

**THE IMPACT OF GOOD GOVERNANCE PRACTICES ON PROMOTING SERVICE
DELIVERY IN TANZANIA’S PUBLIC ORGANISATIONS:
A CASE OF THE DODOMA URBAN WATER SUPPLY AND SANITATION
AUTHORITY (DUWASA)**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN
GOVERNANCE AND LEADERSHIP**

**DEPARTMENT OF POLITICAL SCIENCE, PUBLIC ADMINISTRATION,
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2025

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Senate of the Open University of Tanzania a dissertation titled: *“The Impact of Good Governance Practices on Promoting Service Delivery in Tanzania’s Public Organizations: A Case of the Dodoma Water Authority”* in partial fulfillment of the requirements for the degree of Master of Arts in Governance and Leadership.

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DECLARATION

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Signature

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Date

DEDICATION

This dissertation is dedicated to my father, Venance Nkelege Mbako and my mother,
Catherine Lucas Mlekwa

ACKNOWLEDGMENT

I am incredibly grateful to God, the Almighty, for the strength and passion I have for education and service. Without His grace and blessings, this study would not have materialised.

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ABSTRACT

This study examined the impact of good governance practices on service delivery in public organisations, focusing on the Dodoma Urban Water and Sanitation Authority (DUWASA). The study aimed to (i) assess DUWASA's adherence to good governance principles, (ii) determine the influence of accountability, transparency, and public participation on service delivery, and (iii) identify challenges affecting governance implementation. A mixed-methods approach was employed, combining qualitative interviews with 10 key informants and quantitative surveys of 23 employees and 99 customers, making a total sample of 132 respondents.

Findings revealed that DUWASA largely adheres to good governance practices. Transparency and accountability positively influenced the management of financial, human, and infrastructural resources, while community participation contributed to improved service delivery and public ownership of utility projects. However, challenges such as corruption, poor remuneration, and inadequate responsiveness to complaints were identified as major impediments.

Based on these findings, the study recommends that DUWASA: improve staff remuneration and ensure timely wage payments, strengthen oversight and whistleblower mechanisms to curb corruption, enhance responsiveness to customer complaints, and maintain consistent transparency and accountability practices. Implementing these measures will strengthen governance and improve the quality and reliability of water services in Dodoma City.

Keywords: Good Governance Practices, Service Delivery, Tanzania, Public Organisations, Dodoma Water Authority

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LIST OF ACRONYMS AND ABBREVIATIONS

CIPFA	-	Chartered Institute of Public Finance and Accountancy
DUWASA	-	Dodoma Urban Water Supply and Sanitation Authority
EWURA	-	Energy and Water Utilities Regulatory Authority
IFAC	-	International Federation of Accountants
NFGG	-	National Framework for Good Governance
PCCB	-	Prevention and Combating of Corruption Bureau
PPRA	-	Public Procurement Regulatory Authority
URT	-	United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study investigates the impact of good governance practices on service delivery within Tanzania's public organisations, with a particular focus on the Dodoma Urban Water and Sanitation Authority (DUWASA). Specifically, it examines DUWASA's operations and governance structures in Dodoma City and assesses how these elements affect the organisation's efficiency and effectiveness. In this regard, this chapter introduces the study, specifically providing the background to the study, stating the problem, outlining the research objectives and associated research questions, discussing the significance and limitations of the study, and finally, organising the study.

1.1 Background to the Study

Globally, both developed and developing countries have increasingly recognized that the quality of governance directly influences the efficiency, accessibility, and effectiveness of service delivery in public organisations. Good governance practices anchored in accountability, transparency, participation, and the rule of law form the backbone of a responsive and citizen-centred public administration. As Jha et al. (2013) observe, the commitment of states to democratic norms and governance principles shapes how public institutions function and deliver services to citizens. Indeed, the extent to which governance structures adhere to these principles determines not only how effectively resources are managed but also how equitably services reach the population. In contexts

where governance institutions are weak, service delivery often becomes unreliable, inefficient, and unresponsive to citizens' expectations, undermining trust in public institutions. Therefore, the quality of governance remains a critical determinant of public sector performance and the attainment of sustainable development goals.

According to Abakose and Abagojam (2021), the adoption of good governance practices in public organisations plays a pivotal role in improving service delivery outcomes. These practices establish clear operational and ethical standards that enhance accountability and transparency, thereby enabling institutions to manage financial and human resources more effectively. Strong governance systems facilitate prudent resource utilisation, promote evidence-based decision-making, and enhance responsiveness to the needs of citizens all of which translate into better quality, accessibility, and reliability of public services. Moreover, well-structured governance frameworks ensure that institutional leaders are answerable for their actions and that service providers uphold integrity in their operations. This ensures that public institutions remain focused on fulfilling their mandates and are driven by performance and results rather than personal or political interests.

In the African context, however, the relationship between governance practices and effective service delivery remains weak and inconsistent. Numerous studies (e.g., Adisalem, 2015; Abakose & Abagojam, 2021) have documented that poor governance manifested through corruption, bureaucratic inefficiency, limited participation, and weak accountability continues to hinder the ability of public institutions to provide quality

services. For instance, Adisalem (2015) notes that in Ethiopia, challenges such as lack of transparency, inadequate accountability, and poor public participation directly affect the performance of public organisations. Similar trends are observed in many Sub-Saharan African nations, where governance reforms have often been implemented on paper but have not translated into tangible improvements in service delivery. As a result, citizens frequently encounter delays, resource mismanagement, and low levels of trust in government institutions. These challenges illustrate that without the genuine implementation of governance principles, reforms tend to produce limited and unsustainable results.

In Tanzania, the government recognises the central role of governance in achieving sustainable development and effective service delivery. This recognition is embedded in the Tanzania Development Vision 2025, which underscores good governance as one of its foundational pillars for achieving economic growth, social well-being, and institutional efficiency (Mdee & Thorley, 2016). The Vision envisions a nation characterised by a competitive economy, a well-educated population, peace, stability, and sound governance. The realisation of these aspirations depends on the government's ability to promote effective public administration and strengthen accountability mechanisms in service-oriented institutions. Within this framework, good governance is not only a policy aspiration but also a practical requirement for achieving equitable and inclusive service provision that meets the needs of citizens at all levels. To operationalise these ideals, the government introduced the National Framework for Good Governance (NFGG) in 1999 to provide a strategic road-map for integrating

governance principles into public sector operations. The NFGG promotes broad participation, accountability, transparency, rule of law, gender equity, and institutional integrity across all sectors (URT, 1999). Complementing this, a series of reform initiatives including the Public Service Reform Programme, Local Government Reform Programme, Legal Sector Reform Programme, and the Public Financial Management Reform Programme were launched to strengthen governance and improve service delivery (URT, 2012). These reforms sought to ensure that governance structures at both central and local government levels adhere to principles of integrity, efficiency, and responsiveness. Over time, they have contributed to the establishment of oversight institutions such as the Prevention and Combating of Corruption Bureau (PCCB) and the Commission for Human Rights and Good Governance, which serve as accountability mechanisms for ensuring transparency and fairness in public administration.

Despite these concerted reforms and institutional frameworks, persistent challenges of poor service delivery in many public organisations in Tanzania indicate that the linkage between governance practices and actual service performance remains weak. While governance principles are well-articulated in policy frameworks, their practical application at the institutional level particularly in service-oriented entities such as water authorities has not yielded consistently improved outcomes. Reports of delayed service provision, inefficiency, and limited community engagement remain prevalent, suggesting that institutional capacity and adherence to governance principles vary significantly across sectors. Furthermore, there is a limited empirical understanding of the mechanisms through which governance practices influence the quality of service

delivery and citizen satisfaction. This gap suggests that although the importance of governance is well known, the degree to which accountability, transparency, and participation shape actual performance outcomes remains under explored.

Therefore, this study seeks to examine the impact of good governance practices on promoting service delivery in Tanzania's public organisations, focusing on the Dodoma Urban Water Supply and Sanitation Authority (DUWASA) as a case study. Through this inquiry, the study aims to provide empirical evidence on how accountability, transparency, and participation influence institutional performance and service delivery in Tanzania's public sector.

The findings are expected to inform policymakers and practitioners on strategies to strengthen governance systems that enhance service quality, reliability, and citizen trust in public institutions.

1.2 Statement of the Problem

Over the past two decades, the Tanzanian government has undertaken multiple initiatives to strengthen governance and improve public service delivery (URT, 2012). Major programmes such as the National Development Vision 2025, the Public Service Reform Programme, the National Framework for Good Governance, and the Public Financial Management Reform Programme were designed to enhance accountability, transparency, and institutional performance. These efforts demonstrate the government's recognition that effective governance is essential for improving service delivery across public institutions.

