findings that rule of law, accountability and transparent all have positive relationships with leadership. Accordingly, there is correlation between good governance principles and leadership and so, development (*ibid.*). Additionally, Maserumule (2011) describes good governance in a public administration perspective. He discusses many matters

including the way good governance can be a useful tool in promoting development in various sectors in Africa (*ibid.*). Masermule's study helped in developing the conceptual framework of the current study by taking consideration of local government as one of important areas to be considered in promoting development. The reason is that without effective local government administration, development of almost all sectors operating under councils is unlikely to be achieved; and good governance is essential for this to happen.

Moreover, the work by the Johnston (2002) , emphasizes on importance of enhancing accountability, transparency and participation in ensuring sustainable development based on use of funds and other resources. It was unveiled that equal allocation will ensure basic service delivery, which is critical in addressing inequality and thus, improve quality of education and health services (*ibid.*). Education and health are among key areas that were examined in this study as part of the local government sectors in order to study how challenges in the sectors are being addressed. However, the work by Embassy of Finland emphasised much on ensuring that Tanzania's governance is strengthened to see to it that service delivery to the community is improved.

According to World Health Organization (2010), there are challenges facing health systems, which need leadership accountability. Such challenges include improving the health status of individual persons, families and communities at large; defending the population against what threatens its health; defending people against the financial cost of ill-health; provision of reasonable access to people-centred care; and making it possible for people to participate in decisions affecting their health as well

as health system, in general (*ibid.*).

In order to counter these challenges, World Health Organization (2010) suggests having strong policies and leadership. Without institution of strong policies and leadership, health systems do not impulsively provide balanced responses to identifies challenges, or to make the most efficient use of their resources (*ibid.*). Besides, keeping health systems on track requires a strong sense of direction and rational investment in various building blocks of the health system, so as to provide the kind of services that produce results (*ibid.*). It is argued that the best-rate of governance in Africa is found in Botswana. Also, the country has the best-managed economy with minimal corruption and it records the top per-capita income and human development index on the continent (UNDP, 2022). Other countries worth noting include Ghana, Tanzania, Mozambique, Malawi, Benin and Senegal that are said to be forward leaning towards this path (Asefa and Huang, 2015).

Tanzania Governance Report of 2006-07 states that during 2006-07 significant progress was made in public access to information (Policy Forum, 2009). Transparency is viewed as the most important element of promoting good governance. In the report, the example of transparency cited was openness of parliamentary proceedings in bringing awareness to citizens on what went on in parliament and led to some ministers to be held accountable by the president. These elements of transparency and accountability depend on one another.

On the other hand, Lewis (2006) explains corruption based on flow of funds in health services in Tanzania whereby 70 percent leakage of public funds made it

much difficult to deliver the intended services. The budgeted funds are mostly used in other activities, leaving little for the planned activities. This factor has hindered delivery of public health services in Tanzania and it can be associated with corruption. Thus, good governance is needed to find the solution to such problems.

According to Tanzania Development Vision (2025), previously, governance failed basically due to an increase in corrupt practices that were fast-growing in government structures. Rule of law and voice of the people, on the other hand, tended to be weak, making governance and development increasingly difficult to achieve in Tanzania. Good governance is something very important in enhancing development economically, politically and socially because in good governance, there are the following practices: accountability, transparency, participation, rule of law and human rights.

Tikue (2015) did an important research on the role of good governance on people's development. The study focussed on examination of performance of good governance in Ethiopia notably, Tigray region (*ibid.*). The study examined performance of good governance in land management (*ibid.*). Particularly, the research examined how good governance was performed on such issues like transparency, accountability and responsiveness (*ibid.*). The study revealed that local governments that achieved better transparency, accountability and responsiveness were more likely to bring about development than their counterparts (*ibid.*).

Additionally, the study revealed major issues that impede carrying out good governance in land management (*ibid.*). They included corruption, poor public



education, weak monitoring as well as evaluation system, low implementation capacity, low participation togetherb with low coordination among stakeholders and low incentives among public servants (*ibid.*). Therefore, it was recommended that in ensuring good land managament, the government should concentrate on overcoming the above stated stumbling blocks by devising clear guidelines and service standards (*ibid.*). Such measures are possible by using civic engagement on service provision process, institution of monitoring as well as evaluation, provision of sufficient incentives to land committees together with local bodies and draw on land managers' code of conduct (*ibid.*).

Siswana (2012) carried out research on establishing the relationship between leadership and governance in the public sector of South Africa, by particularly focussing on examination of how good governance practices can improve systems of public finance management. According to the study findings, good governance brought about improvement of public finance management systems by rising accountability and transparency (*ibid.*).

In another study of social responses in Pakistan, it was noted that transparency is crucial in enhancing productivity of both people and management (Saxena and Muhammad 2018). Norman (2017) notes that nowadays, optimal decision-making demands that it must always take into account all necessary social issues that can influence or will be influenced by the particular decision and hence, transparency is not an option but a must. Norman (2017) argues that transparency is vital for enhancement of good governance. It includes the ability to observe rules and procedures that are laid for implementation of respective activities (*ibid.*).

Transparency does not necessarily mean availing the top secretes of the institution to other organ, not at all (*ibid.*). But it simply means observing what the law requires on every undertaking (*ibid.*). When the law requires concealing, one has to conceal (*ibid.*). Providing information prohibited by the law to people is not transparency (*ibid.*). In investment, transparency could mean the degree to which investors have access to any required monetary information about a company such as price levels, market depth and audited financial reports (*ibid.*). When transparency relates to information flow from the company to investors, it is also known as “full disclosure” (*ibid.*).

In local government, transparency refers to extent to which community has an access to any required financial information about a village, ward and council such as revenue, market depth and audited financial reports. Transparency is vital in administration of both the government and private firms’ activities in the world (Norman, 2017). Several authors indicate significance of transparency in corporate entities, especially disclosure of financial accounts.

Good governance, according to UNDESA (2016), includes the rule of law, strong institutions, transparency and accountability in meneging public dealings, respecting for human rights, along with participation of all citizens in decision-making that affect their lives. According to the African Development Bank (AfDB), principles of good governance include “accountability, transparency, participation, combating corruption, and an enabling legal and judicial framework” and should be built on a foundation of i) effective states; ii) mobilised civil societies; and iii) an efficient private sector (Mbaku, 2020).

### 2.4.2 Challenges to Promote Good Governance

It is informed by Asefa and Huang (2015) that good governance is scarce in Africa. However, it is evidenced in some countries such as Botswana, Ghana, Mauritius and Senegal. Viewed from development point of view, good governance is a major way for promoting sustainable development, reducing poverty and realisation of peace stability. Countries with good governance deliver public services with efficiency, following the rule of law and having inclusive institutions responsive to what citizens require. They are transparent and can promote participation as well as show respect to citizens and allow free press and overall freedom of expression. Good governance also reduces poverty (UN, 2015).

The problem, which is a dilemma to Africans mostly is failure of political leadership. There are of course failures in other domains, but they are noticeable in consciousness to political leadership deficiencies (Seteolu, 2024). Seteolu (2004: 74) summarizes the challenge from Nigerian perspective as follows:

*“The political elite is not a productive class, but rely on the control of state structures to access economic rewards. The over politicization of the Nigerian state is also understood in the context of the unmediated struggle for power, influence and patronage. The nature of political contest ensured the emergence of a local governing class without ideological commitment. Rather than pursue political contests within ideological frameworks, politics became a contested terrain for shallow, self-centred political gains.”*

It was suggested by Kamuntu (1993) that most African leaders assumed their role with limited experience and training on management.

Leadership in Africa is portraed by personalized and selfish tendencies, political robbery, ethnicity and devided sciety (Adeola, 2007). Definitely, appreciated, creative leaders that are of proven integrity are needed to lead nations of Africa.

Such leaders of the people must have vision and mission (Adeola, 2007). Thus, a leader should personify all ideals, for which hiser party stands and be able to translate promises of the party to the electorate (Adeola, 2007).

Adeola (2007) proposed further that the history of great a nation has been connected to visionary and purposeful leadership, be it in advanced developed countries or nations. Such leaders have played significant roles in socio-economic development and political liberation of their countries (*ibid.*). Closely associated to leadership is ideology. In absence of visionary leadership to give a clear-cut ideology, a nation continues to lack direction and obligation. Consequently, leadership has failed to bind resources and resourcefulness of the people for national development (Farahat, 2023).

A study in Nigeria reveals that relevant governance factors in contemporary Nigeria likely include accountability and transparency in dealing with public finance (Afolabi, 2004). As a matter of fact, accountability in governance takes a centre stage, marked by predictable, open and progressive policy making(Afolabi, 2004). Transparency and accountability go hand in hand in goood governance. According to Afolabi (2004), open executive/management is very important for public sector in sound decision-making in order to have good performance. Also, Kolade (2012) argued that power and privilege of office abuse; lack of accountability culture; and little stakeholders' drive could all impede good governance.

It was argued by Dagaci (2009) that another huge obstacle to national development in Nigeria (the same contry) was persistent embezzlement like greed among

politicians largely characterized by misuse of public money, cheating, bribery, forgery, impersonation, ropes, hoarding of voters' cards, multiple voter registration and many other attributes. All constituted a huge barrier to development in Nigeria (*ibid.*). In addition, corruption is seen to be one of the biggest threats to good governance today (Iyoha *et al.*, 2015).

Gauba (2014) explains some of challenges to establish good governance, among others, they include establishing and maintaining social justice in society. He further associated the term 'social justice' used more comprehensively so as to include economic justice and also, to restore dignity of human beings who have lost it due to lower economic, educational and cultural statuses (*ibid.*). Also, he noted that the problem of justice consists in ensuring a just distribution of 'primary goods,' which include rights and liberties, powers and opportunities, income and wealth, means of self-respect, and so on (*ibid.*).

Establishment of social justice, rule of law and consideration of human rights are the most important otherwise such goal will remain unachieved and will be highly challenging to governance (Gauba, 2014). According to Gauba (2014) good governance and human rights are equally reinforcing. Human rights principles provide a set of values to guide the work of governments and other political as well as social actors (Gauba, 2014). They also provide a set of performance standards against, which these actors can be held accountable. Gauba (2014) also suggested moreover, human rights principles inform the content of good governance efforts - they may inform development of legislative frameworks, policies, programmes, budgetary allocations and other measures. On the other hand, without good

governance, human rights cannot be respected and protected in a sustainable manner (Gaubu, 2014).

World Bank (2004) regarded poverty as the second most important challenge of good governance. Additionally, good governance is difficult to reach when those most affected by extreme poverty have trouble getting their voices heard and their interests are not considered by service providers as well as decision makers (*ibid.*). Globally, public expenditure on health, education and sanitation benefit the non-poor far more than the poor, who are powerless to change the situation (*ibid.*). Although the cited work explains what is happening in India, in Tanzania as well poverty decrease still remains in the manifesto of the ruling political parties since she became an independent state, to date. The government of Tanzania has also put forward various policies and strategies to combat poverty. They include National Strategy for Growth and Reduction of Poverty (NSGRP) I and II (they are commonly known as MKUKUTA I & II in Kiswahili acronym for Mkakati wa Kupambana na Kupunguza Umasikini).

According to Singh (2008), unemployment has become the main challenge to good governance. To generate employment in an enormous number is also a big deal to good governance, for example, in the country like India in which population is growing very fast and it is the second largest country by population after China (*ibid.*). About 60 percent of its population is younger and to provide them job opportunities is a great challenge (*ibid.*). According to Singh (2008) a fast-growing working population needs to determine more workers, more savings and hence, more investment. It enforces the government to educate young people and create new jobs.

This discussion reflects what is happening in Tanzania whereby it is assumed to have 65 percent of young people in the working age while creation of jobs in public and private sectors is very low. The country also faces challenges in providing quality education that equips students with the necessary skills to earn a livelihood.

Kuldeep (2006) argued that corruption and favouritism bind bureaucratic allocations of investment licenses, import licenses and award of government contracts that encompass some challenges of good governance. As a consequence, the government apparatus is increasingly used to serve personal interests. In the case of India, there are occurrences of different politicians in centre as well as in states most popular ones such as Bofors scandal, Fooder Scam, Bihar Solar lamp Scam, 2G Scam, 3G scam, Lalit Modi Scam, Indian coal allocation Scam, Commonwealth Game Scam, Saradha Group Financial scandal and so forth (Kuldeep, 2006).

Kuldeep (2006) argued individual interests of politicians have engaged them in such presented morally wrong works of scam and shame. They have become a big challenge of good governance. In India, not only politicians but also the public servants are involved in corruption. Corruption is uncontrolled in almost all levels of administration. It is said that the entire system of bureaucracy is involved in corrupt activities in India. They take bribes on the name of red tapism, they demand money for offering tenders, they ask for money in appointments of some officials and so on.

Transparency International (2019) suggested moreover, in India still, academic institutions are not safe from corruption such that many universities, colleges, departments and the like have been found involved in many corrupt activities. This

shows how much corruption is rooted in different institutions of Indian government. Corruption remains an alarming challenge in the region, and weak institutions, lack of political rights and an insufficiently free media, hinder anti-corruption efforts as well as governance more broadly (Transparency International, 2019).

#### **2.4.2 Strategies to Enhance Good Governance Practices**

Lee (2014) describes ways to ensure good governance, which include a committed and engaged board of governance. It involves public leaders to work even for out of working hours without pay, the right composition of human resources, avoidance of conflict of interests among public servants, transparency as well as accountability in decision-making and performance metrics (*ibid.*). Hence, public leaders should hold themselves to high standards of performance and create benchmarks that demonstrate progress so that organizational improvements are known and measured (*ibid.*). The issue of performance standards is also explained by Henry (2007) that the basis for the public sector's efforts to improve its efficiency and effectiveness is performance measurement where public policy's outcomes are measured against intended goals.

In response to growing recognition of importance of good governance, many countries across Africa have established governance reform frameworks. They include financial governance reforms in countries such as Ethiopia and Kenya, resource governance reforms in countries such as Ghana and Botswana, open government and anti-corruption reforms in countries such as Seychelles and Senegal, and broader institutional reforms in South Africa and Côte d'Ivoire (Lindner, 2014; Mbaku, 2020; Transparency International, 2020, 2019). Despite all mentioned in



writings of the aforementioned experts and institutions, Tanzania cannot be left in the list of countries that have not established various kinds of reforms and frameworks in the same. For example, it has Prevention and Control of Corruption Bureau (PCCB) (2017), financial management reforms, and natural resources control laws together with regulations reforms, which were enacted in 2017.

According to PCCB (2017) on enhancement of good governance, it is argued that formulation of national governance strategies is among initiatives to enhance good governance practices. It is explained further that a vast number of countries have put forward reform approaches to improve their governance frameworks. However, they seldom come in form of isolated or standalone governance strategies or policies but tend to come in a variety of formats. Among them they include sectoral efforts or approaches to improve governance in specific sectors (for example, extractive industries and public procurement), or topical approaches to use governance reform to tackle a specific challenge (for example, anti-corruption strategies).

Perhaps the broadest governance policy reforms, particularly on the African continent, come in form of national development plans (Crocker, 2019) as well as Natural Resource Governance Institute (2019). Some countries like Tanzania adopted Five Year Development Plans since independence to date. An example of such plans includes the National Five Year Development Plan 2016/17— 2020/21 in which the main agenda was “Nurturing Industrialization for Economic Transformation and Human Development.” Due to importance of governance to inclusive growth and its focus on inclusion, participation, transparency and oversight, some of the broadest governance related policy reforms tend to come in

form of national development plans (OECD, 2019). They are usually more encompassing than sectoral or topical initiatives and address a wider set of challenges including gender equality, anti-corruption, judicial reform, institutional reform, capacity building and others. National development plans (NDPs) are ideally integrated frameworks that set out plans for countries to progress on the SDGs or, in the case of Africa, the Agenda 2063 in pursuit of resilient and sustainable development.

About 88 percent of countries on the African continent have passed some form of a national vision or long-term development strategy, and 86 percent have implemented national development plans (Crocker, 2019). Just over half of countries have adopted a designated anti-corruption strategy (Natural Resource Governance Institute, 2019). Between 2000 and 2016, 22 out of 28 countries in Sub-Saharan Africa have renewed or amended, in some form, their legal frameworks governing their extractive industries. But the degree of implementation and success at advancing good governance varies widely (Crocker, 2019; Natural Resource Governance Institute, 2019).

According to Chêne (2017), some countries have focused on specific areas (sectoral governance strategies) in which they improve their governance frameworks, which were identified as particularly challenging, such as extractive industries' governance. It is open that many countries in Africa are rich in natural resources (*ibid.*). However, poor governance in this area has led to resources often creating (at most) short-term gains but no sustainable growth or development, while at the same time increasing the risk of corruption, rent-seeking and patronage (*ibid.*).

In response, several African countries have aimed to improve their resource governance by modernizing legal frameworks and increasing transparency in the hopes of increasing investment together with benefits for their citizens (Chêne, 2017; Natural Resource Governance Institute, 2019). Examples of such efforts include passing of the Africa Mining Vision (AMV) by the African Union in 2009, which called for a highly transparent and equitable exploitation of mineral resources; and several countries have joined the Extractive Industries Transparency Initiative (EITI).

National anti-corruption strategies are another example of policy frameworks established to improve governance in a specific risk area. Successful anti-corruption strategies go beyond fighting corruption by reducing the risk of policy capture, establishing a level playing field for business, reducing inequality, increasing trust in institutions and strengthening the democratic process (OECD, 2019). Unlike anti-corruption laws, anti-corruption strategies or packages cut across different aspects of a country's governance system by tackling corruption at the policy, social and economic level, in addition to implementing legal reforms. To be successful, they need to go beyond policy reforms and include measures for coordinated implementation (Hussman, 2007; Martini, 2013; Oldfield, 2017). Previous anti-corruption strategies have addressed several aspects of national governance, such as creating space for civil society, transparency in public finances, economic policy, civil service reform, financial controls and judicial independence (Oldfield, 2017).

According to Asefa and Huang (2015) promotion of good governance, which favours accountability, transparency, honest, and mutual participation, that ensures

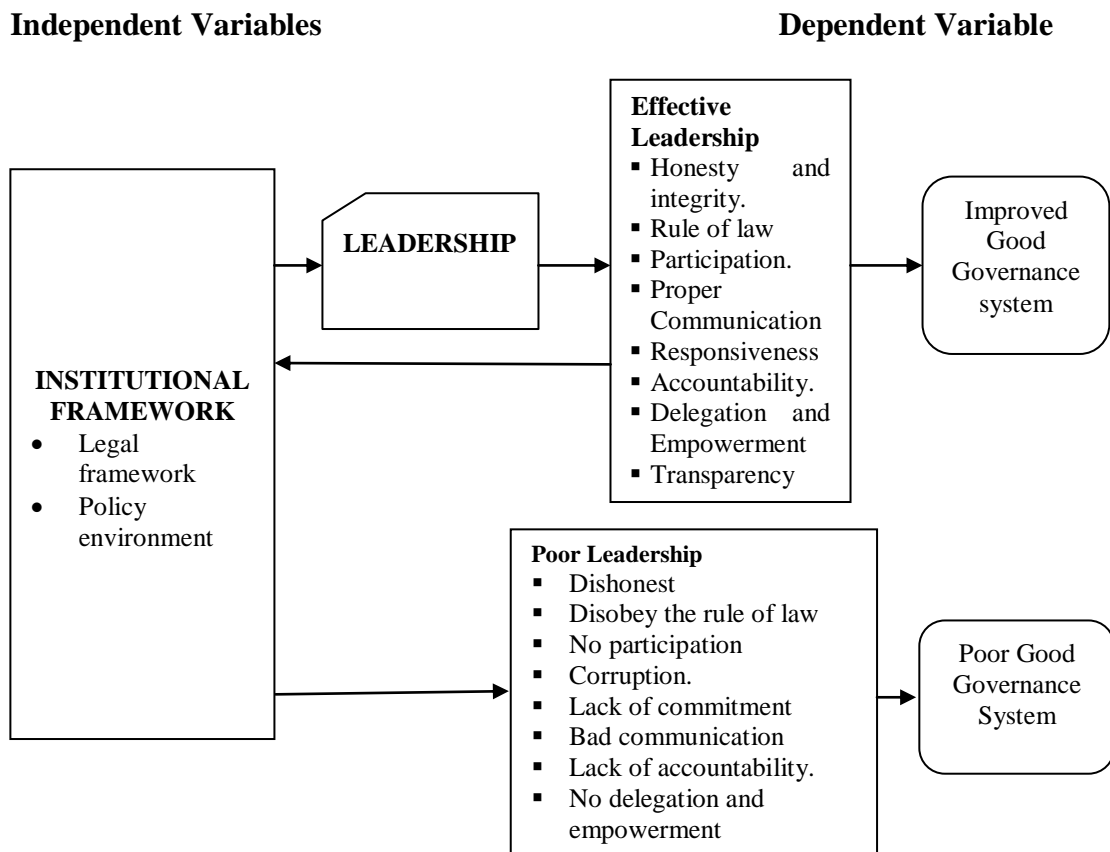
citizens' enjoyment of economic freedom for exchanging goods and contacting each other in business including other property rights such as land rights, is important for development of Ethiopia and Africa as a whole. The possibility of this centres on sustaining constitutional reforms that limit public servants from abusing power and therefore, guarantee economic freedoms including control over drivers of corruption (Asefa and Huang, 2015). A clear legal delineation and separation of public political activities from private economic activities are crucial to prevent corruption. To effectively combat corruption, institutional and constitutional reforms should be put in place to constrain the ability of state actors to perpetuate it (Asefa and Huang, 2015).

When evaluating success of anti-corruption strategies, Martini (2013) found that, while many countries had implemented anti-corruption strategies, coming across successful cases of implementation proved challenging. This is particularly where anti-corruption efforts are crosscutting and integrated into broader governance reform packages, lack of coordination as well as communication, and weak monitoring together with evaluation made assessment of their effectiveness difficult (Hussman 2007; Martini 2013).

## **2.5 Conceptual Framework**

According to Kenneth (2005), a conceptual framework is a structured set of broad ideas and theories that help the researcher to properly identify variables of the study, design questions and recognise relevant literature. The conceptual framework helps the researcher bring clarity on research questions and objectives. The Conceptual Framework was used during the study as a model to indicate relationship of

variables. It assisted in testing relationship that exists through measuring roles of leaders on solving challenges of good governance. A number of theories were consulted on leadership contribution to solving good governance challenges including governance theory and leadership theory. These theories were used by the researcher to develop the conceptual framework for the study. In this perspective, the conceptual framework was developed as presented in Figure 2.1.



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

Source: Adapted from Manislow (1968)

### 2.5.1 Description of the Conceptual Framework

The conceptual framework was developed from reviewed literature in previous parts. Figure 2.1 reveals that the quality of services government workers provided to citizens in public institutions hinges on full practice of good governance.

Independent variables are related to basic tenets of good governance, namely, transparency in carrying out institutional actions, proper Communication, participation, responsiveness, rule of law, equity, effectiveness and efficiency in administration, accountability, delegation, empowerment, transparency, and provision of services. These qualities are embodied in the framework of leadership, which is the independent variable.

Figure 2.1 reveal good governance is considered the resulting dependent variable of the study, which is marked with honesty and integrity, rule of law, participation, good communication, responsiveness and stability of service provided by workers. Other markers of the dependent variable include competence of workers to provide expected services reliably as well as accurately and responsiveness among workers.

From Figure 2.1 intervening variables for this study include dishonest, disobeying of the rule of law, lack of participation, corruption, lack of commitment, poor system of communication, lack of accountability, absence of delegation and empowerment, bureaucracy, inability, favouritism, lack and embezzlement of public money, poor management and technology. The presented variables are viewed in perspective of impeding good governance in public institutions.

## **2.6 Synthesis and Research Gap**

Good governance principles are recognized as the bedrock for social economic development and good governance is positively correlated to leadership. Many scholars including (for example, Sharon *et al.*, 2016; Lyoha *et al.*, 2015; Mustafa *et al.*, 2009) have written extensive works on leadership and good governance. Other

scholars in the discipline comprising the following: Lee (2014); Lindner (2014); Mbaku (2020); Transparency International (2020); Asefa and Huang (2015); Seteolu (2004); Kamuntu, (1993); and Adeola (2007), at varying extents, examined practices of good governance, challenges and strategies to enhance good governance.

However, due to limited studies on appropriately designed obligation of government leaders in addressing challenges of good governance, very little is currently known about roles of public leaders in addressing challenges of good governance in local government authorities with reference to Dodoma City Council. This is the knowledge gap, the study addressed.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents Research Methodology. It covers the following sections: research design as well as location, data collection methods that were applied in conducting this research and how the researcher put used methods of data collection during the field work, as well as interpretation, analysis and presentation of collected data. Moreover, the chapter presents identified target population, sampling procedure and sample size, issues of validity and reliability, ethical considerations.

#### **3.2 Research Design**

Research design is “the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedures” by Kothari (2004). Research design explains how chosen method will be applied to answer particular research question (*ibid.*). Research design is classified into four categories as follows: Research approach (qualitative and quantitative or mixed approach), according to purpose of the study (exploratory, descriptive, and casual research design), according to time dimension (cross-sectional and longitudinal design) and lastly, according to topical scope [(case study and survey) *ibid.*].

This research adopted descriptive research design. Descriptive research method was employed in this study in order to describe, observe, and document occurring phenomena where frequencies were used for looking into statistical significance of the construct variables. Besides, this study employed mixed research approach.



### **3.3 The Study Area**

The present research was carried out in Dodoma City Council. Dodoma was named a designated capital of Tanzania on 1<sup>st</sup> January, 1973 (Dodoma Capital City Declaration Act, 2018). In order to facilitate development of Dodoma to the level of Capital, the Government established the Capital Development Authority (CDA) by G.... Notice (GN) 230/1973. However, in 2017 by GN Number 213 of 15<sup>th</sup> May, 2017, the Government abolished Capital Development Authority (CDA) and transferred its functions to Dodoma Municipal Council. On 26<sup>th</sup> April 2018, the Government upgraded and announced Dodoma Municipal Council to a City Council – Dodoma City Council (DCC).

For this study, sample was drawn from the management team and subordinate staff, which comprised the City Director, City Mayor, heads of departments, divisions, sections and units, on one side and the other side, comprised subordinate staff in the DCC headquarters. Selection of this area was done based on several grounds. Firstly, Dodoma is the Capital City through which all government duties are executed. Secondly, most of the time, the researcher is found in this area and therefore, the place was easily accessible and not costly in terms of accommodation and transport as headquarters of the council. Lastly, since Dodoma has become the capital of the state, it is the centre of attention for many people from domestic and foreign places who need services from governmental and non-governmental institutions.

#### **3.3.1 Profile of the Study Area**

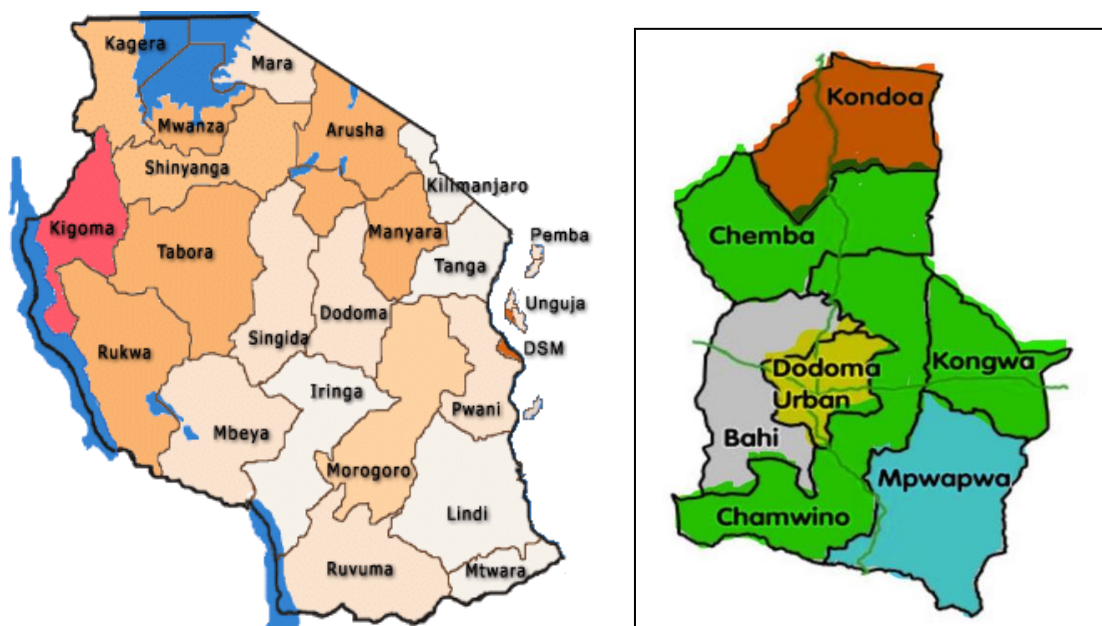
The sketch of Dodoma City Council (DCC) is composed of many things but for the purpose of this study, geographical location, administrative divisions, population,

climate and economic activities were highly considered.