Empirical evidence shows some positive progress in public service delivery in recent years. For instance, Kaaya et al. (2022) and Msafiri (2018) report that since 2017, 45% of citizens observed improvements in water supply services, while the proportion reporting service difficulties decreased by 15 percentage points. Furthermore, the Ministry of Water (2024) notes that water access in rural areas rose from 77% in 2022 to 79.6% in 2023, and in urban areas from 88% to 89% during the same period. These findings suggest that governance reforms have produced some measurable service gains.

However, despite these achievements, persistent governance-related challenges continue to undermine the efficiency and equity of service delivery. Problems such as weak accountability, limited transparency, corruption, low citizen participation, and inadequate maintenance of water infrastructure remain widespread. In Dodoma, these governance gaps manifest through irregular water supply, inadequate responsiveness of public institutions, and community resistance to contributing to water funds. Such shortcomings indicate that governance structures and practices may not be effectively implemented at the organisational level, despite national-level policy commitments.

Good governance is widely accepted as a critical driver of effective service delivery, and Tanzania has taken multiple steps to institutionalise these practices. What remains which is insufficiently examined is how specific governance principles such as accountability, transparency, and participation concretely influence the quality and sustainability of service delivery within public organisations. Existing literature provides limited empirical evidence linking governance practices to measurable service delivery

outcomes, particularly within sectoral institutions like the Dodoma Urban Water Supply and Sanitation Authority (DUWASA).

Therefore, this study seeks to fill that gap by investigating the impact of good governance practices on promoting service delivery in Tanzania's public organisations, focusing on DUWASA. The findings are expected to provide evidence-based insights into how governance practices can be operationalised to achieve efficient, transparent, and citizen-responsive service delivery.

1.3 Objectives of the Study

1.3.1 General Objective

The study aimed to investigate the impact of good governance practices on promoting service delivery in Tanzania's public organisations, using the Dodoma Urban Water and Sanitation Authority (DUWASA) as a case study.

1.3.2 Specific Objectives

Specifically, the study sought to:

- i. Examine DUWASA's adherence to good governance practices.
- ii. Establish the impact of accountability, transparency and participation on DUWASA's service delivery.
- iii. Determine the challenges DUWASA faces in adhering to good governance practices.

1.4 Research Questions

Based on the specific objectives, the study set out to answer the following research questions:

- i. How does DUWASA adhere to good governance practices?
- ii. How do accountability, transparency and participation affect DUWASA's service delivery?
- iii. What challenges does DUWASA face in practising good governance?

1.5 Significance of the Study

The study has generated findings that could be of interest to DUWASA and other public utility institutions, underscoring the importance of practising good governance in delivering quality services to the people. The study findings could also assist DUWASA, public institutions, policymakers, and other stakeholders in identifying the challenges and limitations that hinder the practice of good governance, with the target of improving service delivery for ordinary people. The study findings could also inform the formulation of modifications to enhance high-quality services by public institutions. The study could also stand as a benchmark for DUWASA in developing and executing the Client Service Charter. The study could also inform the review of the National Water Policy of 2023, with an emphasis on incorporating good governance practices to improve water supply service delivery. Its findings could further serve as a reference for future studies on good governance and utility service delivery, in addition to potentially informing the review of the National Framework for Good Governance. More

significantly, the study contributes to the body of knowledge on good governance practices among public organisations in Tanzania with specific reference to DUWASA.

1.6 Scope of the Study

This study examines the impact of good governance practices on service delivery within Tanzania's public organisations, with a particular focus on the Dodoma Urban Water and Sanitation Authority (DUWASA). After all, the importance of effective governance in public service is increasingly recognised, particularly in vital sectors such as water and sanitation. This research, therefore, aims to understand the operations of DUWASA in Dodoma City and examine how its governance structures affect its overall efficiency and effectiveness. By focusing on Dodoma City and the workings of DUWASA, the study sheds light on the dynamics of local governance and the public service regulations that influence its activities. The research outcomes include determining governance practices that can improve service delivery, as well as providing recommendations for strengthening DUWASA's governance. Additionally, the findings may have broader implications for public organisations across Tanzania, contributing to the ongoing discourse on governance and the performance of public services.

1.7 Limitations of the Study

On the other hand, the study acknowledges that analysing the influence of good governance practices on improving public service delivery within a public institution is a complex endeavour, particularly in rapidly growing cities such as Dodoma, the nation's centrally located capital. During the study, the researcher faced numerous limitations.

One significant challenge stemmed from the unsettled DUWASA customers and the mobility of some utility staff; many customers frequently moved due to their socioeconomic activities, complicating efforts to locate their places of work. Moreover, certain DUWASA employees were hard to reach in their offices as they were often engaged in fieldwork. Others were preoccupied with their responsibilities and commitments, such as attending meetings, which hindered their availability for the research. As a result, the researcher had to conduct interviews with some key DUWASA consumers via mobile phone and distribute questionnaires for completion at their convenience, collecting the responses afterwards.

Furthermore, the study encountered the language barrier that some DUWASA customers faced. The interview questions were originally in English, but some participants struggled with the language. To address this problem, the researcher translated the questions into Kiswahili, the national language that is universally accessible, recorded the responses, and subsequently translated them back into English for inclusion in the study. This process proved to be time-consuming overall. Furthermore, some participants, primarily DUWASA staff, exhibited negative perceptions and attitudes, mistakenly viewing the researcher as a spy intent on scrutinising their offices or assessing their performance. Consequently, the researcher invested considerable time in clarifying his intentions and assuring participants of the confidentiality of their opinions and perspectives within the study.

1.8 Organisation of the Study

This chapter provides an overview of the study, exploring the impact of good governance practices on DUWASA in promoting quality service delivery. Specifically, the chapter presents the study background and statement of the problem, in addition to validating the conduct of the study. Additionally, it presents general and specific objectives, research questions, as well as the significance and limitations of the study. The subsequent presentations comprise Chapter Two, which reviews both theoretical and empirical literature related to the study, before establishing the research gap that the research aims to fill. Chapter three describes the research methodology, including the study area, research design and approaches, methods adopted for collecting and analysing data, as well as ethical considerations. Chapter four presents, analyses and discusses the study findings in accordance with the research objectives and or research questions. Finally, Chapter Five presents a summary of the study's key findings, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature on the impact of good governance practices on promoting service delivery in Tanzania's public organisations. Specifically, it reviews both theoretical and empirical literature. The review both contextualises the study within the existing body of knowledge and establishes a research gap that necessitated the conduct of this study. It begins with a definition of key terms, followed by a theoretical literature review and an empirical literature review.

2.1 Definition of Key Terms

2.1.1 Governance

According to Carlos (2014), governance refers to structures, whether official or informal, that have the power to specify how public acts and choices must be carried out to uphold a nation's constitutional values. Similarly, Mehraj and Shamim (2020) define governance as the process by which official and informal institutions interact to influence choices and policies that affect the public's interests. The government's reimagining and the development of non-governmental organisations with social goals are essential to its success.

2.1.2 Good Governance

Khan *et al.* (2019) define good governance as the justly managed affairs of the state or nation, with every system in place, where merit is highly valued, rules are precisely

followed, and everyone is equal before the law, with no one above the law. In other words, the rule of law prevails. Additionally, good governance entails exercising authority through political and institutional processes that are accountable and transparent, while also enhancing public participation.

2.1.3 Public Service

Public service refers to the activities and services that the government undertakes for the benefit of the public. These services include health care, water supply, education, defence, policing, and many more (Shittu, 2020).

2.1.4 Public Service Delivery

Public service delivery refers to the extent to which public organisations/institutions provide services that meet or exceed the needs and expectations of their beneficiaries, that is, the public (Shittu, 2020).

2.2 Theoretical Literature Review

2.2.1 Mercy Model

Mercy Corps, a humanitarian aid organisation, developed this model, hence its name. The model addresses economic, environmental, and political instability. Mercy Corps, as an organisation, works with both public and private organisations to facilitate and enable all aspects of good governance practices. The Mercy model's key principles of good governance practices include democratisation and the rule of law, inclusive and accountable decision-making, effective public service delivery, and equitable civic participation and government responsibility (Helao, 2015).

Under this model, societies that are just, peaceful, and secure are those in which civil society, the public sector, and the corporate sector can collaborate to promote peaceful change, accountability, and broad participation. This implies that the effectiveness of good governance depends on institutional collaboration and mutual accountability among actors. The mercy model also calls for the establishment of institutional capacity, enabling the public sector to cooperate with the business sector and civil society. The public sector is the primary actor in good governance and requires ongoing assistance from these sectors. According to the Mercy model, the public sector comprises intentional structures and processes designed to provide services and safeguard the safety, rights, and interests of every individual within a nation's boundaries who is subject to government authority. The functioning of the state determines this framework, which calls for a lawful government that values its people, engages in public participation, respects human rights, has an appropriate institutional structure and capacity, and adheres to sound governance practices (Helao, 2015).

Furthermore, the Mercy model illustrates that the government bears objective responsibility to facilitate service delivery from national to sub-national levels. This implies that efficiency in service delivery is tied to the government's ability to maintain consistent accountability across levels. In fact, governmental agencies at national, regional and local institutions employ cautious strategies in dealing with and utilising national resources. Primarily, the notion of constitutional responsibility must be adhered to at all times, as democratic governments are indebted and obliged by their respective constitutions to maintain and respect human rights and promote the economic, social,

and political well-being of their respective people. This model cautions that the government's failure to maintain political and economic sovereignty, protect lives and people's well-being, and fail to steward democratic rights and assure participation in its brief existence becomes problematic (Damas & Mokaya, 2019).

The Mercy model emphasises responsible decision-making that fosters good governance practices, encouraging effective coordination at all government levels, as satisfying people's needs is paramount. This suggests that public organisations should adopt participatory approaches that enable citizens to influence decisions that affect them directly. In other words, public service delivery requires public organisations to effectively and efficiently respond to people's demands and meet their expectations. Service delivery thus depends critically on community engagement in state activities as well as responsiveness, equality, and consistency in allocating resources to people with low incomes. This illustrates the concept of good governance, which requires that choices made by the government and actions imposed on the populace be openly debated, jointly agreed upon through consultation, and communicated prior to decisions being made or implemented (Helao, 2015). The study employed the Mercy model because of its emphasis on public organisations adhering to the principles of good governance to achieve better outcomes, ensuring that these organisations are accountable, transparent, equitable, and inclusive. Under this model, participation also tends to operate effectively and efficiently, allowing public organisations to deliver public services and meet the needs and aspirations of the people.

2.3 Empirical Literature Review

2.3.1 Adherence to Good Governance in Public Organisations

In 2014, the International Federation of Accountants (IFAC), in collaboration with the Chartered Institute of Public Finance and Accountancy (CIPFA), formulated a framework aimed to foster adherence to good governance in the public sector through behaving with integrity, demonstrating a strong commitment to ethical values and respecting the rule of law. This framework implies that ethical leadership is not only foundational for service delivery but also for maintaining institutional trust. When it comes to fostering a culture where employees consistently operate in the public interest and remain focused on achieving the organisation's goals, public institutions and their governing bodies are required to demonstrate integrity. The company and its employees may do this by developing and upholding certain ideals. Beyond the bare minimum required by law, these values should develop and construct principles, norms, and regulations for acting in public, such as objectivity, selflessness, and honesty, that should also be shared, understood, and conveyed.

The IFAC stipulates that these guidelines should consider what the public expects from companies, teams, and individuals in terms of their behaviour when managing the provision of public services and the use of public funds. This suggests that institutional credibility in governance arises when ethical expectations are met in public service delivery. The products and services provided by governmental institutions are frequently unavailable through other service providers. In some instances, central agencies may provide support to small organisations while also playing a critical role in promoting

ethics and values. Nonetheless, it is still the duty of every public institution to uphold integrity in its own operations. Public organisation leaders act as examples for others to follow. Furthermore, it is critical to maintain the organisation's values at the forefront of its thoughts and actions, and to utilise them as a guide for decision-making and other activities. This is known as "leading by example" or "tone at the top" (IFAC & CIPFA, 2014).

Through several mechanisms, including the definition and communication of codes of conduct, exemplary behaviour, frequent staff consultation and communication, training and performance evaluation, and reward systems, the values can also aid in promoting an ethical culture and collaboration throughout the organisation. Whistleblowing, sometimes referred to as tip-off or feedback, is another approach. For this mechanism to be applied successfully, public organisations and the individuals in charge of them must ensure that whistleblowers are adequately protected and that the necessary safeguards are in place and function effectively. In addition to ensuring that legitimate concerns are promptly addressed to reassure those raising concerns (whistleblowers) that they are protected from any potential negative consequences, whistleblowing processes should allow individuals or groups to formally draw attention to practices or behaviours that are unethical or violate internal or external policies, principles, rules, or regulations (IFAC & CIPFA, 2014).

A public organisation can demonstrate a strong commitment to ethical values by ensuring that these values are upheld in all facets of its operations, such as hiring staff

based on merit, procuring goods and services transparently, executing job duties properly, and using public funds for the benefit of the community. This study builds upon this by emphasising that adherence to ethical conduct in public management directly strengthens public confidence in service delivery. Leaders in public organisations must ensure that their organisations are guided by ethical ideals that align with the personal conduct of all staff members and stakeholders. On the other hand, in matters of outsourcing products and services, ethical principles are often compromised when using third-party suppliers. External supplier expenses constitute one of the most significant spending categories in many public organisations, and the number of these expenses is increasing due to heightened outsourcing. As such, there was a need to provide external suppliers with a written declaration of business ethics in line with an organisation that is steadfastly devoted to ethical principles (IFAC & CIPFA, 2014).

Also, an organisation's adherence to ethical principles depends on how it handles and resolves complaints. A substantial portion of feedback is in the form of complaints, which an organisation must address and settle quickly, effectively, and efficiently, so that the lessons learned can facilitate the enhancement of the organisation and its services' operational and ethical performance. Thus, official procedures, including a hotline that may serve as a record for registering concerns and providing follow-up, should be used to handle complaints. This channel helps identify patterns in various types of ethical violations and fills any gaps in knowledge or communication regarding the needs and expectations of the underprivileged (IFAC & CIPFA, 2014).

Adhering to good governance practices in public organisations also entails respecting the rule of law, which is the process by which the public sector and its organisations at all levels create, interpret, apply, or enforce laws. To maintain the integrity of these responsibilities and their legitimacy, these activities require a high level of behaviour. Leaders and upper management in organisations must ensure that efficient procedures are in place for handling violations of legal and regulatory requirements to uphold the rule of law. The same regulations that apply to the rest of the community should also apply to public bodies to maintain equity (IFAC & CIPFA, 2014).

2.3.2 Impact of Good Governance on Service Delivery

Abakose Abakose and Abogajam's (2021) study in Jimma town, Ethiopia, assessed the role of good governance practices in enhancing service delivery in public institutions. The study employed a purposive and random selection of 128 respondents, utilising a descriptive research methodology that focused on public services, such as land, water, and health, provided by public sector employees and their customers. In this regard, Abakose and Abogajam (2021) found that people's understanding of current service standards and their awareness of reasonable governance procedures would improve the effectiveness of service delivery techniques. On the other hand, low satisfaction, unresponsive service providers, and overall subpar service delivery performance would result from a lack of strong governance procedures, which include a lack of accountability, openness, and community involvement. They concluded that excellent governance procedures had a significant impact on raising the standard of care provided by the chosen public organisations.

Mwankupili and Msilu's (2020) study on community participation and service delivery assessed legal safeguards in the context of Tanzania's local governance, utilising a desk research design to collect data. Mwankupili and Msilu (2020) found that the URT constitution of 1977 recognises and legally supports community participation in Tanzania. The country prioritises the protection of community involvement and freedom in public affairs. This suggests that institutional structures in Tanzania formally endorse participatory governance as an accountability mechanism. Mwankupili and Msilu (2020) further found that public institutions must interact with the community to enhance the quality of these services and comply with the demands of accountability and good governance, while also fulfilling exclusive and concurrent responsibilities in the provision of services. When the community is not included in the planning and implementation stages, it is therefore clear that public trust in governance diminishes and efficiency in service delivery declines.

Kaaya et al.'s (2022) study on the linkage between good governance and service delivery in the Meru District Council, Tanzania, focused on accountability, transparency, and participation as constructs of good governance and their influence on service delivery in Meru. Using a case study design, Kaaya et al. (2022) collected data from a sample of 74 respondents drawn from a probable target population of 153 through questionnaires and interviews. They found that people's access to quality information from service providers had a positive and significant impact on service delivery and effective monitoring during and after service delivery. Kaaya et al. (2022) found a strong relationship between good governance practices and public service

delivery, particularly when public service providers are accountable, transparent and effective in allowing community participation. This reinforces the idea that information flow and accountability mechanisms are central to citizen satisfaction and institutional credibility. Additionally, holding administrators and ordinary employees in public organisations accountable significantly contributes to the quality of public service delivery.