### 3.3.2 Geographical Factors and Location

Dodoma City Council (DCC) is one of eight councils in Dodoma region. The city is traced back to 1973 when it was declared the National Capital under Presidential decree Number 320 of 1973. Since then, a series of successful events followed. In 1980, Dodoma Municipality was established. In 1995, the Government shifted Parliamentary activities to Dodoma and was declared the City Council by the 5<sup>th</sup> term President (now the late) Dr. John Pombe Joseph Magufuli on 26<sup>th</sup> April 2018. Dodoma City Council is located in the middle of the Country. It is bordered by Chamwino district in the East and Bahi district in the West. It lies between Latitudes 6°00' to 6°30' S, and Longitude 35°30' to 36°02' E. It is 456 kilometres (kms) to Dar es Salaam and 426 kms to Arusha (DCC profile, 2022).

#### Tanzanian Map: Administrative Divisions and Urban Areas



**Figure 3.1: Dodoma Map: District Councils and Dodoma City Council**  
Source: ResearchGate (2024).

### **3.3.3 Physical Characteristics**

The city covers an area of 2,769 kilometre squares (km<sup>2</sup>). It is characterized with both urban and rural qualities. It stands on a broad upland plateau with an altitude ranging between 900 and 1000 meters above sea level, with beautiful stony hills such as Image, Isanga, Mkalama and Mlimwa. It experiences a long drought and short rainfall seasons. Due to unreliable rainfall, the area has scanty vegetation such as shrubs, grasses as well as conspicuous baobab and acacias trees (DCC profile, 2022).

### **3.3.4 Human Population**

According to the population and housing census of 2012, Dodoma District had 410,956 people of which males were 196,487 and females 211,469 with the households' size growth of 4.4. The number of households is estimated to be 93,339. Growth rate was 2.7 percent. Population projection for the year 2016 stood at 457,825 whereby males were 222,238 and female 235,587 (NBS, 2012). According to NBS (2022) the 2022 census recorded the population of Dodoma, Tanzania as 3,085,625 for the entire region and 765,179 for the city of Dodoma with 48.5% male and 51.5% female. The population of Dodoma city grew at a rate of 6.4% per year over the 10 years between 2012 and 2022. The population density of the Dodoma region was 74.69 people per square kilometer in 2022 (NBS, 2022).

### **3.3.5 Administrative Set Up**

According DCC (2022) Council's Profile, Dodoma City Council is administratively divided into one parliamentary constituency, four divisions, 41 wards, 18 villages, 170 mitaa (streets) and 89 hamlets.

### 3.3.6 Economic Activities

About 75 percent of people's incomes in the city are from agriculture and animal husbandry. Then 25 percent of the population uses petty businesses like retail shops, carpentry and food vending to earn their living. Also, small and medium industries, consultancies and construction works are found in the study area. Main industrial products are wine, mattresses, furniture and mineral water. Others include honey, wax and herbs from the forests. Per capita income is estimated to be Tanzanian shillings (Tshs) 407,486 (DCC, 2022).

## 3.4 Sample and Sample Size

### 3.4.1 Target Population

Population refers to the group of units with common features, which a researcher is interested. Population of this study consisted of Local Government leaders at the City Council headquarters, namely, City Mayor, City Council Director, Heads of department, division and units with subordinates (see Table 3.1).

**Table 3.1: Target Population**

Category	Population Size
City Mayor,	1
City Council Director	1
Heads of department	13
Heads of division	06
Heads of units	46
Subordinates from department, division and units	400

**Source:** Field Data (2023).

### 3.4.2 Sample Size

According to Kothari (2011) sample size refers to the number of items to be selected from the universe to constitute a sample. It may be noted that Kothari (2011) suggested that sample size should be an optimum in fulfilling the requirements of

efficiency, representativeness, reliability and flexibility. Principally, the sample size should neither be excessively larger nor too small for the study (*ibid.*).

The sample size was obtained using Yamane's (1967) formula of calculating sample size whereby

$$\text{Sample Size } (n) = \text{Population Size} \frac{N}{1 + N(e)^2}$$

$$n = \frac{N}{1 + N(e)^2}$$

$$1 + N(e)^2$$

Where

n= sample size

N= Population Size

E= desired precision (5-10%)

$$\text{Sample Size } (n) = \text{Population Size} \frac{N}{1 + N(e)^2}$$

Given;

$$N = 400$$

$$e = 10\%, \text{ thus}$$

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{400}{1 + 400(0.01)^2}$$

$$n = \frac{400}{1 + 400(0.01)}$$

$$n = \frac{400}{1 + 4}$$

$$n = \frac{400}{5}$$

$$n = 80$$

**Table 3.2: Sample Size**

<b>Category</b>	<b>Sampling Procedure</b>	<b>Sample Size</b>
City Mayor,	Purposive	1
City Council Director	Purposive	1
Heads of department	Purposive	13
Heads of division	Purposive	6
Heads of units	Purposive	10
Subordinates from department, division and units	Random with Yamine formula	80
<b>Total</b>		<b>111</b>

**Source:** Field Data (2023).

### 3.5 Sampling Procedures

According to Panneerselvam (2007), sampling methods can be classified into probability and non-probability sampling methods. They are described in subsequent sub-sections.

#### 3.5.1 Probability Sampling Procedure

Simple random sampling refers to the sampling technique in which every member in the population has an equal chance of being selected as a sample unit (Kothari, 2011; Levin and Rubin; 2007). To carry out simple random sampling, the target population of subordinate staff was first identified, and a comprehensive list of all eligible staff members was obtained to create a sampling frame. Each individual was assigned a unique identification number. Using Yamane's (1967) formula, the required sample size was calculated, ensuring a 95% confidence level. A computer-based random number generator was then used to randomly select respondents from the list, giving every individual an equal chance of being included. The selected respondents were contacted, and their consent was obtained before participation, ensuring ethical standards were upheld and the process remained unbiased and representative of the population.

### **3.5.2 Non-probability Sampling Procedure**

The study employed purposive sampling, a type of non-probability sampling, to deliberately select key informants who were considered information-rich and highly relevant to the research objectives. According to Adam and Kamuzora (2008), purposive sampling involves selecting individuals based on their expertise, experience, or unique characteristics related to the problem under investigation. In this study, purposive sampling was used to identify and include the City Mayor, City Council Director, and Heads of departments, divisions, and units. These individuals were selected due to their significant roles and insights into governance practices, challenges, and strategies within the Dodoma City Council, ensuring that the data collected was directly aligned with the research objectives.

## **3.6 Data Collection Methods**

Kothari (2004) explains that when deciding about which data collection methods to be employed for the study, the researcher should keep in mind two types of data - primary data and secondary data. Since both types of data were employed in this study, primary data were obtained using interview method and questionnaires, while secondary data were through documentary review.

### **3.6.1 Primary Data - Interview Guides**

The researcher used interviews as one of the data collection methods. An interview refers to oral questions asked to respondents (Kisilu & Tromp, 2006). The method involves face-to-face discussions between the researcher and the respondents (*ibid.*). The study employed semi-structured personal and face-to-face interviews on selected cases of interest to the researcher to obtain detailed information about a particular

case. Semi-structured interviews were preferred because they provided a safe basis for generalization of results, being more economical as questions were predetermined and being a central technique for collecting information in descriptive studies (Kothari, 2004:98).

However, the study did not include focus group discussions (FGDs) as an additional method to triangulate data collected from interviews and questionnaires. FGDs could have provided diverse perspectives and validated the information collected, as group dynamics often stimulate rich discussions and uncover nuances in responses (Kothari, 2004). The exclusion of FGDs was mainly due to constraints such as time, resources, and logistical challenges in organizing group discussions with respondents from various categories within Dodoma City Council. For future research, it is recommended to incorporate FGDs alongside interviews and questionnaires to enhance the validity and depth of the data collected (Kothari, 2004).

### **3.6.3 Primary Data - Questionnaires**

A questionnaire is a self-report data collection instrument that participants complete, providing researchers with information through their written responses. While both questionnaires and interviews aim to gather data, questionnaires often yield less detailed information compared to interviews (McLeod, 2018). The study used the questionnaires too because they gave the researcher ability to collect information from large sample, saved time to administer and reduced possibility of bias as the items were consistently presented. They offered possibility of secrecy as subjects' names are not required in the completed items (see Kothari, 2009:100-101). Eighty (80) questionnaires were administered to gather information among subordinates



from departments, divisions and units.

### **3.6.2 Secondary data - Documentary Review**

According to Harrel and Bradley (2009:7), secondary data refers to pre-existing data sets, such as census records, official reports, and previously conducted surveys, which are collected for purposes other than the current research but can be analyzed to provide valuable insights. Unlike primary data, which requires original collection through direct interaction with respondents or environments, secondary data focuses on identifying, compiling, and interpreting information from existing sources. This approach is particularly advantageous when time, resources, or access to the target population are limited, as it allows researchers to utilize comprehensive data sets that would be difficult or costly to generate independently (Kothari, 2004). The methods of collecting secondary data emphasize locating credible sources, evaluating the reliability and relevance of the information, and synthesizing it to fit the research context (Johnston, 2014). While cost-effective and readily accessible, secondary data requires critical assessment to ensure its accuracy and applicability, as its original purpose may not perfectly align with the current study's objectives (Tripathy, 2020).

The study collected secondary data to supplement primary data collected from questionnaires and interviews. This study used both published and unpublished data from the following categories: (a) various government publications; (b) various publications of foreign governments or of international bodies and their subsidiary organizations; (c) books; (d) reports and publications of various associations connected to this study; (e) and reports prepared by research scholars and universities in different fields. These documents were reviewed as per their

relevancy to the research problem.

### **3.7 Validity and Reliability**

Golafshani (2003) provides vital relationship between reliability and validity in field study by revealing two directions. In the first place, concerning reliability, the focus is on replicability of findings (*ibid.*). Secondly, concerning validity, focus is on measurements whether or not they are measuring what they are intended to measure accurately (*ibid.*). Joppe (2000) defined validity basing on what it determines. Thus, validity seeks to see if the research actually measures something it was intended to measure or how truthful are the research results (*ibid.*).

According to Joppe (2000 as depicted in Golafshani, 2003)), reliability is the extent to which results are consistent over time and represent accurately the total population under study. Reliability checks if the study findings can be reproduced under similar methods, by using research tools, which are reconsidered to be reliable. In this study, all of the two were taken into account by testing the data collection tools before the actual use and taking the real representation of the sample from the study area.

### **3.8 Data Analysis, Presentation and Interpretation**

Data were analysed systematically. Analysis of qualitative data involves factual and logical interpretation, comparison and explanation of data obtained. It involves efforts to express why things happen and the identify behaviour pattern, preferences, opinions as well as orientation of respondents (Stemler, 2001). Content analysis was done after coding, organizing and grouping qualitative data into themes, which could be easily managed. This aided by reducing words into fewer content categories on

the basis of open rules of coding (Stemler, 2001).

Quantitative data were coded and entered in a Statistical Package for Social Sciences (SPSS) version 16 spread sheet. They were analysed using SPSS version 16.0, then summarized and presented in various tables and graphs.

### **3.9 Ethical Implications**

The researcher acquired Research Clearance from the Vice Chancellor of the Open University of Tanzania. The Research Clearance facilitated the researcher to obtain research permissions from the Dodoma Regional Administrative Secretary, Dodoma District Administrative Secretary and Dodoma City Mayor. Thus, Research Clearance and research permits from the respective authorities facilitated the researcher to collect data at Dodoma City Council.

Additionally, for this study, all participants were assured of secrecy. In so doing, names of participants were not displayed in the report. Also, identified respondents were voluntarily allowed to participate and there was no any motivation that was given for their participation. Participants were well informed about the study intention and how research results were going to be used.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 Overview**

This chapter presents results and discussions of for the study. The discussion relies on specific objectives for the sequential presentation of the discussions. The chapter is organized into the following sections: respondents' demographic profile, practices of good governance, challenges of good governance and the position of public leaders in addressing challenges of good governance in Dodoma City Council.

#### **4.2 Respondents' Demographic Profile**

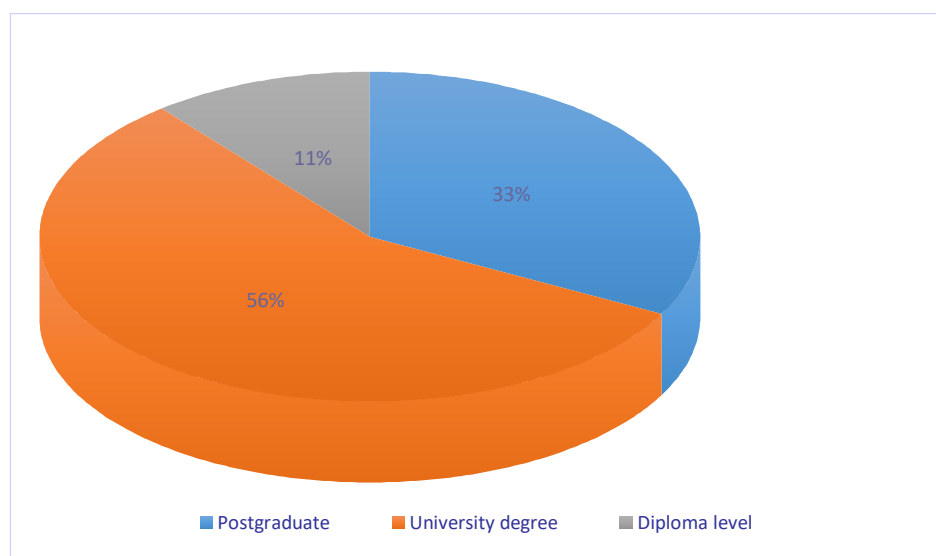
This section presents the respondents' demographic profile to provide context and help establish the extent of informed judgment respondents might have regarding governance practices in the study area. The demographic profile includes key variables such as education level and work experience with Local Government Authorities. These factors were chosen because they are critical in shaping respondents' perspectives and understanding of governance practices. Education level is an important variable as it influences respondents' ability to comprehend, analyze, and provide insightful feedback on governance-related matters.

Similarly, work experience with Local Government Authorities reflects the practical exposure and familiarity respondents have with governance processes, policies, and challenges. Perry (2000) posits that personal traits such as gender, age, education level, and work experience have significant bearing on understanding governance practices, making these variables integral to the study's demographic analysis.

#### 4.2.1 Respondents' Education Levels

Education level helped to assess the manner it influences on an individual's ability to understand and describe roles of public leaders in addressing challenges of good governance aspects about, which the study was concerned. Findings from this study showed that respondents of the study attended formal education that ranged from diploma to postgraduate degree (Figure 4.1). These findings revealed that considerable (56%) of the respondents attained a university degree, while 33 percent had achieved a postgraduate degree, and 11 percent of respondents were diploma holders as shown in Figure 4.1.

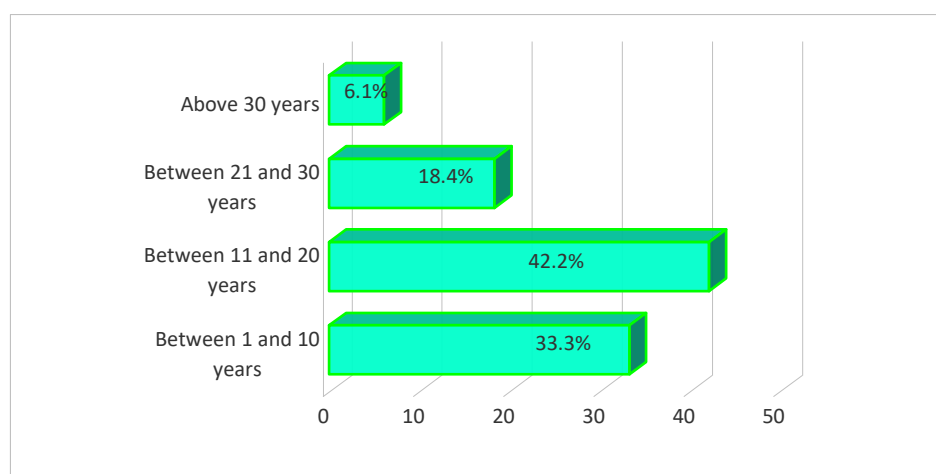
Data from the field indicated that respondents of this study were considerably educated, implying that they were able to provide relevant information concerning roles of public leaders in addressing challenges of good governance. This position supports results from the study by Kearney (1997) who unveiled that people with low education had insignificant impact on understanding management practices.



**Figure 4.1: Respondents' Education Levels**  
**Source:** Field Data (2023).

### 4.2.2 Respondents' Work Experience

An individual's time spent over a phenomenon provides experience and knowledge unattained from learning institutions (Kolb, 1984). Data from the field as presented in Figure 4.2 revealed that 42.2 percent of respondents were associated with Dodomo City Council for a period between 11 to 20 years, while 33.3 percent of respondents were associated with local authority for a period between 1 to 10 years and 18.4 percent of respondents were associated with local authority for a period between 21 and 30 years. Only 6.1 percent were associated with the local government authority for more than 30 years (Figure 4.2). These results gave the researcher confidence that majority of respondents - about 60 percent - are experienced enough to provide reliable information on leadership roles for good governance.



**Figure 4.2: Respondents' Education Levels**

Source: Field Data (2023).

### 4.3 Roles of Public Leaders in Addressing Challenges of Good Governance

This part of the report presents results and discussions related to research objective, which intended to identify the role of public leadership in addressing challenges of good governance. Questionnaires were administered to 80 respondents, while 31 key informants were interviewed to obtain required information. Moreover, the

researcher used a questionnaire to collect data from respondents, who were asked to rate their level of acceptance on four statements presented on a five-point Likert scale. The statements covered aspects such as practices of good governance, challenges associated with practicing good governance, and strategies to enhance good governance.

Additionally, respondents were requested to provide information on internal and external arrangements, including reforms and management training, aimed at enhancing good governance. The data collected through the questionnaire was then analyzed, and the results are presented in the successive subsections. This approach, involving a questionnaire, ensures structured data collection, with respondents providing consistent and measurable responses. If the data collection method had been based on direct interaction, such as a structured interview guide, this would have involved more detailed, open-ended questions, which is distinct from a questionnaire-based approach.

### **4.3.1 Practices of Good Governance**

The researcher sought respondent's understanding level on the concept and knowledge of the tenets of good governance. Questionnaire and interview guides schedules were administered to all respondents of the study. Subsequent sections is presentation of the findings.

#### **4.3.1.1 Understanding the Concept of Good Governance**

The question was asked to public leaders of the council including City Mayor, Council Director, Heads of Department, Heads of Unit and subordinates because

public officials in the leadership positions play a greater role in implementing principles of good governance.

Results obtained from the respondents, as presented on Table 4.1, revealed that 30 (37.5%) of the respondents viewed good governance as adherence to all its principles including rules of laws, responsibility and accountability, timely delivery of service and openness. Moreover, 18 (22.5%) constituted those associating good governance to leading according to available rules, laws and procedures, while 13 (16.3%) of respondents related it with good deliverance of service (Table 4.1). Additionally, 12 (15%) of the respondents understood good governance to mean the rule of law and seven (8.8%) viewed good governance as administration of governance services (Table 4.1).

**Table 4.1: Understanding the Concept of Good Governance**

Category	Frequency	Percent
Leaders to rule as per available laws, rules and procedures	18	22.5
Good delivery of service	13	16.3
Adherence all principals of good governance such as rules of laws, responsibilities and accountabilities, delivery service on time, openness etc.	30	37.5
Rule of Law	12	15.0
Administration of governance services	7	8.8
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Data (2023).

Detailed interviews with the key informants of the study revealed that public leaders from the council are sufficiently knowledgeable on the concept of good governance as described one of them that,

*“Good governance is a broad term that encompasses institution leadership being loyal to the principles of rules of law, responsiveness and accountability, timely delivery of acceptable services to community, honesty, transparency, representativeness, commitment to institutional*



*rules and procedures. These are some elements explaining good governance in my oppinions” (Participant 1, 2023).*

Findings imply that participants had a noble understanding of good governance from various view points. Such understanging concures with Crocker’s (2019) description that Good Governance is about rule of law, responsiveness, accountability, timely and good delivery of service, openness and transparent. Therefore, respondents of the study accepted responsibility of their daily work descriptions.

#### **4.3.2 Principles of Good Governance**

This part of the report present results and discussions related to research objective, which intended to identify good governance practices in Dodoma City Council’s administration. The study sought for respondents’ acceptance rating level on good governance presented on a five–point Likert scale concerning the role of public leaders in addressing challenges of good governance. The presented principles were transparency, accountability, participation, responsiveness, rule of law, equity, effectiveness and efficiency. According to Dayandanan (2013), effectiveness of public organizations is dependent on pillars of good governance, namely, participation, accountability, transparency, predictability and rule of law. Results and discussions are presented in successive subsections.

##### **4.3.2.1 Presence of Transparency**

Respondents were requested to identify whether or not transparency was among good governance practices implemented in Dodoma City Council’s administration.

Results obtained from the respondents, as presented on Table 4.2, revealed that 30 percent strongly agreed presence of transparency at the council's administration, 23.75 percent agreed with the statement, 25 percent strongly disagreed that Dodoma City Council has never implemented transparency and 21.25 percent opined that transparency was not among the good governance practices implemented at Dodoma City Council's administration.

Detailed interviews with the participant 1 in the study area, revealed that,-

*“Our council like others in the country, adheres to the principle of transparency in every endeavour because it is a legal requirement. Concerning financial sector, the council publishes annual audited financial reports, financed and implemented development projects to popular magazines. All council procurement procedures are publicly undertaken through the NEST from which interested service providers submit their applications.*

*Notwithstanding, management decisions are communicated to subordinates and general public through the council's website. The proposed annual council's budget is presented to workers' council prior to approval of the council assembly”* (Detailed interview with the Participant 1 2023).

From the findings, it is definite to comprehend that transparency is highly regarded in Dodoma City Council's administration when undertaking service delivery obligations to the community. Principle of transparency as embedded in good governance necessitates authorities to ensure community members are well informed and involved on decisions, which directly affect people's livelihoods (Afolabi, 2004). Findings from this study relate to Afolabi's (2004) view that transparency and accountability are associated with good governance. Good performance for services delivery in public sector depends on open decision-making and sound decision-making, the pillars of transparency (Afolabi, 2004).

#### **4.3.2.2 Practice of accountability**

Respondents were asked to indicate whether or not Dodoma City Council Administration exhibited accountability as among the principles of good governance. Responses to the question are presented in Table 4.2 Results from this study uncovered that 42.5 percent respondents indicated absence of institutional accountability, while 26.25 percent of respondents strongly agreed that accountability as the principle of good governance demonstrated at Dodoma City Council (Table 4...). Moreover, 16.25 percent of respondents agreed exhibition of accountability at the Council and 7.5 percent constituted respondents who respectively were not sure and strongly disagreed that accountability as the principle of good governance at the council constituted (Table ...).

Accountable leaders clearly communicate goals to their teams to foster alignment and team focus. They accept responsibility when things go wrong and give credit where it is due. Moreover, leaders who are accountable are responsible to their subordinates (Afolabi, 2004).

#### **4.3.2.3 Availability of Participation**

This sub-variable required respondents to indicate the level at which Dodoma City Council administration adhered to participatory practice as among principles of good governance. Reaction to the question showed that 32.5 percent of respondents strongly agreed adherence to participatory leadership, while 18.75 percent of the respondents agreed on the same (Table...). However, 31.25 percent of the respondents disagreed and 17.5 percent of them strongly disagreed (Table ...). The Council's Community Development Officer had the following to say during

interviews,

*“The council is guided and operated on participatory mode whereby, services we provide respond to community needs. The community is involved in choosing priority services to be provided like schools, health facilities and roads. This is done through different levels of the council from which budget priorities are identified and planning for service financing is undertaken”* (Detailed Interview with City Community Development Officer, 2023).

Participation implemented at Dodoma City Council concurs with UNDP’s (2013) description as involvement of citizens in a wide range of policymaking activities. For instance, choice of service levels, budget priorities and appropriateness of construction projects to orient government programs to community desires, create public support, and raise a sense of cohesiveness within neighborhoods (*ibid.*).

#### **4.3.2.4 Practice of Responsiveness**

Responsive public governance requires responding efficiently and effectively to community’s needs (UNDESA, 2016). The study required respondents to indicate the extent to which Dodoma City Council Administration efficiently and effectively responded to communities’ needs in upholding good governance. Results presented in Table 4.2 show that majority of the respondents opined that the administration is not responsive to community needs. Rating on the questionnaire showed respondents indicated strongly disagreed and disagreed on responsiveness as the principle of good governance constituted 25 percent, respectively (Table 4.2). While those who agreed and strongly agreed were 22.5 percent and 23.75 percent, respectively (Table 4.2). Notwithstanding, 3.75 percent of the respondents were not sure whether or not DCC administration was responsive to community needs (Table 4.2).

The scenario is clearly explained in the following observations from the Council Planning and Coordination Officer,

*“The council’s capacity of responsiveness to community real service needs is somewhat impaired with, among other things, financial power to pay for services production. Our planning Unit is at times overwhelmed with competing demands for allocation of inadequate financial resources to services providing divisions of the council. Additionally, unstable service provision infrastructure like internet impinges on our rate of responsiveness”* (Detailed Interview with Planning and Coordination Officer, 2023).

#### **4.3.2.5 Practice of Rule of Law and Equity**

Respondents were asked to indicate the extent to which Rule of Law was adhered to by the Dodoma City Council Administration as a principle of good governance. Field data presented in Table 4.2 show that 26.25 percent of the involved participants strongly agreed that the administration followed the rule of law and others (21.25%) agreed. Those who indicated strongly disagree to the practice of rule of law were 28.75 percent, while 23.75 percent of the respondent disagreed (Table 4.2). The Council Director had the following to say during interviews,

*“The City Council is legally established and its operations are guided by sectoral laws. Different City Council divisions and units carry out service obligations, which are legally stipulated. Therefore, council administrators and all personnel have legal obligations on implementing the rule of law”* (Detailed Interview with Dodoma City Director, 2023).

Moreover, the principle of equity and inclusiveness demands that preferential attention is given to the most vulnerable groups of the community that enables them improve or sustain their well being (WHO, 2013). Findings from the field presented Table 4.2 revealed that 37.5 percent of the participants agreed the Council adhered to the principle of equity and others (37.7%) disagreed, while 25 percent of the

participants strongly disagreed on presence of equity as principle of good governance at the council administration.

#### **4.3.2.6 Practice of Effectiveness and Efficiency**

Respondents were requested to state whether or not effectiveness and efficiency were principles adhered to by administrators at Dodoma City Council demonstrated in implementing good governance. Results presented Table 4.2 show that 10 percent and 31.25 percent of the responses, respectively, agreed and strongly agreed that effectiveness was part of institutional practices for good governance. The proportion of responses indicating not sure on the matter were 7.5 percent (Table 4.2) However, 48.75 percent of the responses showed strongly disagree and 2.5 percent of them disagreed (Table 4.2). Regarding efficiency, collected information showed that 25 percent of the participants strongly agreed the council was efficiently undertaking its obligations and 25 percent of them agreed (Table 4.2). The proportion of responses disagreeing to the principle were 46.25 percent; while respondents who strongly disagreed constituted 3.75 percent (Table 4.2).

Results from this study imply that half the number of involved council subordinates were dissatisfied with the level Dodoma City Council administration implemented good governance principles. The explanation of which is based on the knowledge gap between heads of divisions and units and their subordinates on implementation of good governance principles.

**Table 4.2: Practices of Good Governance**

<b>Variable</b>	<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
<b>Transparency</b>	Strongly Agree	24	30
	Agree	19	23.75
	Not Sure	0	0
	Disagree	20	25
	Strongly Disagree	17	21.25
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Accountability</b>	Strongly Agree	21	26.25
	Agree	13	16.25
	Not Sure	6	7.5
	Disagree	34	42.5
	Strongly Disagree	6	7.5
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Participation</b>	Strongly Agree	26	32.5
	Agree	15	18.75
	Not Sure	0	0
	Disagree	25	31.25
	Strongly Disagree	14	17.5
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Responsiveness</b>	Strongly Agree	18	22.5
	Agree	19	23.75
	Not Sure	3	3.75
	Disagree	20	25
	Strongly Disagree	20	25
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Rule of Law</b>	Strongly Agree	21	26.25
	Agree	17	21.25
	Not Sure	0	0
	Disagree	19	23.75
	Strongly Disagree	23	28.75
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Equity</b>	Strongly Agree	0	0
	Agree	30	37.5
	Not Sure	0	0
	Disagree	30	37.5
	Strongly Disagree	20	25
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Effectiveness</b>	Strongly Agree	8	10
	Agree	25	31.25
	Not Sure	6	7.5
	Disagree	2	2.5
	Strongly Disagree	39	48.75
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Efficiency</b>	Strongly Agree	20	25
	Agree	20	25
	Not Sure	0	0
	Disagree	37	46.25
	Strongly Disagree	3	3.75
	<b>Total</b>	<b>80</b>	<b>100</b>

**Source:** Field Data (2023).

#### **4.4 Challenges Constrain Management to Practice Good Governance**

Identification of challenges facing Dodoma City Council's leaders in promoting good governance was the second objective of the study. The five-point Likert scale of questionnaire was employed to find out the rate at which variables of poverty, incompetence, corruption, bureaucracy, political interference, insufficient funding, favouritism, leaders and organizational behaviour, misuse of funds and poor management obstructed the practice of good governance principles at the study area. The findings and discussions are presented in subsequent sections.