Adisalem's (2015) study on the performance of good governance in land administration at the local level in the Tigray region, Ethiopia, employed a survey research design to collect data through questionnaires, interviews, and focus group discussions with 182 household heads selected conveniently. The study found that practices of transparency, accountability and participation are key to quality public service delivery, satisfactory service provision, and successful policy implementation by public organisations. This aligns with the current study's assertion that governance indicators are interdependent, and effective public performance arises from their synergy.

Moreover, Helao's (2015) evaluation of good governance and service delivery at the sub-national level in Namibia employed a case study research design. In total, 136 respondents were selected using a combination of convenience sampling and quota sampling techniques from a target population of 176,674 inhabitants in the Oshana region in 2012. Helao (2015) established that strong governance procedures enhanced Namibia's public service performance and, ultimately, its ability to deliver quality services. The provision of fundamental services to the populace, including health,

drinkable water, energy supply, and appropriate road communication, has improved since the Namibian government implemented public service reforms and sound governance principles. This finding illustrates the transformative potential of institutional reforms driven by governance ethics.

On their part, Kiplimo and Amisi (2018) in their study on good governance and service delivery, particularly citizen participation in Kisumu county, Kenya, had also used a case study research design, and employed interviews and document review to collect data from 112 purposively selected respondents who were from a target population of 968,909. Kaplmo and Amisi (2018) indicated that citizen participation in Kisumu County had enhanced public ownership of government projects, which helped meet public needs for water projects, the construction of health facilities, and the development of good infrastructure to promote quality education for children. They found that citizens of Kisumu County were actively engaged in the budget-making process. In fact, the county had a public forum organised to seek public opinion on the allocation and utilisation of public funds. This public forum, organised at the county level, provided a vital avenue for citizens to scrutinise the allocation and utilisation of public funds. Hence, financial bills provided an opportunity for the populace to suggest the levels of taxation in any respective sphere. This indicates that participatory fiscal transparency can significantly improve accountability and service delivery outcomes in local governance structures.

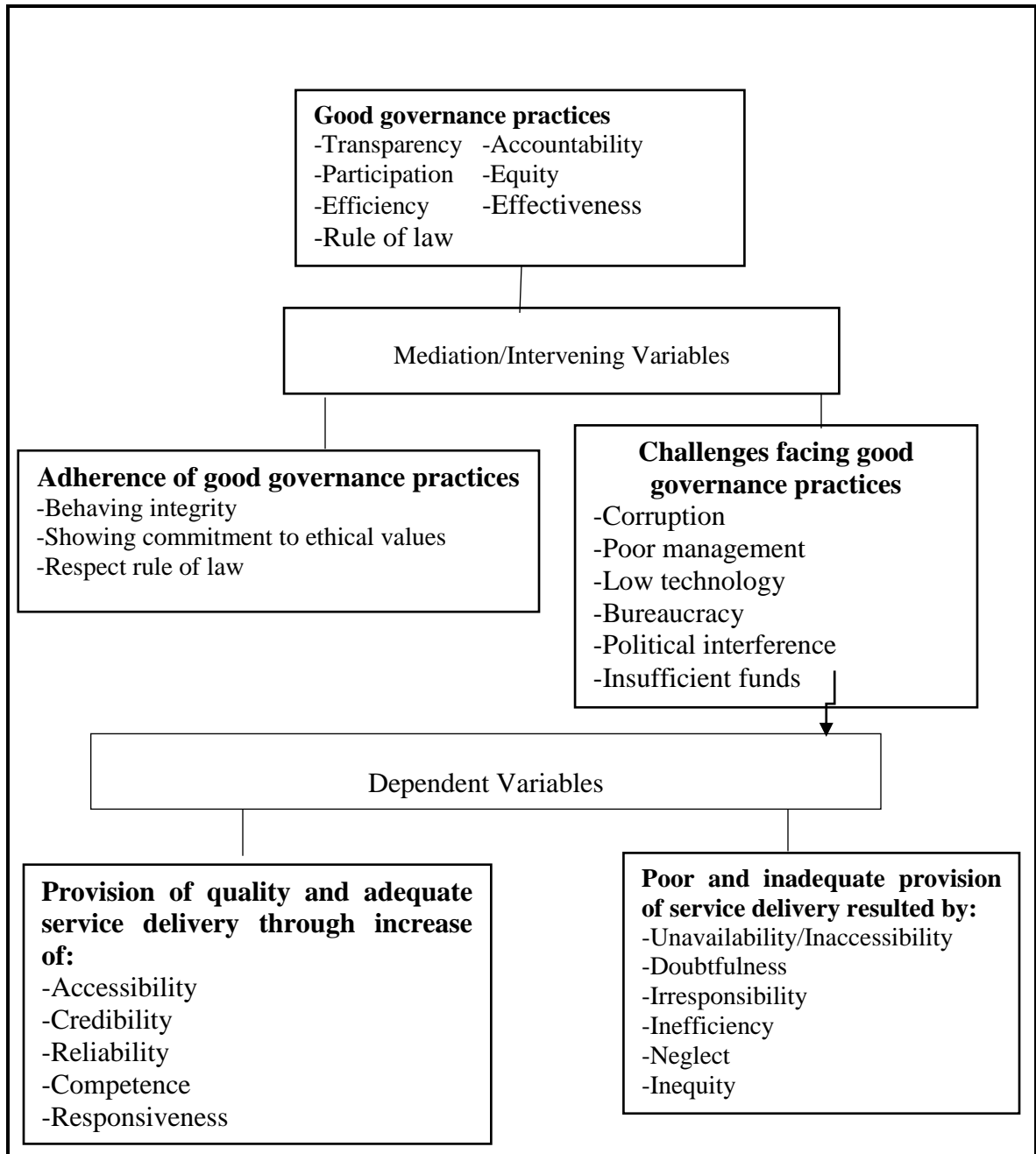


Figure 2.1: Conceptual Framework on the Impact of Good Governance Practices on Service Delivery in Public Organisations

Source: Researcher's Development based on Literature Reviewed

2.4 Variables

A variable is a characteristic or attribute of an individual or an organisation that a researcher can measure or observe, and it varies from one individual to another or from one organisation to another (Creswell, 2012). Variables are key ideas that a researcher seeks to collect information on to address the purpose of a study, as shown in Figure 1 above. In this study, the researcher used a triad of dependent, independent, and intervening variables. An independent variable is an attribute or characteristic that influences or affects a dependent variable. As Figure 1 (above) illustrates, the independent variables in this study were principles of good governance practices, including transparency, efficiency, effectiveness, participation, equity, accountability, and the rule of law. These independent variables influence outcomes, specifically the quality of service delivery to the people. In this study, the independent variable (good governance practices by DUWASA) had a significant impact on the provision of quality water service to its customers.

Additionally, this study employed mediating or intervening variables. According to Creswell (2012), these variables serve as a link between independent variables and dependent variables, accounting for the causal relationship that exists between them. In this study, intervening variables fell into two groups: adherence to good governance practices (behaving with integrity, showing commitment to ethical values and respecting the rule of law). Another group had to do with challenges to good governance practices (corruption, poor management, low technology, bureaucracy, political interference, insufficient funds). In this study, intervening variables (adherence to good governance

practices) led to the provision of quality and adequate public service delivery. In contrast, another group of intervening variables (challenges to good governance practices) led to poor and inadequate provision of public service delivery, as shown in Figure 1.

On the other hand, a dependent variable is an attribute or characteristic that is dependent on or influenced by the independent variable. In this study, the dependent variables were divided into two groups. The first group focused on delivering quality public service through enhanced accessibility of water supply services, the credibility of DUWASA staff, the reliability of water services, the competence of DUWASA staff, the responsiveness of DUWASA, and improved customer service. In contrast, the second group of dependent variables consisted of shoddy and inadequate service delivery, stemming from the inaccessibility of water supply services for some DUWASA customers, doubts about the competence of some DUWASA staff, irresponsibility and inefficiency among some DUWASA staff, and neglect and inequity in water supply services. These dependent variables are outcomes of good governance practices in DUWASA; in other words, their existence is dependent on the public organisation under review, DUWASA, adhering to good governance practices, or failing to do so, which poses challenges, as shown in Figure 1.

2.5 Research Gap

Most of the literature works reviewed were conducted outside the Tanzanian context, and when within, not in Dodoma city. In fact, the studies conducted in Tanzania

primarily focused on service delivery by local government authorities. As such, there was a notable gap in investigating the impact of good governance practices on public institutions/organisations, using the case of DUWASA, a utility company with operational authority in Dodoma. Unlike Dar es Salaam, the country's largest city, Dodoma's utility company has not attracted as much attention as, for example, DAWASA (Dar es Salaam Water and Sewerage Authority). This study would also leave a gap for similar studies to be conducted in other municipalities in Tanzania and other countries with a similar context.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology as applied in the study. Specifically, it presents the research design, study area, sampling procedure and sample size. In addition, the chapter describes the methods used to collect and analyse data and justifies the selection and use of such methods. Methodology is a vital cog in the research process, which typically involves a series of formal and logical systematic activities, including tracing the problem's origin, contextualising it, reviewing literature to gain insights, and analysing and discussing findings to answer the research questions. The final stages involve a conclusion based on the findings, ensuring a comprehensive understanding of the research topic. The introduction and literature review are provided in Chapters 1 and 2. This chapter serves as a bridge to the data presentation and analysis, as well as a discussion of the findings.

3.1 Research Approaches

This study employed mixed approach including qualitative and quantitative research approaches, as it describes a particular problem while also presenting numerical statistical data. The qualitative approach enabled the study to explore the issue of good governance practices as they relate to a public utility company, focusing on their impact on promoting quality service delivery in DUWASA. This qualitative approach facilitated the detailed description of a study unit in terms of the 'when, how, and why' questions

regarding existing phenomena within a real-life context of their occurrence—the quantitative dimension generated data that was presented in numerical form, mainly as descriptive statistics.

The adoption of a mixed research approach was particularly justified by the study's objective of achieving a comprehensive understanding of good governance and its influence on service delivery. This implies that neither qualitative nor quantitative methods alone could sufficiently capture the multifaceted nature of governance practices. The qualitative strand provided a deeper interpretive understanding of institutional behaviour, managerial perceptions, and stakeholder experiences, while the quantitative strand complemented this by offering measurable evidence of relationships and trends. In contrast to single-method designs, the mixed approach strengthened the credibility and validity of the findings through triangulation—linking statistical results with contextual explanations. Furthermore, this approach allowed the researcher to draw both descriptive and inferential conclusions that reflect the realities within DUWASA, thereby aligning the methodological choice with the study's aim of generating both empirical evidence and contextual insight.

3.2 Research Design

A research design is a plan for selecting subjects, research sites, and procedures for data collection to answer a given research question. Research design serves as a joint between research questions and the execution of the research strategy (Kothari, 2004). This research employed a case study design, which is a thorough investigation grounded

in substantial data gathering of a circumscribed system (activity, event, process, or individual). The use of case study design is justified by the proposition that it offers a thorough explanation and comprehension of the entity (the case); the data from the case study can also result in generalisations, with the case study design permitting the use of a variety of data collection methods, including document review, interviews, and observations (Cresswell, 2012). The case study, thus, facilitated the assessment of the impact of good governance practices on promoting service delivery in DUWASA, a public organisation.

3.3 Study Area

The study site, Dodoma region in Tanzania, has been experiencing significant and steady population growth, with a population of 3,085,625 according to the 2022 Census, up from 2,083,588 in 2012, as Figure 2 further illustrates. Specifically, the study was conducted in Dodoma City, which had previously served as a municipality. Like many urban centres in Tanzania, and as the country's capital city, it has experienced rapid changes in various sectors, including social, economic, and political aspects. Dodoma City has more than 214,330 households. Its rapid growth in all spheres, including a rise in population and household size, made it an ideal subject for study. Indeed, this growth has led to greater demand for public service delivery, such as water supply, under DUWASA. However, the rapid growth poses challenges to DUWASA in terms of effective and efficient water supply and sewage management. Dodoma City also has a higher number of DUWASA customers, covering about 88.5 per cent of total customers in the Dodoma region.

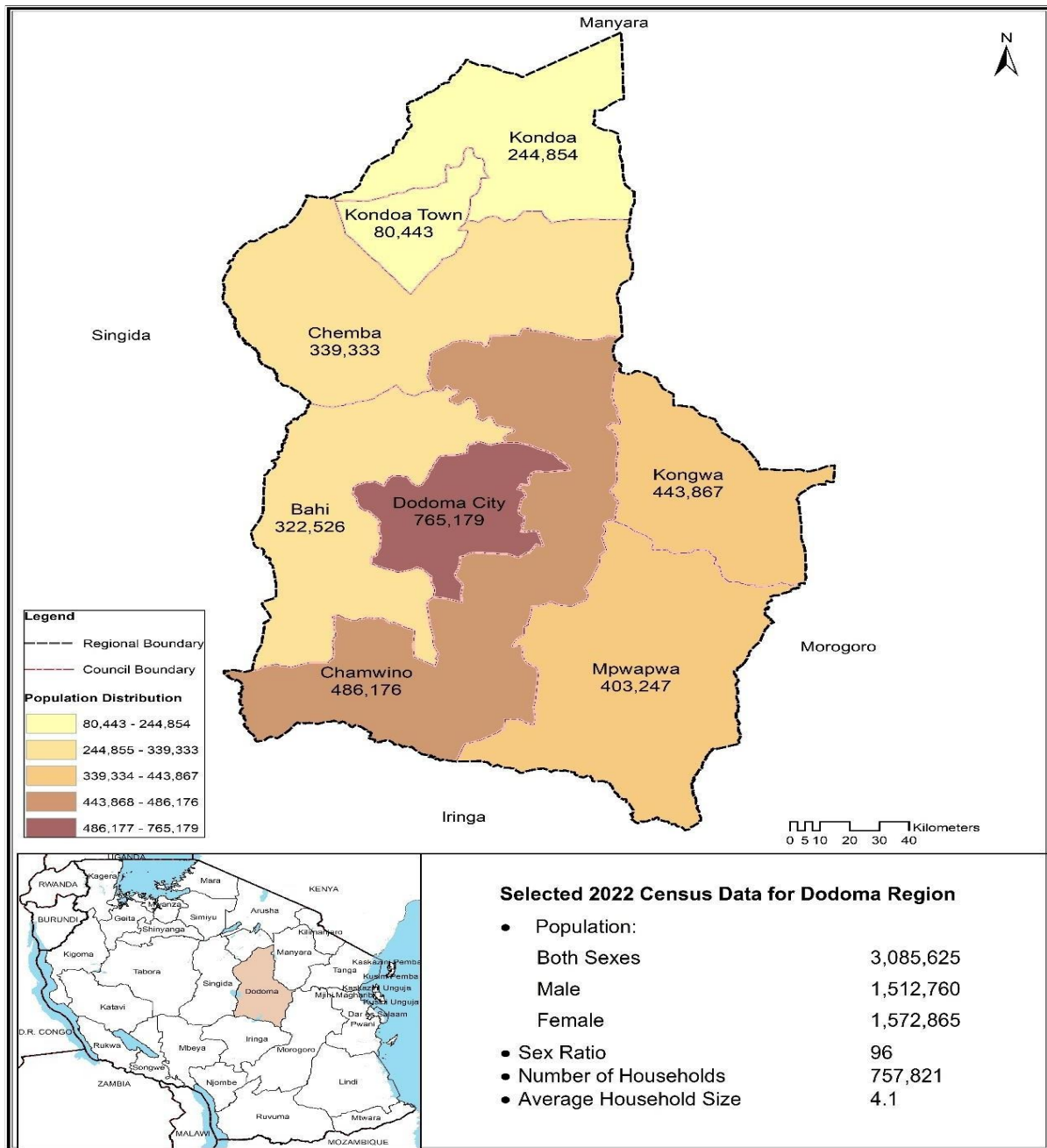


Figure 2.2: Dodoma Population Distribution in 2022

Source: National Bureau of Statistics (2023)

3.4 Target Population

The target population of this study comprises both employees and customers of DUWASA. The population includes the entire group from which data is collected (Kothari, 2004), serving as the unit of analysis to represent entities such as individuals, groups, countries, objects, or technologies (Kumar, 2018).

The employee population includes all staff members who are directly involved in the operational, administrative, and service delivery functions within the Authority. These employees are pivotal in implementing good governance practices and ensuring effective service delivery. DUWASA have 313 staff members, 232 permanent employees and 81 contractual workers.

The customer population consists of individuals and households who receive water supply and sanitation services from DUWASA. Recent data indicates that the Authority serves about 72,795 customers across its service area, while earlier reports suggested approximately 17,400 customers, reflecting the expansion of services in Dodoma Urban.

By including both DUWASA employees and customers, the study ensures a comprehensive examination of governance practices from both the service provider and recipient perspectives. This approach enhances the representativeness of the findings and allows for the triangulation of perspectives, thereby improving the reliability and depth of the analysis regarding the influence of good governance practices on service delivery in DUWASA.