##### **4.4.1 The challenge of Poverty and Leadership Incompetence**

Respondents were asked to indicate the extent at which poverty and leadership incompetence obstructs Dodoma City Council administration to practice the principles of good governance. Field data presented in Table 4.3 indicated that those who strongly agreed and those who agreed that poverty was challenging Dodoma City Council administration to practice principles of good governance constituted 26.25 percent and 10 percent, respectively. However, 47.5 percent of the respondents were not sure (Table 4.3). Moreover, respondents who disagreed and strongly disagreed on the effect of poverty on practice of principles of good governance were 8.75 percent and 7.5 percent, respectively (Table 4.3). When interviewed, the Council Community Development Officer had the following to say,

*“Although poverty is a challenge to many communities of Tanzania, it is not obstructing the council administration, be it as a whole or at an individual level to practice principles of good governance. Therefore, failure in this matter should be explained in relation to factors other than poverty”* (Detailed Interview with the Head of Community Development Unit, 2023).



Therefore, extent to which poverty obstructed Dodoma City Council's practice of good governance principles based on field data could not certainly be affirmed. The findings match results from the study by Asefa and Huang (2015) who uncovered that good governance is a major way for promoting sustainable development, reducing poverty, peace and stability.

With regard to leadership incompetence, results presented in Table 4.3 show that considerably, the variable is attributed to administration's failure to practice principle of good governance. Responses indicating strongly agree and agreed the variable to have the effect accounted for 51.25 percent and 22.5 percent, respectively, compared to 15 percent and 11.25 percent responses, correspondingly, indicating disagreed and strongly disagree (Table 4.3).

#### **4.4.2 The Challenge of Corruption and Bureaucracy**

The researcher sought information regarding the extent at which corruption and bureaucracy inhibit administrators at Dodoma City Council to practice the principles of good governance. The findings presented in Table 4.3 reveal that 52.5 percent and 32.5 percent, correspondingly, indicated strongly agreed and agreed that corruption obstructs administration of Dodoma City council to practice good governance principles, while disagreeing responses constituted only 15 percent. Detailed interviews with the City Mayor uncovered the following,

*“Corruption is among the single most challenging obstacle to implementation of good governance principles. It is difficult to prove and yet, there are complains filed against the procurement unit, especially when it comes to tendering, as well as other divisions and units. The most difficult part of corruption is being done out of individual consent”* (Detailed interview with City Mayor, 2023).

The findings give an indication that corruption greatly affects practice of good governance principle. This corresponds to Iyoha and colleagues' (2015) view point that corruption is seen to be one of the biggest threats to good governance today.

Nevertheless, field data regarding bureaucracy showed that general responses agreed that administrative bureaucracy obstructs practice of good governance principles at Dodoma City Council constituted 66 percent of the involved participants (Table 4.3). Additionally, 20 percent indicated disagree and 13.75 percent were not sure whether or not bureaucracy impinged on practice of good governance principle (Table 4.3). Detailed results are presented in Table 4.3. During interviews, the City Human Resources Officer had the following to say,

*“Our council, like many others in the country, is opposed to bureaucracy during services delivery to customers. To ensure council employees do away with bureaucracy in service provision, a service charter was drafted and distributed to council divisions and units. However, some of the council workers ignore the guidelines drawn in the charter and hence, causing complains among clients”* (Detailed interview with City HRO, 2023).

Bureaucracy based on the presented findings convince to conclude the variable has a negative impact on practice of good governance principles in the study area.

#### **4.4.3 The Challenge of Political Interference and Insufficient Funding**

Respondents of the study were to rate the extent to which political interference and insufficient funding impinge on practice of good governance principles among administrators of Dodoma City Council. The findings presented in Table 4.3 indicate that responses rating strongly agreed that political interference obstructed administrators' practice of good governance at Dodoma City Council were 41.25

percent and others at 20 percent just agreed on the same. Moreover, 28.75 percent of the participants disagreed that political interference was an obstacle for positive practices of good governance and 10 percent of the participants strongly disagreed (Table 4.3).

From the presented results, it is evident that political interference has negative impact on implementation of good governance principles. The results from this study correspond to Kuldeep's (2006) opinion that politicians' individual interests engaged them in works of scam and shame that interfere with obligations of the local government administrators and thus, greatly obstructing implementation of good governance.

Notwithstanding, findings on the variable of insufficient funding indicated that, 46.25 percent of the respondents agreed that insufficient funding adversely obstructed administrators' willingness to practice good governance principles at Dodoma City Council (Table 4.3). However, 31.25 percent of the respondents disagreed to the variable and 20 percent indicated were not sure (Table 4.3).

#### **4.4.4 The Challenge of Favouritism and Organizational and Leaders' Obehaviour**

The researcher asked respondents to rate the level at which favouritism caused challenges to administrators on implementation of good governance principle at Dodoma City Council. Field data revealed that respondents who strongly agreed and agreed constituted 22.5 percent and 46.25 percent, respectively (Table 4.3). Moreover, 17.5 percent of respondents opined not sure, 13.75 percent of them

disagreed with the variable (Table 4.3).

Regarding the variable of leaders and organizational behaviour interrupting implementation of good governance principles at the study area, findings in Table 4.3 indicated that 40 percent of the respondents agreed to the statement, respondents, whose responses were based on disagree and strongly disagree constituted 15 percent and 27.5 percent, respectively. Moreover, 17.5 percent of the respondents were not sure with the effect of the variable on good governance (Table 4.3).

#### **4.4.4 The Challenge of Misuse of Funds and Poor Management**

Respondents were required to rate the effect of misuse of funds and poor management on administrators' implementation of good governance principle at the study area. Findings as presented in Table 4.3 with regard to misuse of funds, respondents on the agree side were comparatively sizeable, amounting to 61.25 percent, while respondents on disagree side constituted 38.75 percent out of all participants of the study. When interviewed, the city Mayor gave the following explanations,

*“Normally, the council sets aside funds in the annual budget to enhance good governance. The council's expectation is seeing programs implemented aimed at enabling administrators' effectively adhere to principles of good governance. However, at the end of every fiscal year, reports reveal that budgeted activities were not implemented and no remaining funds for the same. Sometimes funds budgeted for good governance activities are relocated and thus, it is misuse of funds”*  
(Detailed interview with City Mayor, 2023).

The results presented evidence that misuse of funds is a problem to implementation of good governance principle at the studied city council. These findings are similar

to Dagaci's (2009) argument on Nigerian government that persistent embezzlement of funds was a huge obstacle to national development, which was largely associated with politicians misusing public money, cheating, bribery, forgery and impersonation, among others.

Concerning poor management instigating inability of the administration to implement good governance principles at the study area, results showed that responses amounting to 30 percent strongly disagreed to the variable, while 26.25 percent of them disagreed (Table 4.3). Moreover, responses indicating strongly agree were 22.5 percent and participants agreeing to the variable to be a challenge on good governance constituted 16.25 percent (Table 4.3). Detailed results are presented in Table 4.3.

Therefore, presented data suggest that some challenges need be keenly addressed for better performance of the organization as they hinder efficiency and effective implementation of good governance. Generally, it is unwarranted to achieve organizational goal in an environment marked with more than 50 percent of the responses viewed many variables of the study, namely, corruption, favouritism, misuse of funds, incompetence, political interference and bureaucracy as hindrances to effective and efficient implementation of good governance practices.

**Table 4.3: Challenges on Practice of Good Governance**

Variable	Description	Frequency	Percent
<b>Poverty</b>	Strongly Agree	21	26.25
	Agree	8	10
	Not Sure	38	47.5
	Disagree	7	8.75
	Strongly Disagree	6	7.5
	Total	80	100
<b>Incompetence</b>	Strongly Agree	41	51.25
	Agree	18	22.5
	Not Sure	0	0
	Disagree	12	15
	Strongly Disagree	9	11.25
	Total	80	100
<b>Corruption</b>	Strongly Agree	42	52.5
	Agree	26	32.5
	Not Sure	0	0
	Disagree	12	15
	Strongly Disagree	0	0
	Total	80	100
<b>Bureaucracy</b>	Strongly Agree	23	28.75
	Agree	30	37.5
	Not Sure	11	13.75
	Disagree	16	20
	Strongly Disagree	0	0
	Total	80	100
<b>Political Interference</b>	Strongly Agree	33	41.25
	Agree	16	20
	Not Sure	0	0
	Disagree	23	28.75
	Strongly Disagree	8	10
	Total	80	100
<b>Insufficient Funding</b>	Strongly Agree	0	0
	Agree	37	46.25
	Not Sure	16	20
	Disagree	25	31.25
	Strongly Disagree	2	2.5
	Total	80	100
<b>Favoritism</b>	Strongly Agree	18	22.5
	Agree	37	46.25
	Not Sure	14	17.5
	Disagree	11	13.75
	Strongly Disagree	0	0
	Total	80	100
<b>Leaders &amp; Organizational Behaviour</b>	Strongly Agree	0	0
	Agree	32	40
	Not Sure	14	17.5
	Disagree	12	15
	Strongly Disagree	22	27.5
	Total	80	100
<b>Misuse of Funds</b>	Strongly Agree	36	45
	Agree	13	16.25
	Not Sure	0	0
	Disagree	26	32.5
	Strongly Disagree	5	6.25
	Total	80	100
<b>Poor Management</b>	Strongly Agree	18	22.5
	Agree	13	16.25
	Not Sure	4	5
	Disagree	21	26.25
	Strongly Disagree	24	30
	Total	80	100

**Source:** Field Data (2023).

#### 4.5 The Role of Public Leaders in Addressing Challenges of Good Governance

Assessment of the role of public leaders in addressing challenges of good governance at Dodoma City Council was the third research objective of the study. The five-point Likert scale was used to solicit respondents' rate of agreements on variables of presence of management training, addressing challenges of good governance, internal institutional arrangements for employees capacity developments,

##### 4.5.1 Presence of Management Training

The researcher sought information from respondents whether or not they were given management training prior to and after appointment to current positions, considering the importance of management training for enhancing efficiency and effectiveness of management responsibilities. Field data presented in Table 4.4 show that 68(85%) of the respondents accepted attending management skills training either prior to or after appointment to current positions. But 12(15%) of the respondents did not attend to any management skills training.

Accepted respondents at 100 percent explained trainings were given for a period between one and two weeks. The results imply a larger proportion of administrators at the council had satisfactory knowledge on management, which is crucial in executing daily service obligations. According to the Management Training Institute (2020), leadership training is one of the best ways to create professional managers and build an effective as well as a healthier organization.

**Table 4.4: Participants Attending Management Training**

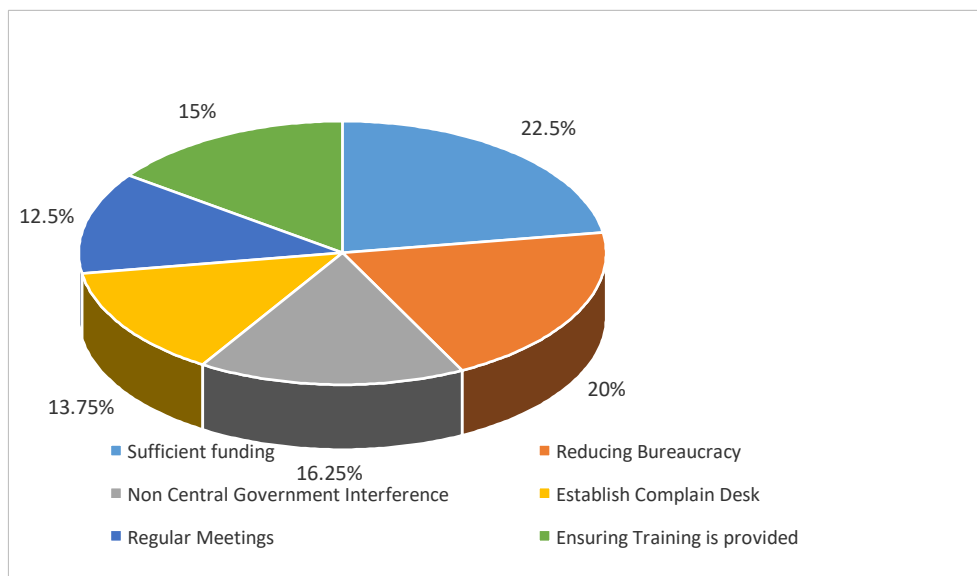
Category	Frequency	Percent
<i>Yes</i>	68	85
<i>No</i>	12	15
<b>Total</b>	<b>80</b>	<b>100</b>

**Source:** Field Data (2023).

#### 4.5.2 Suggestions for Addressing Challenges of Good Governance

The study wanted to unveil most appealing solutions for addressing challenges confronting practice of good governance at the study area. About 22.5 percent of the subordinates suggested increased budget funding for efficient implementation of good governance programmes (Figure 4.3). Reduced bureaucracy and non-central government interference were measures suggested by 20 percent and 16.25 percent of the subordinate staff, respectively. Detailed results are displayed in Figure 4.3.

This implies that financial resource is crucial and mostly needed for procurement of working tools and new technologies, whose use skills is imposed to leaders through training.



**Figure 4.3: Addressing Challenges of Good Governance**

Source: Field Data (2023).

#### 4.5.3 Internal Arrangements for Enhancing Good Governance

The researcher asked respondents to identify existing institutional local arrangements designed to enhance good governance practices at the study area. Results presented



in Table 4.5 show that 22.5 percent of the respondents suggested for adoption of anti-corruption strategies as internal arrangements for enhancing good governance practices at the council administration. Respondents suggesting strengthening decentralized system of governance constituted 17.5 percent, while 25 percent of them suggested for annual budget allocation (Table 4.4). Detailed results are presented in Table 4.5.

The findings denote Anti-corruption Strategies in Planning and Budgeting, Budget Allocation each fiscal year (FY) and Council Meetings were the most favored solutions for enhancing good governance practices.