3.5 Sampling

The study employed two distinct sampling strategies: purposive and simple random sampling, each chosen for its unique advantages. Simple random sampling, according to Sharma (2017), is a reliable method that guarantees every individual in the population has an equal opportunity to be selected for participation. In this instance, each DUWASA consumer had an equal opportunity to contribute to the research, resulting in a diverse and representative sample. Each participant was selected independently, highlighting the fairness of the selection process. The entire sampling process was completed smoothly in a single, seamless step.

In conjunction with simple random sampling, the study further employed purposive sampling. According to Pandey and Pandey (2021), this method enables researchers to apply their expert judgment in selecting participants based on specific criteria pertinent to the study's objectives. This approach was particularly advantageous for identifying individuals with valuable insights into the research topic. By focusing on respondents from the DUWASA directorates of Human Resources and Customer Service, the study accessed in-depth knowledge on good governance practices and their associated challenges. The perspectives gathered from these informed participants were essential, providing depth and context to the research findings.

3.5.1 Sample Size

The sample size included total of 132 respondents who was divided into 23 DUWASA staffs, 10 key informants (Managers and Heads of departments and units) and 99

customers. The sample for groups was determined using Taro Yamane's formula as follows except for key informants:

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

n= sample size

N= Targeted population

e= Margin of error

i. DUWASA employees

From 314 employees, 10 were interviewed as key informants which include managers and heads of departments, resulting 304 target population for DUWASA employees. The study uses 23 employees sample to accurately gather needed data.

$$n = \frac{304}{1 + 304(0.2)^2}$$

$$n = \frac{304}{1 + 12.16}$$

$$n = 23.1 \approx 23$$

ii. Customers

Earlier reports suggested approximately 17,400 customers, reflecting the expansion of services in Dodoma Urban. From the population 99 respondents were selected for the study.

$$n = \frac{17400}{1 + 17400(0.1)^2}$$

$$n = \frac{17400}{1 + 174}$$

$$n = 99.4 \approx 99$$

iii. Key informants

DUWASA has several key informants, such as managers and heads of departments, who play crucial roles in decision-making and service delivery. Previous studies have identified 10 key informants, including heads of departments and units, who were interviewed to gather insights on governance and service delivery practices within DUWASA who was used for interview.

3.6 Data Collection Methods

This study employed semi-structured interviews and questionnaires to collect primary data from DUWASA staff and customers. The emphasis on primary data stems from the absence of a reliable secondary database on how good governance impacts service delivery within DUWASA, a public utility organisation. Nsubili (2012) underscores the importance of primary data, especially in Tanzania, where trustworthy and up-to-date secondary data is hard to access; thus, primary data becomes crucial for many local studies.

3.6.1 Interviews

The qualitative research interview method closely mirrors natural conversation, emphasising the collection of ideas, perspectives, and opinions grounded in individuals' experiences. This approach explores how participants perceive the research topic and how relevant underlying issues have impacted their lives. Its popularity in qualitative studies stems from its flexibility, cost-effectiveness, and less intrusive nature compared to ethnography (De Fina & Parrino, 2011). Through interviews, researchers gain insight into each participant's constructed reality and personal interpretations, articulated in their own words. Additionally, this method facilitated an examination of how good governance practices affect service delivery in public organisations, involving 10 key informants from DUWASA Management. To ensure consistency, the interviews were semi-structured, featuring fixed questions with standardised wording tailored.

3.6.2 Questionnaire

This study employed a questionnaire as the primary data collection method. As Kothari (2004) describes, a questionnaire is a research tool for gathering data from the field, requiring a clear statement of the research problem. The self-administered questionnaire was distributed to 122 participants, 23 DUWASA personnel and 99 DUWASA customers. Its design was informed by an extensive review of empirical studies on the impact of good governance practices on service delivery. All variables within the conceptual framework were incorporated into the design. Responses were recorded using a Likert scale, which Sungau (2014) notes is popular in marketing and social sciences; it encourages honest responses, reflecting true opinions, and enhances response

variability for more reliable measurement. To streamline data collection, a research assistant was hired to assist with the process. The researcher, pursuing a master's degree, oversaw the smooth distribution and collection of questionnaires.

3.7 Data Analysis

Data analysis involves closely examining information to gain insights and uncover new details. It encompasses reviewing data from surveys and experiments in order to draw conclusions and make inferences (Creswell, 2012). This study employed Braun and Clarke's (2006) six stages of thematic analysis to evaluate qualitative data. The first stage entails familiarizing oneself with the data through reading responses, transcribing audio, and identifying patterns. The second stage focuses on generating initial codes, which are systematic labels that highlight significant features of the data. In the third stage, themes are developed; these are broader than codes and can be refined or discarded based on the research aims. The fourth stage involves reviewing the themes to ensure that they accurately represent the data through an iterative process. In the fifth stage, themes are defined and named, ensuring they are clear and meaningful, thereby facilitating understanding. The final stage consists of writing the report, which provides an academic account based on the thematic analysis and aligns with the research questions and methodology.

To analyse the quantitative data, the tallies were meticulously converted into percentages to enhance clarity. Spreadsheets were then used to create visually appealing graphs that illustrated key questionnaire variables. This visual presentation not only

emphasized trends and patterns but also made the data more accessible. Subsequently, the quantitative findings were displayed in a detailed table, supporting a comprehensive narrative of the qualitative data. This integrated approach provided a thorough understanding of the research, effectively meeting the study's objectives and delivering valuable insights into the research questions.

3.8 Instrument Validity and Reliability

3.8.1 Validity

Validity refers to the extent to which the data collected accurately reflects the actual area of investigation (Ghauri & Gronhaug, 2005). In this study, data were collected from the participants using a questionnaire survey instrument. The researcher ensured that respondents had ample time to answer and complete the questionnaires. This study ensured that the collected data were complete, consistent, accurate, and timely to prevent gaps between what was intended to be collected and what was actually collected. Subsequently, the data collected aligned with the expected results in accordance with the research objectives and associated questions, demonstrating correctness, relevance, and accuracy. The data was received at the expected time, allowing for efficient and timely utilisation of the information. Cumulatively, such actions resulted in high-quality data for this study.

3.8.2 Reliability

Reliability refers to the quality of a measurement procedure that ensures repeatability and accuracy (Ranjit, K., 2005). To ensure that the instruments of data collection

accurately reflected the study and collected only the necessary data, the researcher planned a pilot study. The researcher pre-tested the questionnaire and interview instruments before entering the field to assess their reliability, using a sample of 10 people who were interviewed and 15 who completed the questionnaires. After three weeks, the same people were interviewed again with the same questions asked previously; the same repeat action was applied to those partaking in the pilot questionnaire survey. The determination of variance indicated that both the interview guide questions and the questionnaire tool were reliable, as the degree of variation from the earlier response was negligible.

3.9 Ethical Considerations

Ethical considerations entail conducting a study in accordance with established research guidelines, specifically those of the Open University of Tanzania (OUT). These guidelines include following procedures or actions that the researcher aimed to protect the respondents against harm that could be caused by participating in the study. According to Fouka and Mantzorou (2011), ethics in research encompasses the actions researchers take to protect the dignity of their subjects and present the research findings accurately and effectively. In fact, such ethics epitomise academic research carried out to ensure valid, conclusive, and, above all, reliable findings. Additionally, the researcher introduced himself to the respondents and explained the study's aim to them before obtaining their informed consent and collecting any data. Their participation was voluntary, and as such, they could withdraw at any time if they chose to do so. Moreover, the researcher assured the respondents that whatever they said would remain

confidential, their identities would remain anonymous, and that their names would not be disclosed to a third person without their prior consent.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents, analyses, and discusses the findings of the study that investigated the impact of good governance practices on promoting service delivery in Tanzania's public organisations, using the case of the Dodoma Urban Water Supply and Sanitation Authority (DUWASA). The findings in this chapter align with the specific objectives of the study presented in Chapter One. The respondents of this study were officers (key informants and other staffs) and customers of DUWASA in Dodoma City Council. Specific objectives of the study were to (i) examine DUWASA's adherence to good governance practices, (ii) establish the impact of accountability, transparency and participation on DUWASA's service delivery, and (iii) determine the challenges DUWASA faces in adhering to good governance practices.

4.1 Demographic information of the Respondents

4.1.1 Gender

The study involved a total of 132 respondents, including 23 DUWASA employees and 99 customers, alongside 10 key informants such as departmental heads and unit managers. Among the respondents, 87 were male (70%) and 45 were female (30%). This distribution shows that DUWASA had a higher number of male participants than female ones, reflecting both organisational and societal gender patterns.

The gender imbalance was more evident among DUWASA staff, where most employees, particularly in technical and operational departments, were male. Similarly, DUWASA had a greater number of male customers compared to female customers. Although the researcher anticipated a more balanced gender representation in line with the Tanzanian government's commitment to gender equality and empowerment initiatives, the findings indicate a persistent gender gap.

This disparity can be partly explained by the patriarchal nature of Tanzanian society, in which men are more likely to own residential properties and register water connections in their names. Consequently, the majority of DUWASA's water metre accounts are held by men. Furthermore, men tend to dominate economic activities in Dodoma City, making them more capable of meeting the financial obligations associated with utility services. This observation underscores the continued need for gender-sensitive governance and policy measures to enhance inclusivity and equity in public service delivery.

4.1.2 Age-group

The age composition of respondents is a crucial factor influencing organisational planning, policy execution, and decision-making effectiveness. This study categorised respondents into four age groups to assess how age dynamics influence perceptions of governance and service delivery at DUWASA. In general, from 132 total number of all respondents, 28 (21%) were aged between 20–30 years, 73 (55%) were between 31–40

years, 27 (20%) fell within the 41–60 years bracket, and only 4 (3%) were aged 61 years and above.

Among DUWASA staff (n=23), the majority (61%) were aged between 31 and 40 years, reflecting a workforce in its prime productive years, capable of implementing institutional policies efficiently. Customers (n=99) showed a similar trend, with 53% aged between 31–40 years an age range typically associated with household ownership and direct interaction with utility services. Key informants (n=10), primarily senior managers and departmental heads, were mostly within the 41–60 years range (70%), consistent with their experience and leadership responsibilities.

From the researcher's perspective, this age distribution indicates that most respondents were mature, economically active, and well-informed about DUWASA's operations. It also reflects the demographic most likely to engage with public service systems in Dodoma, aligning with national development patterns where individuals in their 30s and 40s dominate urban utility engagement and decision-making.

4.1.3 Educational background

The respondents' educational backgrounds were categorised into five levels: Ordinary/Advance level, Certificate/Diploma, Bachelor's Degree, Postgraduate Diploma/Master's Degree, and PhD. Findings revealed that 63 respondents (47.73%) held a Ordinary/Advance certificate, 39 respondents (29.6%) held a Certificate or Diploma, 23 (17.42%) possessed a Bachelor's Degree, and 7 (5.31%) had a Postgraduate Diploma or Master's Degree.

This distribution indicates that most respondents were well-educated, particularly at the degree level, which suggests a strong capacity to understand and evaluate good governance practices within DUWASA. The relatively high literacy level among participants also enhanced the reliability of responses, as they were likely to comprehend how governance principles influence service delivery in public organisations.

4.2 Adherence to good governance practices in DUWASA

The study's first objective was to assess DUWASA's adherence to good governance practices. Such adherence connects governance principles to service delivery outcomes where compliance enhances efficiency and public trust, while non-compliance undermines performance.

In line with the Mercy Model, DUWASA's efforts to uphold transparency, accountability, and citizen participation illustrate how collaboration between public institutions and communities strengthens governance effectiveness. As Ishaak et al. (2021) note, indicators such as integrity, ethical commitment, and compliance with codes of conduct reflect good governance. As shown in Table 4.1, DUWASA demonstrates notable adherence to these practices, reinforcing the model's assertion that responsible and participatory governance leads to improved public service delivery.

Table 4.1: Responses on Adherence to Good Governance Practices in DUWASA

Governance Indicators	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Total (%)	Mean	Std. Dev
Integrity in operations	54 (41%)	49 (37%)	18 (14%)	8 (6%)	3 (2%)	100%	4.07	0.95
Commitment to ethical values	52 (39%)	50 (38%)	17 (13%)	9 (7%)	4 (3%)	100%	4	1
Compliance with code of conduct	59 (45%)	47 (36%)	16 (12%)	8 (6%)	2 (1%)	100%	4.12	0.92
Timely feedback provision	47 (36%)	51 (39%)	21 (16%)	9 (7%)	4 (3%)	100%	3.97	0.97
Handling breaches of legal/regulatory rules	50 (38%)	49 (37%)	21 (16%)	8 (6%)	4 (3%)	100%	4	0.94

Key: SA = Strongly Agree, A = Agree, N= I don't know, DA = Disagree and SD = Strongly Disagree

Source: Field Data (2023)

Interpretation

The table indicates that the majority of respondents agreed or strongly agreed across all governance indicators, with mean scores ranging from 3.97 to 4.12, signifying a generally positive perception of DUWASA's governance practices. The highest-rated

item was compliance with code of conduct (Mean = 4.12, SD = 0.92), reflecting strong internal regulatory adherence. Conversely, timely feedback provision scored lowest (Mean = 3.97), suggesting that communication and responsiveness remain comparatively weaker.

The overall consistency of mean values above 3.9, coupled with low standard deviations, indicates a reliable consensus among respondents, reinforcing the view that DUWASA maintains commendable governance integrity, though improvement in feedback channels is warranted.

4.2.1 Behaving with Integrity

The Findings indicate that DUWASA's staff and management largely uphold integrity in their operations, reinforcing accountability and public trust. Out of 132 respondents, 58% strongly agreed and 22% agreed that DUWASA employees behave with integrity, giving a cumulative 80% positive response, while 20% expressed disagreement, suggesting occasional lapses.

Among employees (n=23), most (around 70%) confirmed that ethical values and integrity are promoted through strict codes of conduct, teamwork, and regular supervision. However, a few cited isolated cases of misconduct, such as data manipulation, which are addressed through disciplinary measures. Customers (n=99) showed moderate confidence in DUWASA's integrity, with 63% acknowledging transparency in billing and service delivery, though 17% noted delays and

inconsistencies in complaint handling. Key informants (n=10) supported these findings, pointing to periodic audits, anti-corruption policies, and ethics training as part of DUWASA's governance culture.

Overall, these results affirm that integrity is a core element of DUWASA's governance framework, aligning with Ishaak et al. (2021), who stress that ethical conduct underpins effective service delivery. Upholding integrity thus enhances both organisational credibility and citizen trust in water service provision.

4.2.2 Strong Commitment to Ethical Values

The findings indicate that DUWASA's leadership and staff exhibit a strong commitment to ethical values, which forms a foundation of its governance culture. Out of 132 respondents, 36% strongly agreed and 44% agreed, giving a cumulative 80% positive response, while 20% were non-affirmative, reflecting general ethical adherence with minor inconsistencies.

Among 23 employees, about 78% affirmed that ethical behaviour is actively promoted through compliance policies, merit-based promotions, and transparency in procurement. Some, however, noted that limited resources occasionally affect consistent enforcement. Customers largely perceived DUWASA as ethical, with 81% of 99 customers acknowledging fairness in billing and service provision, though 19% mentioned delays and perceived bias in handling complaints. Key informants (n=10) reinforced that DUWASA institutionalises ethical governance through codes of conduct, audits, and anti-corruption frameworks, though oversight of external contractors remains a concern.

Overall, DUWASA's ethical commitment aligns with IFAC and CIPFA (2014), which emphasise that ethics should guide every aspect of public governance. Strengthening these values enhances credibility, accountability, and public confidence in DUWASA's service delivery.

4.2.3 Code of Conduct

The study found that DUWASA leaders and staff largely adhere to the institutional code of conduct. Out of 132 respondents, 22% strongly agreed and 69% agreed, giving a total of 91% affirmation, while 9% disagreed. This reflects a strong culture of ethical compliance and professionalism within DUWASA.

Among employees who fill the questionnaire, adherence was reported to be reinforced through supervision, regular staff meetings, and disciplinary measures. Core principles such as integrity, neutrality, teamwork, and confidentiality were widely practiced, though minor lapses in communication were noted. From customers, 88% acknowledged that DUWASA staff demonstrate professionalism and fairness, though 12% mentioned occasional delays or limited responsiveness. Key informants confirmed that ongoing ethics training, performance appraisals, and periodic reviews sustain compliance.

Overall, these findings suggest that adherence to codes of conduct strengthens accountability, discipline, and trust in DUWASA's operations. This aligns with Fisher and Lovell (2006), who assert that ethical compliance enhances integrity and efficiency in public service institutions.

4.2.4 Handling of Complaints and Providing Feedback

The findings revealed that DUWASA's performance in handling complaints and providing timely feedback remains weak. Out of 132 respondents, 76% disagreed that DUWASA responds promptly to customer complaints, while only 24% agreed, indicating limited efficiency in feedback and follow-up systems.