**Table 4.5: Suggested Solutions for Enhancing Good Governance**

<b>Suggestion</b>	<b>Frequency</b>	<b>Percent</b>
Anticorruption Strategies in Planning and Budgeting	18	22.5
Decentralization	14	17.5
Use of Complain Desk	6	7.5
Budget Allocation each FY	16	20
Council Meetings	20	25
No arrangements	6	7.5
Total	80	100

**Source:** Field Data (2023).

#### **4.5.4 Reforms Adopted by the Council to Enhance Good Governance**

Respondents were asked whether or not the council adopted reforms/frameworks to enhance accountability, rule of law and responsiveness to council's administration. Results showed that 39 (48.75%) respondents were of the opinion that local government authorities receive directives from multiple ministries (central government) through President's Office-Regional Administration and Local

Government Authorities (Table 4.6). Moreover, 45 percent responded that central government enacted laws, reforms and policy including the Local Government Act of 1982, Local Government Financial Memorandum Act, many reforms of 2004 and others (Table 4.6). Detailed results are presented in Table 4.6. During interviews, the Council Mayor commented that,

*“...you know we local government authorities is like a dustbin. Perhaps it is because we are close to people and so, we receive directives, and programs from central government. Little autonomy is given for enacting by-laws applicable to our localities...”* (Detailed Interview with City Mayor, 2023).

Therefore, according to available data, most interviewees felt that Local Government Authorities mostly depend on Central Government system to run their business. They are given limited opportunity to initiate their own reform programs because many reforms come as directives from the central government. The central government encroached Local GA... (LGA) autonomy, making them unhappy on this as they are not free. The LGAs' autonomy in decision-making concerning reforms is crucial for improved good governance practices.

**Table 4.6: Responses on Reforms/Arrangements Adopted by the Council**

Category	Frequency	Percent
All directives from Central Government	39	48.75
All laws created for LGA i.e Local Government Act 1982, Local Government Financial Memorandum Act, OPRAS System, 2004 Reforms and Decentralization System etc	36	45
Do not Know	5	6.25
<b>Total</b>	<b>80</b>	<b>100</b>

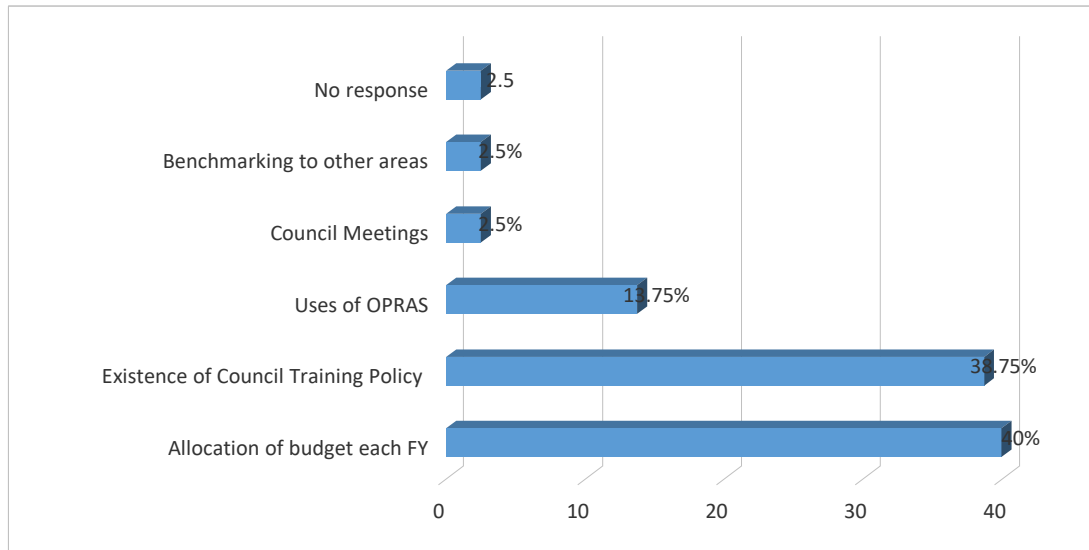
**Source:** Field Data (2023).

#### **4.5.5 Local Institutional Arrangements for Employees' Capacity Developments**

Respondents were requested to identify local institutional arrangements for employees' capacity developments to enhance good governance practices at the

council administration. The field results presented in Figure 4.4 inform that involved subjects at 40 percent and 38.75 percent, respectively, were of the view that institutional allocated annual budget for staff capacity development and presence of training policy are the main internal arrangements for ensuring capacity development to staff (Figure 4.4). Figure 4.4 provides detailed results.

Presented findings denote justification that majority of leaders perceived presence of council training policy and budget allocation to be the main local arrangements for employees' capacity development for improved services delivery performance. The focus on two variables of capacity development initiatives should raise institutional concern of narrow sense of definition and implementation that need to be addressed.



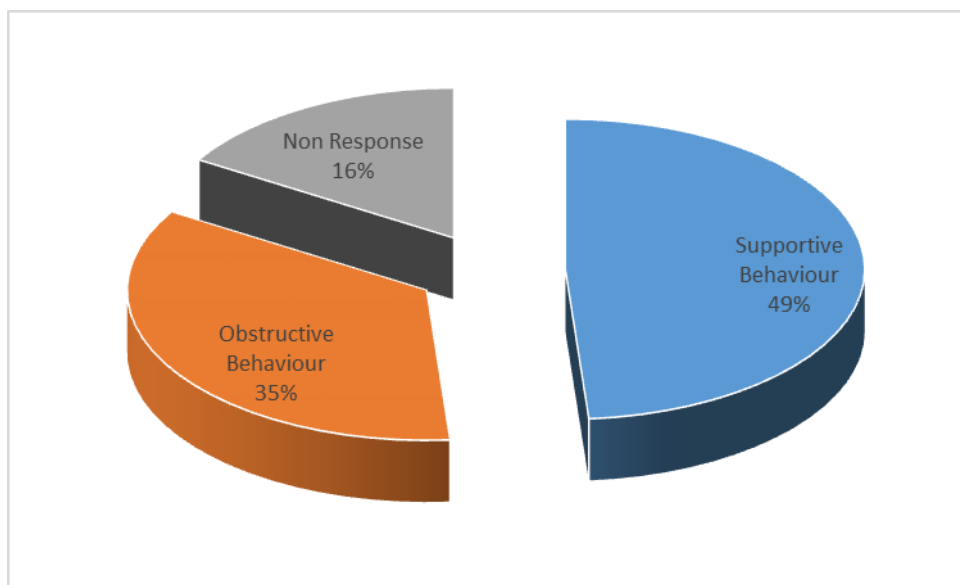
**Figure 4.4: Local Institutional Arrangements for Employees Capacity Development**  
**Source:** Field Data (2023).

#### 4.5.6 Organizational Behaviour on Leadership Capacity Development

The respondents were requested to identify the level at which organizational behaviour affects capacity building to leaders, considering the importance of

organization behaviour and leadership capacity development on improved practices of good governance. Data indicated that 49 percent of respondents said that organization behaviour supports capacity development for leaders, while 35 percent of them viewed organization behaviour obstructs staff capacity development initiatives (Figure 4.5). However, 16 percent of the respondents did not give responses to the question (Figure 4.5). The City Director explained the scenario during interviews as follows,

*“Although staff capacity building initiatives are very important in improving good governance practices at council administrative level, our capacity to fully implement the initiative is constrained, among other things, with the large number of staff thereby becoming difficult to effectively support and compete with service delivery demands, whose production is financed with insufficient budget funding. Hence, we are forced to implement the initiatives from a limited sense of training policy and budgeting...”* (Detailed interview with the City Director, 2023).



**Figure 4.5: Organizational behaviour on Leadership Capacity Development**

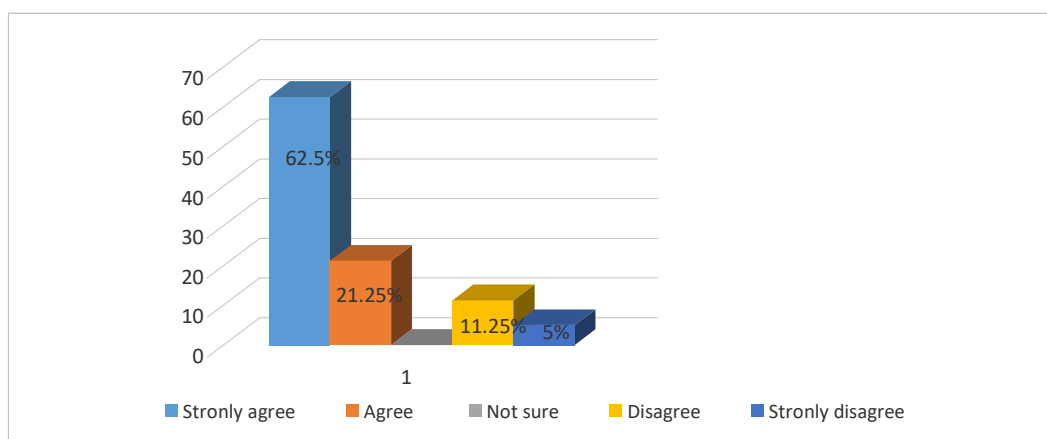
**Source:** Field Data (2023).

## 4.6 Strategies to Enhance Good Governance Practices

The study wanted to unveil strategies for enhancing good governance practices at the study area. Participants were to rate the level at which variable of capacity development (training to staff), establishment of opinion polls, regular monitoring at work and proper vetting of staff before appointment were appropriately adopted. Others were penalties for unethical staff behaviours, imposing performance guidelines, quality control, transparency and accountability in decision-making. Also, reviews of rules and regulations causing impediments as well as establishment of institutional and sectorial reform frameworks. Research findings for these variables are presented in the following sub-sections.

### 4.6.1 Staff Capacity Development and Training

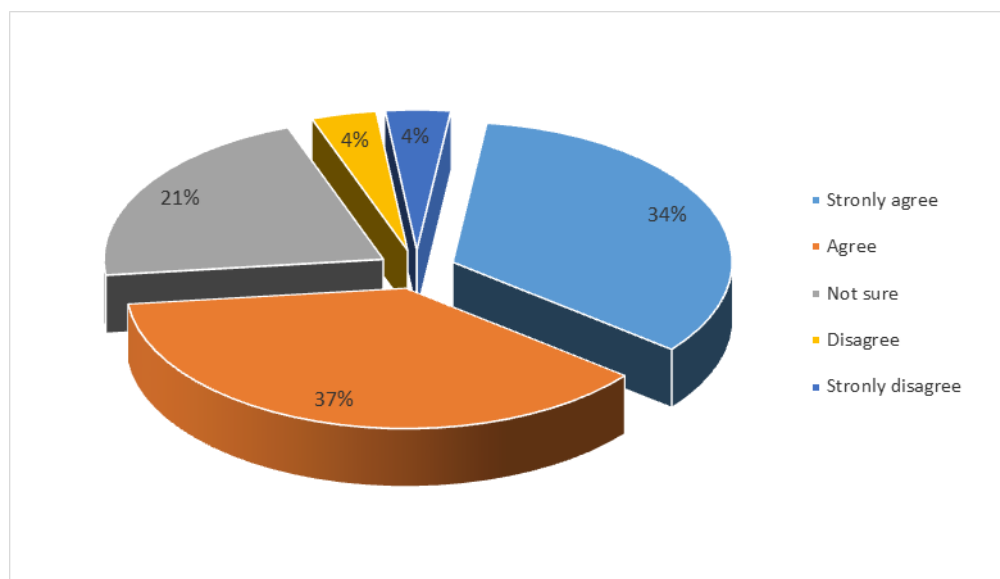
Research findings presented in Figure 4.6 confirm that 62.5 percent and 25 percent respondents, correspondingly, strongly agreed and agreed that staff capacity development through training is very crucial to enhance good governance. Other responses (11.5%) disagreed on the same (Figure 4.6). This implies that most staff regard training on management/leadership is highly required at the institution.



**Figure 4.6: Responses on Capacity Development/ Training to Staff**  
Source: Field Data (2023).

#### 4.6.2 Establishment of Opinion Polls

It is claimed that opinion polling is among indicators for determining community's thinking about a phenomena. Results presented in Figure 4.7 indicate that 34 percent of the respondents strongly agreed and 37 percent of them agreed on establishment of opinion polls as necessary for organizational improved good governance practices. Therefore, one can argue that establishing opinion polls like suggestion box or any other system through which staffs can present their suggestions, and complains is very important for healthy organizational performance and success.



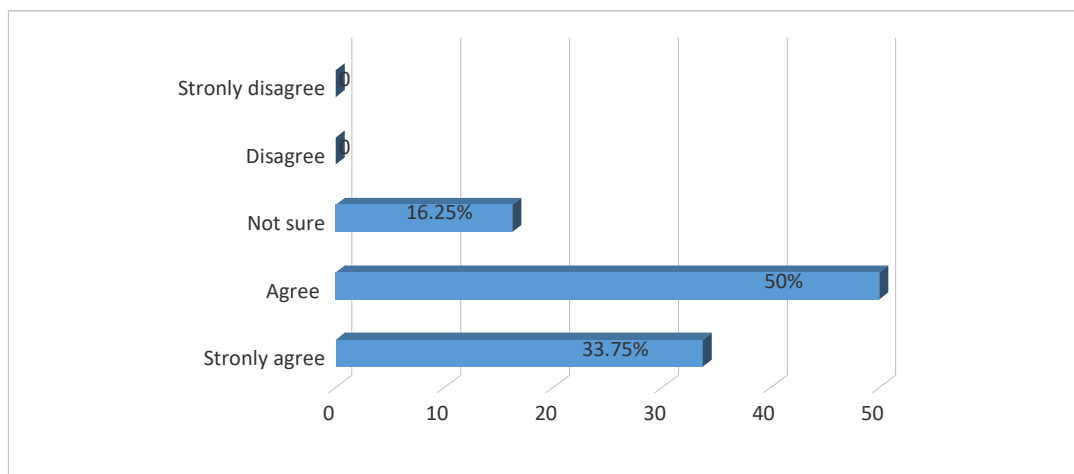
**Figure 4.7: Responses on Establishment of Opinion Polls**

Source: Field Data (2023).

#### 4.6.3 Regular Work Monitoring

Concerning, regular work monitoring, field data indicated that 33.75 percent and 50 percent of the respondents, correspondingly, strongly agreed and agreed that regular work monitoring helps to regulate the way the institution is run (Figure 4.8). Detailed results are presented in Figure 4.8. Therefore, one may argue that many respondents need systematic organizational monitoring programmes. Absence of

monitoring system like report writing, performance assessment systems like Open Performance Review and Appraisal System (OPRAS), anti-corruption strategies and the like, leaders and managers in such organizations may misuse their power by acting against wishes of those they are serving and consequently, the organization can paralyze.



**Figure 4.8: Regular Work Monitoring**

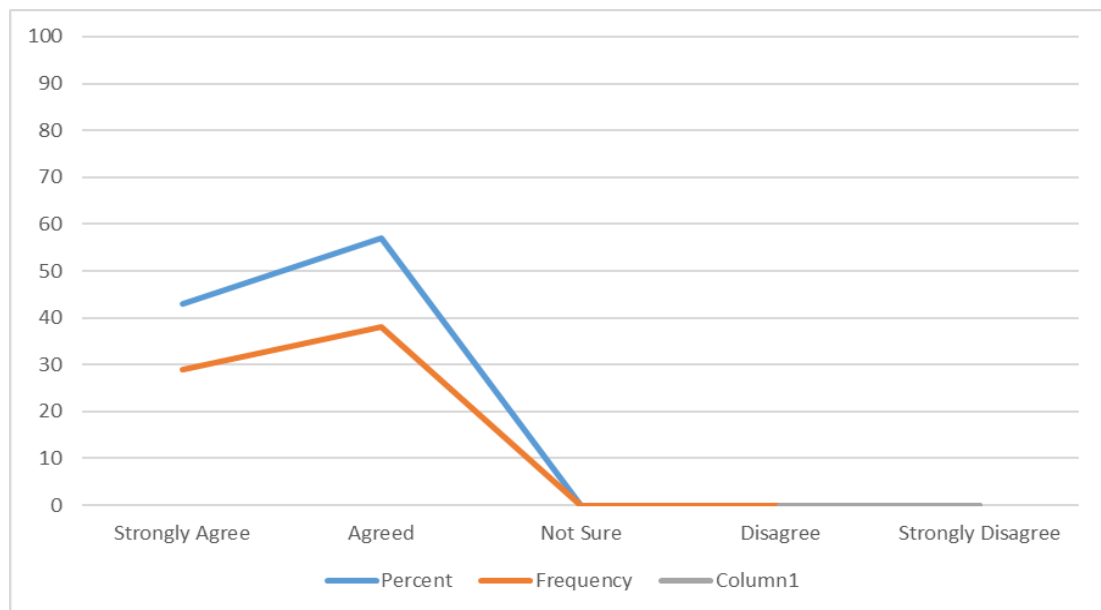
**Source:** Field Data (2023).

#### 4.6.4 Proper Staff Vetting Prior to Appointment

Vetting can simply mean investigating deep into an employee's records (background and history) beyond curriculum and certificates submitted during job application (Petrick, 2024). Figure 4.9 indicates that 43 percent of participants strongly agreed, 57 percent agreed that staff should be vetted before appointment. Basically, Permanent Secretary-President's Office Public Service Management and Good Governance is the one responsible for vetting staff who are expected to be appointed.

Actually the issue of vetting is very crucial because some staff may be recruited in public service with bad records including criminal records and it should be

remembered that public service includes, but not limited, to education qualifications, health condition, electricity and water.



**Figure 4.9: Proper Staff Vetting Prior to Appointment**

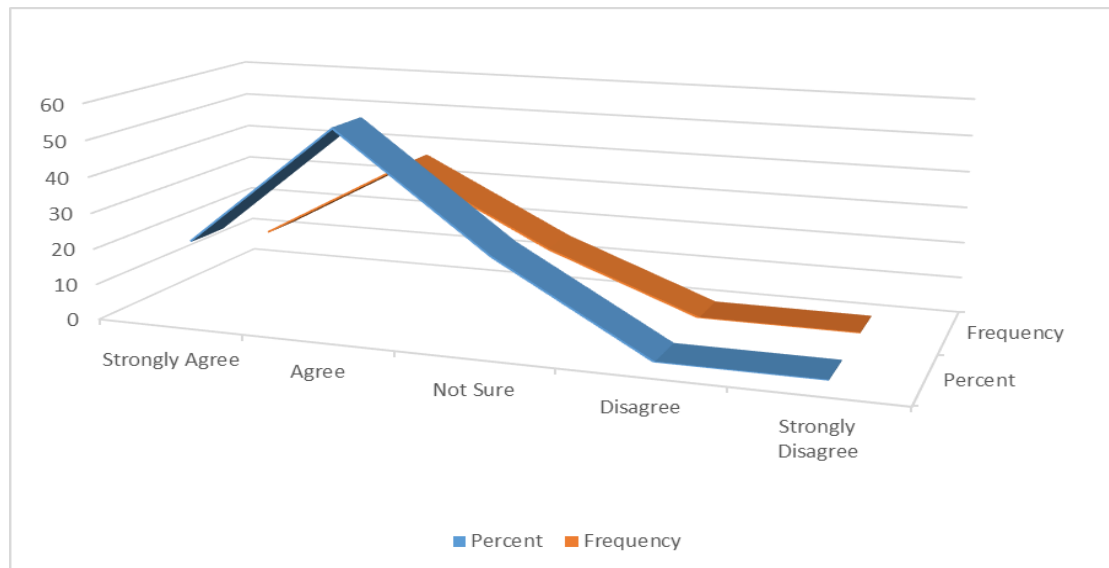
Source: Field Data (2023).

#### 4.6.5 Penalties for Unethical Staff Behaviours

Various public service regulations, Standing Orders, Acts, guidelines and others are normally used by governments of the world to sanction unethical behaviour in organizations to ensure proper organizations operations. Field results with regard to institution of penalties for unethical staff behaviours indicated that 21 percent of the respondents were strongly in agreement that penalties for misbehaviour of staff is crucial, and 55 percent of them agreed (Figure 4.10). However, 24 percent of the respondents were not sure (Figure 4.10). Findings are presented in Figure 4.10.

The government should continue using penalties as corrective measures for those violating job descriptions, professional ethics and public interest. This will make them carefully with public funds and always uphold public interests.

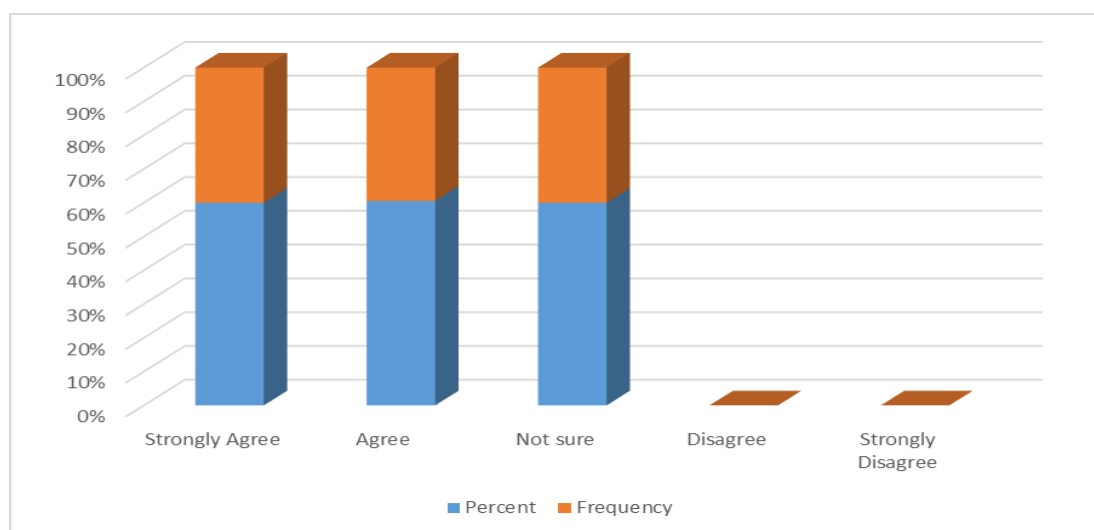




**Figure 4.10: Penalties for Unethical Staff Behaviour**  
Source: Field Data (2023).

#### 4.6.6 Imposing Guidelines for Staff Performance Quality Control

The results presented in Figure 4.11, display that 36 percent of the respondents strongly agreed and 43 percent of them agreed that imposing guidelines for performance quality control will improve good governance practices at institutional level (see Figure 4.11). Guidelines are important so as to make managers, leaders and all public officials accountable to the public and abide by institutional goals.

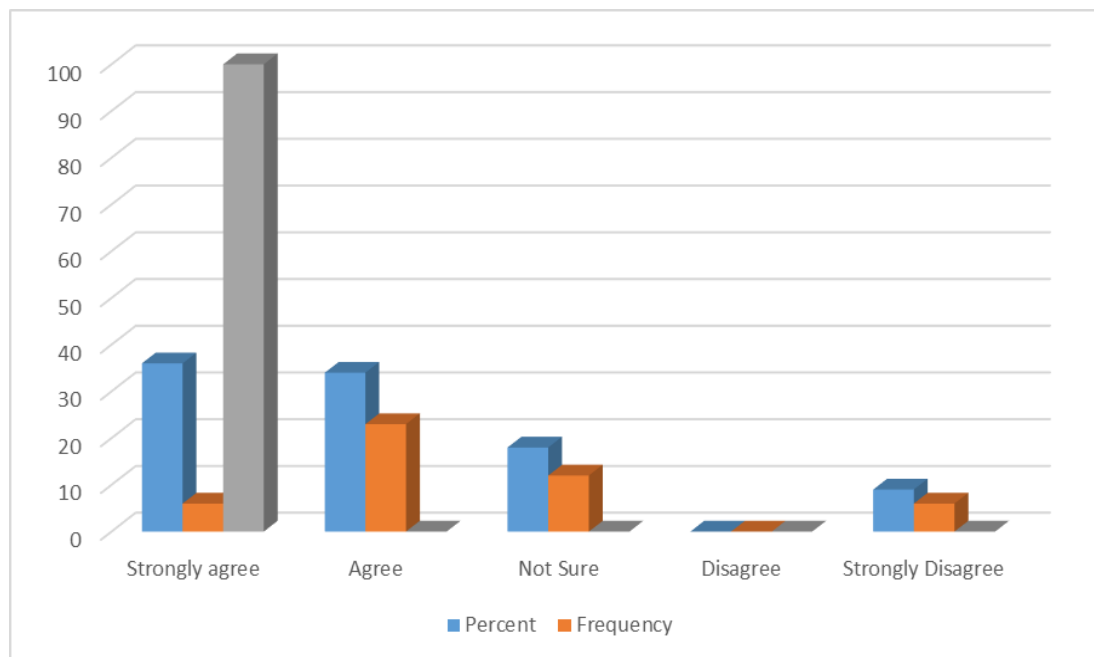


**Figure 4.11: Responses on Imposing Guidelines for Performance Quality Control**  
Source: Field Data (2023).

#### 4.6.7 Strengthening Transparency and Accountability in Decision Making

This question was asked for the purpose of understanding whether or not respondents saw transparency and accountability measures in the process of decision-making as being useful for improving organizational performance regarding good governance practices. Results in Figure 4.12, show that 39 percent of respondents strongly agreed, while 34 percent of them agreed. However, 18 percent of the participants were not sure, none of them disagreed and 9 percent strongly disagreed (Figure 4.12).

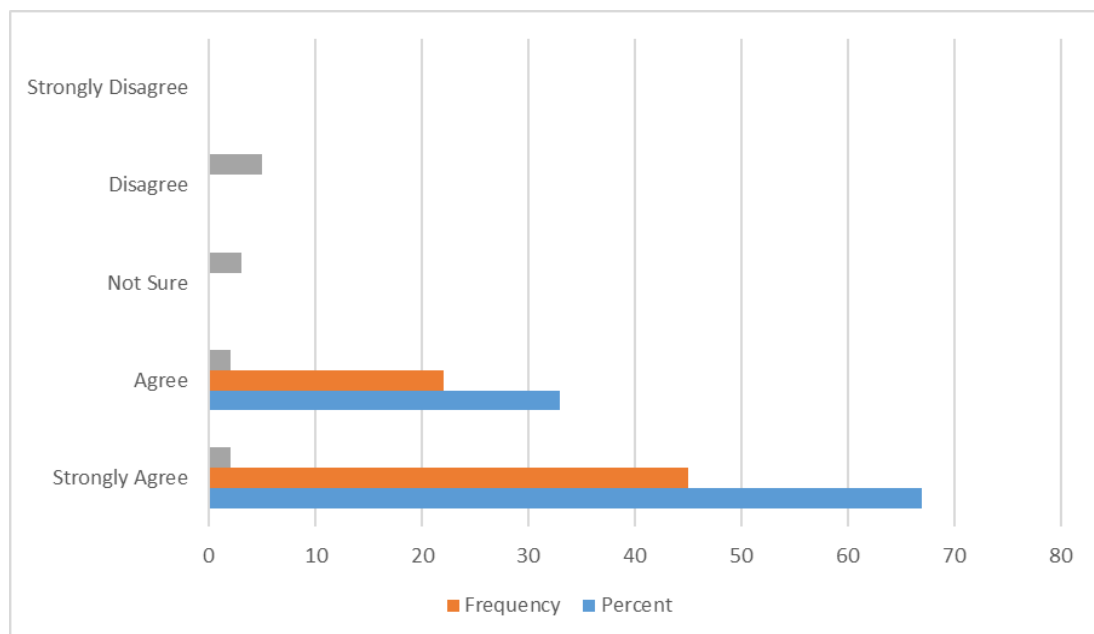
Transparency and accountability can be observed through regular meetings like full council, departmental or management meetings. Also, they can be witnessed through notice board reports, especially regarding financial decisions and any other important public affairs. This implies that if accountability and transparency are in practice, they will reduce complains and increase employees as well as citizens' satisfactions.



**Figure 4.12: Strengthening Transparency and Accountability in Decision Making**  
source: Field Data (2023).

#### 4.6.8 Reviewing Rules and Regulations

Changes may happen to the organizations over time, which necessitate review of institutional rules and regulations. Field data as shown in Figure 4.13, revealed that 67 percent of respondents strongly agreed and 33 percent of them agreed to the variable. None was not sure, disagreed or strongly disagreed that there is importance of reviewing of rules and regulations (Figure 4.13). This could result to use of current and updated ones for a healthy organization.



**Figure 4.13: Responses on Reviewing Rules and Regulations**  
Source: Field Data (2023).

#### 4.6.9 Establishing Institutional Reforms and Frameworks

Results presented in Table 4.7, indicate that 26.25 percent of the involved respondents strongly agreed that national or institutional reforms are important for organizational success, 53.75 percent of them agreed. Whereas 20 percent of the respondents disagreed and none of the respondents were neither not sure nor strongly disagreed (Table 4.7).

The findings imply that though respondents were previously displeased with central government interference on local government authorities' issues, on this variable, majority of them agreed on using nationally organized reforms to their jurisdictions.

**Table 4.7: Establishing National/Institutional Reforms and Frameworks**

Category	Frequency	Percent
<b>Strongly Agree</b>	21	26.25
<b>Agree</b>	43	53.75
<b>Not Sure</b>	0	0
<b>Disagree</b>	16	20
<b>Strongly Disagree</b>	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

**Source:** Field Data (2023).

#### **4.6.10 Establishing Sectorial Reforms and Frameworks**

Different sectors co-exist at the council, whether or not related to economy, agriculture, health, education or any other sector. Field data presented in Table 4.8 indicate that 27.5 percent of the respondents strongly agreed and 60 percent agreed that establishing sectorial reforms and frameworks is important for improved good governance practices. However, 12.5 percent of the respondents were not sure on the question, while none of them disagreed or strongly disagreed (Table 4.8).

The findings suggest that most staff urged the government to initiate reforms on their areas of services, speciality to improve institutional performance. Policy makers and actors should take into consideration making changes that may be needed over time lapse.

**Table 4.8: Establishing Sectorial Reforms and Frameworks**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
<b>Strongly Agree</b>	22	27.5
<b>Agree</b>	48	60
<b>Not Sure</b>	10	12.5
<b>Disagree</b>	0	0
<b>Strongly Disagree</b>	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

**Source:** Field Data (2023).

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter offers summary as well as conclusion of the study, which essentially are based on formulated study objectives. It also gives recommendations, which are derived from findings from the research. The study observed the responsibility of public leaders in addressing challenges of good governance in Dodoma City Council. The city represented local government authorities in which leaders have obligations in ensuring they are managed in an excellent manner. Tanzania believes in effective and efficient leadership that will result into effective as well as efficient service delivery. Accordingly, the main function of world governments, and community expectation (service beneficiaries) will be met.

#### **5.2 Summary of the Main Findings**

The main objective of the study was to examine the role of public leaders in addressing the challenges of Good governance. The results were based on people's perception from top, middle and lower public officials on practices of good governance. Also, the study sought to underpin on roles of leaders to ensure the same is enhanced for betterment of organization and those who are supposed to benefit from it who are customers. The findings brought out important issues that need serious attention to improve the way good governance is practised. The general findings suggest that there are limited practices of good governance in the study area. This study shows also that there is positive correlation between public leadership and good governance practices.

### **5.2.1 The Role of Leaders on Enhancing Good Governance in DCC**

It is stated several times in previous chapters that good governance assumptions call for leaders and other public officials to perform their duties in an effective, efficiency and even economic manner for interests of the public (bring economic, political, social and other kinds of development), as well as making some impacts and contribution for success of organization in service provision. Findings from this study revealed that although some viewers were of the opinion that at least the practice of governance is there, more than 50 percent disagreed on the same. They perceived that there were challenges for leaders to play their part effectively so as to ensure good governance. For the researcher to arrive at the conclusion of this study, three specific objectives, which guided the study included the following: to identify practices of good governance in the council; to identify challenges of good governance; and to identify roles of leaders in enhancing good governance.

In the case of practices of good governance, as indicated in chapter four, more than 50 percent respondents strongly agreed and agreed that performance of leaders and other public officials in the studied council was bad (principles like transparency, accountability, rule of law, equity etc were not well implemented). However, in any organization, there are some challenges, which are unavoidable though they differ from one organization to another, and/or one leader to another. Confirmation from the field indicates that on average, about 50 percent, of respondents were of the view that challenges such as corruption, favouritism, misuse of funds, incompetence, political interference and bureaucracy as challenges of good practice because those challenges limit effectiveness and efficiency of the same.

Lastly, the strategies to enhance good governance were recommended by respondents. It was revealed that the council employed a number of strategies such as capacity development/training to staff, establishment of opinion polls, regular monitoring at work, proper vetting of staff before appointment, imposition of penalties for unethical behaviour among the staff, introduction of guidelines for performance quality control and imposition of transparency as well as accountability in decision-making. Others included review of rules and regulations, which imposed impediments as well as instituting national/institutional reforms and frameworks by putting in place sectorial reforms along with frameworks. Data presented in chapter four showed that the degree of acceptability of these strategies as factors for enhancing good governance are good.

The importance of leadership on good governance and its practicability in all parts including Tanzania was observed. As a result, no one can ignore that there is no separation between leaders and success on adhering to principles of good governance and so, realise development in Tanzania local government authorities. Many recommendations were presented and good enough. It was realized how the government introduced many mechanisms to enable accountability practices, though there were many challenges on that. Nevertheless, planning, which is well written on papers is one thing and implementation is another. So, the two must go together for an effective and efficient service provision for effective LGAs.

### **5.3 Conclusions**

This study underscores the critical role of public leadership in addressing the challenges of good governance within local government authorities. The findings



reveal that, despite some existing governance practices, the implementation of key principles such as transparency, accountability, the rule of law, and equity remains insufficient. Challenges such as corruption, favoritism, misuse of funds, incompetence, political interference, and bureaucracy significantly hinder the effectiveness and efficiency of governance practices. This highlights the need for transformative leadership that prioritizes not only compliance with governance principles but also the creation of a culture that upholds these principles for sustainable development and improved service delivery.

Moreover, the study identifies actionable strategies that can enhance governance practices, including capacity building, robust performance monitoring, the introduction of performance quality guidelines, and the enforcement of accountability and transparency. While the government has introduced mechanisms to promote accountability, the gap between planning and effective implementation remains a key barrier. Addressing this gap requires a holistic approach that integrates strategic planning with practical execution, ensuring that local government authorities can deliver efficient and impactful services. Ultimately, the success of good governance in Tanzania hinges on the commitment of leaders to align their actions with governance principles, fostering trust, equity, and development within their jurisdictions.

## **5.4 Recommendations**

### **5.4.1 General Recommendations**

Findings from the field enabled the study to come up with some recommendations. However, the following are some of the main issues for consideration and attention

by policy makers, leaders and other stakeholders from the central to local government. General recommendations are categorised based on four groups, namely, resource related, institutional, policy and legal framework.

#### **5.4.1.1 Financial Resources**

In any organization or institution, resources are very important for successful realization of its goals. There many types of resources but for the purpose of this study, financial resources are taken into high consideration by the researcher. As it was shown that among complaints from respondents it was revealed that there was a small amount of money allocated in the budget for capacity building for staff including leaders. Although there are other concerns on operating organization's affairs, financial resources play a great role. Thus, it is for those who are responsible for budgeting to ensure that the reasonable budget was set aside and utilised in an efficient, effective and economic manner in running council's affairs. Additionally, if money can be used as a motivator, it can bring about satisfaction among public officials and in the long run, it can also reduce the level of corruption.

#### **5.4.1.2 Policy**

Although MKUKUTA cluster III emphasises on good governance and accountability, it did not state clearly on roles of leaders on the same. Hence, the review of policies is inevitable. Similarly, there should be realistic pay and motivation policies along with programmes for encouraging public employees and officials to work for the community. Respondents strongly agreed and agreed on corruption as the challenge to local government authorities. Therefore, public officials should be motivated through various mechanisms so as to make them

perform their duties without grumbling.

Extra duty allowances, overtime, honoraria and other allowances are of great importance due to the fact that they act as a positive motivating factor. This should go together with attractive salaries and bonus packages provision, particularly to those who perform their duties well. To the political leaders, it is better to give them sufficient monthly allowances as well as other allowances like sitting, subsistence, transport, meal and others allowances. It should be noted that currently, political leaders (councillors) have no permanent salaries, possibly basing on nature of their duties and mechanism(s) of their getting to power.

Other policies to consider are government communication and transparency policies, management and analysis of complaints and regulatory impact assessment policies are also important. Generally, all good governance and leadership or management associated policies should be re-examined in order to bring about better performance in local government authorities (councils).

#### **5.4.1.3 Institutional Perspective**

The study recommends that there is a need not only to improve but also to implement mechanism for accountability and good governance effectively. Various mechanisms for enabling accountability and good governance include among others openness, transparency, participatory decision-making processes and power of the voiceless to be enhanced. However, their effectiveness depends on whether or not poverty is reduced among the majority of citizens since it is the obstacles of good governance. Again, there is a call for policy intervention environment, especially on

political and central government interference into local government decisions. It has already been revealed how central government authorities direct and interfere in many of the local government actions, which deny them freedom and hence, affect citizens' development whether in economic, political, social or political domains.

Besides, the central government should provide an opportunity for alternative policy proposals, which may mostly come from civil society organizations, where different organizations and institutions rather than the government have a great role to play through advocacy, activism, demonstrations and other mechanisms. All such moves will enhance to ensure that leaders and government officials are held accountable of which its end product is better performance of the government.

The last but not the least from institutional viewpoint is the issue of capacity building in local government authorities. Provision of adequate capacity building grants (CBG) for supporting activities like education, training, technical assistance, study of other LGAs' best practices as well as a provision of adequate working tools is crucial. The CBG should be designed to support training and capacity building activities targeting LGA leaders, citizens and technical together with administrative staff in all local government authorities. In so doing, every individual, no matter at what level, needs to be capacitated to enable accountability and high-quality service delivery.

Heads of departments and sections, for example, are key actors in promoting participatory governance and promoting development in local authorities' decision-making mechanism. They play a great role in decision-making and therefore, they

need to be trained in participatory processes such as planning and budgeting, implementation and monitoring. In addition, a number of professional training programmes should be offered for technical staff in all sectors and to provide managers with formal knowledge, skills and attributes that are crucial for effective good governance as well as accountability for positive impact on the poor people.

#### **5.4.1.4 Legal Framework**

Sanctioning laws, administrative procedures laws and other laws and guidelines for influencing accountability, answerability and responsiveness should be formulated or reviewed. Legal provisions mandating public officials to work for benefits of the majority must be introduced and enforced. Rights conferred by legislation may also provide practical and rhetorical weapons to citizens to hold their leaders accountable. Furthermore, a number of national laws dealing with local government and decentralization may have an impact on the extent and quality of answerability, responsiveness, blameworthiness and sanctions to leaders as well as other public workers, which, in turn, may have positive effect on the way governance in local government is observed. When legislations are improved, they will at least create a mandate for local fiscal tasks and legislative initiatives. Legislations and institutions are imperative. National laws on administrative process and other key matters related to observance of good governance among leaders and other public officials may provide significant direct support for service improvements.

#### **5.4.2 Areas for Further Studies**

This study focussed on examination of the function of public leaders in addressing challenges of good governance in Dodoma City Council. However, the following

areas are recommended for future research endeavours:

- i) Other urban areas rather than Dodoma City Council should be researched. This is because cities are centres for many activities and programmes for citizens' developments.
- ii) Investigation on low level workers' performance is important because the research tried to focus on higher leadership positions. So, there is need to study how professional workers perform their duties in relation to set targets and goals.
- iii) Studies on other levels of councils should be considered as the researcher focused more on the city council headquarters and did not touch on the low levels like hamlets, streets (mitaa), villages and wards.

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## APPENDICES

### Appendix 1: Questionnaire Guide

#### A: Introduction

I am a student pursuing my degree in Master of Arts in Governance and Leadership at the Open University of Tanzania. This research is about **The Role of Public Leaders in Addressing Challenges of Good Governance: A Case of Dodoma City Council**. Please, I ask you to answer provided questions. The information you give will contribute to understanding of the problems and will help to suggest concrete strategies. Hence, at the end, it will help to influence authorities responsible to deal with challenges in a systematic manner.

I assure you that the information you will provide in this questionnaire will be used for research only.

I thank you.

.....

**Mzee Haruna Kasuwi**

**B: Respondents' Demographic Profile****Respondents' Demographic Information Form**

Please provide the following demographic information. Your responses will help in understanding your perspective and experience regarding the study. All responses will remain confidential.

**1. Personal Information**

Name (Optional): \_\_\_\_\_

Gender: \_\_\_\_\_

Age: \_\_\_\_\_

Contact Information (Optional): \_\_\_\_\_

**2. Education Level**

What is your highest level of education?

☐ No formal education

☐ Primary education

☐ Secondary education

☐ Certificate/Diploma

☐ Undergraduate degree

☐ Postgraduate degree

☐ Other: \_\_\_\_\_

**3. Work Experience**

How long have you been working in your current role?

☐ Less than 1 year

☐ 1-3 years

☐ 4-6 years

☐ 7-10 years

☐ More than 10 years

Please briefly describe your role and responsibilities in the Local Government Authority:

\_\_\_\_\_

### C: Responses to General Information

#### Questionnaire to Lower level Public Officials (Subordinate Staff)

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree
<b>Issue 1: what are the practices of good governance</b>					
Transparency					
Accountability					
Participation					
Responsiveness					
Rule of Law					
Equity					
Effectiveness					
Efficiency					
<b>Issue 2: challenges of good governance</b>					
Poverty					
Incompetence					
Corruption					
Bureaucracy					
Political interference					
Lack of fund					
Favouritism					
Leaders and organizational behavior					
Misuse of funds					
Poor management					
Low technology					
<b>Issue 3: Strategies to enhance good governance</b>					
Capacity development/training for staff					
Establishment of opinion polls					
Regular monitoring at work					
Proper vetting of staff before appointment					
Penalties for the unethical behaviour on the side of staff					
Imposing guidelines for performance quality control					
Imposing transparency and accountability in decision making					
Reviewing rules and regulations imposing impediments					
Putting in place national/institutional reforms and frameworks					
Putting in place sectoral reforms and frameworks					

## **Appendix 2: Interview Guide**

### **Interview Guide to the City Council Chairperson, City Council Director, heads of divisions, sections and units in Dodoma City Council.**

#### **A: Respondents' Demographic Profile**

1. What is your full name? (Optional)
2. What is your gender?
3. How old are you?
4. What is your contact information? (Optional)
5. What is your highest level of education?
6. How long have you been working with the Local Government Authority?

#### **B: General Information**

1. In your own opinions, what is good governance?
2. Have you gone through any special training on management before or after your appointment as the Chairperson of the Council/ Director/ head of division/section/unit? If yes, which training and for how long did you take to accomplish it?
3. What are issues to be taken into consideration to ensure good governance?
4. What are internal arrangements of your institution for capacity development among the employees?
5. How does behaviour of your organization support/obstruct leadership capacity development?
6. What do you think are challenges that constrained management to practice good governance?

7. What is to be done to address each challenge of good governance?
8. What are internal arrangements to enhance good governance in the Council's administration in terms of plans and strategies/reforms/frameworks?
9. What are national/sectorial reforms/arrangements/frameworks adopted to enhance good governance in the Council's administration?

### **Appendix 3: Clearance Letters**