Although DUWASA has established multiple complaint channels such as office suggestion boxes, the government's E-Malalamiko and E-Mrejesho platforms, official phone lines, letters, and social media responses are often delayed or inconsistent. This suggests that while the infrastructure exists, operational effectiveness in customer engagement remains inadequate. Key informants acknowledged that most complaints are recorded but not always resolved quickly, citing staff shortages and bureaucratic procedures as main barriers. Nevertheless, they noted gradual improvement as management integrates customer feedback into planning and service adjustments.

As the researcher interprets, DUWASA's challenge lies not in the absence of feedback mechanisms but in their execution. Consistent with IFAC and CIPFA (2014), prompt and transparent complaint management reflects ethical governance and accountability. Strengthening these processes can enhance public trust and overall service responsiveness.

4.2.5 Dealing with Breach of Legal and Regulatory Provisions

Findings revealed that DUWASA's management effectively addresses breaches of legal and regulatory provisions, demonstrating strong adherence to the rule of law in

governance. Out of 132 respondents, 71% strongly agreed and 20% agreed that DUWASA deals effectively with such breaches, giving a cumulative 91% positive response, while only 9% disagreed.

Interviews with key informants (n=10) confirmed that DUWASA has established mechanisms for managing violations, including disciplinary procedures, legal actions, and collaboration with law enforcement. Reported sanctions include fines ranging from TSh 100,000 to 50 million and imprisonment terms for severe offences. Employees (n=23) noted that internal audits and compliance reviews help detect misconduct, while customers (n=99) viewed strict enforcement as evidence of DUWASA's commitment to fairness and accountability.

As the researcher observes, effective handling of legal and regulatory breaches underscores DUWASA's observance of good governance principles, particularly the rule of law as outlined by IFAC and CIPFA (2014). Ensuring equal application of legal standards to all parties not only strengthens institutional credibility but also safeguards public trust in service delivery.

4.3 Impact of Accountability, Transparency and Participation on Service Delivery

The study further examined the impact of accountability, transparency and participation on service delivery to achieve the second objective of the study. The results show that being transparent and accountable, as well as encouraging participation of people in DUWASA activities and projects, enhanced the quality of utility service delivery. In

other words, it was imperative to hold leaders and other DUWASA staff accountable for fulfilling their assigned duties to enhance good performance in various activities and, ultimately, contribute to the delivery of quality utility services. Table 4 presents the results generated from the responses of the study on this aspect.

Table 4.2: Responses on the Impact of Good Governance Practices on Service Delivery in DUWASA

S/N	Governance Indicator	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)	Total (%)	Mean	Std. Dev
1	DUWASA has transparency and accountability in service delivery to its customers	62	58	6	4	2	100%	4.32	0.84
2	DUWASA engages community participation in its operations and service delivery	22	63	10	30	7	100%	3.59	1.06
3	DUWASA takes into account views/opinions from the community on its projects and services	31	67	12	17	5	100%	3.86	0.95
4	DUWASA provides access to quality information to customers and the public	24	73	10	18	7	100%	3.82	0.99
5	DUWASA holds its officers accountable for quality service provision	48	49	12	18	5	100%	3.89	0.96

Key: SA = Strongly Agree, A = Agree, N= I don't know, DA = Disagree and SD = Strongly Disagree

Source: Field Data (2023)

4.3.1 Interpretation

The table indicates that the majority of respondents agreed or strongly agreed across all governance indicators, with mean scores ranging from 3.59 to 4.32, signifying a generally positive perception of DUWASA's governance practices. The highest-rated indicator was transparency and accountability (Mean = 4.32, SD = 0.84), reflecting a strong commitment to openness and integrity in service delivery. Conversely, community participation scored lowest (Mean = 3.59, SD = 1.06), suggesting that although participatory structures exist, citizen engagement remains comparatively limited.

The overall consistency of mean values above 3.8, coupled with relatively low standard deviations, indicates a shared perception among respondents that DUWASA upholds commendable governance integrity. However, the findings also imply a need to strengthen inclusive decision-making and communication mechanisms to ensure broader stakeholder involvement and sustained accountability in public service delivery.

4.3.2 Transparency and Accountability on Service Delivery

The The results demonstrate that transparency and accountability have significantly enhanced equity, integrity, and efficiency in DUWASA's service delivery. As reflected in the findings, a substantial 91% of respondents agreed and 47% strongly agreed that DUWASA upholds transparency and accountability in its operations (Mean = 4.32, SD = 0.84). This indicates a consistently positive perception of the organisation's

commitment to open governance, responsible management, and ethical stewardship of public resources.

Accountable leadership and staff were reported to directly influence the efficient management of organisational resources including financial assets, personnel, and infrastructure which in turn improves the quality and reliability of water supply services. Respondents emphasised that transparency at DUWASA promotes open decision-making, reduces the likelihood of corruption, and strengthens the prudent use of public funds. When management decisions are visible and accessible to the public, the institution becomes more answerable to its stakeholders, thereby discouraging misuse of authority and enhancing overall service performance.

Furthermore, transparency was found to improve institutional credibility and trust, as it allows customers and the community to monitor DUWASA's operations and hold staff accountable for their actions. Accountability mechanisms, such as performance monitoring and reporting systems, ensure that staff fulfil their duties effectively, promoting responsiveness and customer satisfaction.

These findings are consistent with Siswana (2021), who emphasises that accountability and transparency are critical drivers of improved financial management and service delivery in the public sector. Similarly, Abakose and Abogajam (2021) argue that the absence of transparent and accountable governance often leads to inefficiency, poor responsiveness, and reduced service quality. Therefore, DUWASA's strong adherence to

these principles demonstrates a governance framework that supports integrity, trust, and sustainable service improvement.

4.3.3 Community Participation In Utility Service Delivery

Community participation represents an essential component of good governance within public utilities. Findings from the study revealed that DUWASA actively involves community members in its operations and service delivery initiatives, fostering inclusivity and shared responsibility in project implementation. Out of 132 respondents, a total of 73% agreed that DUWASA engages communities in its service delivery processes, while 27% were non-affirmative. With a mean score of 3.59 (SD = 1.06), the results indicate a generally positive but moderately varied perception of DUWASA's community engagement efforts.

The findings further show that DUWASA seeks to enhance transparency and responsiveness by disclosing project plans, water distribution schedules, and budgetary information to key stakeholders. Such practices enable citizens to understand, monitor, and contribute to decision-making processes, which improves both trust and accountability in service delivery. Respondents highlighted that community consultations have allowed residents to share opinions on project sites, water access points, and prioritised needs, resulting in improved satisfaction and service alignment with community expectations.

DUWASA employs various mechanisms to promote community involvement, including seminars, public meetings, outreach campaigns, and customer education programmes.

These activities not only raise awareness of DUWASA's operations but also encourage community ownership and protection of infrastructure and assets. Moreover, the organisation's practice of encouraging whistleblowing against irregularities reinforces transparency and shared accountability between the utility and the public.

These findings align with Kaplimo and Amisi (2018), who observed that effective community engagement in public sector projects enhances ownership, transparency, and service sustainability. Similarly, participatory governance in budget-making and infrastructure planning as practiced in Kisumu County, Kenya was shown to improve citizens' satisfaction with public utilities. In DUWASA's case, meaningful community participation strengthens social trust, reduces resistance to development projects, and ensures that service delivery reflects public needs and priorities.

4.3.4 Providing Access to Quality Information

Results revealed that DUWASA provides customers and the public with access to quality information, which significantly enhances service delivery. Among 132 respondents, 76% agreed or strongly agreed that DUWASA ensures transparency through timely and accurate information dissemination, supported by a mean score of 3.88 (SD = 0.96). This indicates a generally positive perception, though minor gaps in communication remain.

DUWASA utilises multiple platforms to disseminate information, including its official website, social media accounts, advertisements, and in-person interactions at its offices. Respondents highlighted that access to situational updates such as water supply status,

project plans, and service interruptions enabled communities to make informed decisions and take preventative measures to mitigate service disruptions.

Furthermore, the availability of high-quality procurement information, including tenders and project plans, facilitates fair competition among suppliers and ensures that DUWASA selects capable service providers. Employees and key informants emphasised that this transparency strengthens organisational accountability and improves operational efficiency, particularly in sourcing and delivering quality water services.

As the researcher observed, providing accessible and reliable information fosters public trust, supports community engagement, and enhances overall service quality, reflecting good governance principles in action.

4.4 Challenges to Fostering Good Governance Practices in DUWASA

The third and final objective of the study was to determine challenges to fostering good governance practices in DUWASA. After all, many public organisations in Africa face varying challenges that present obstacles to the effective integration of good governance practices in their everyday operations. In Africa, many public institutions in African countries, such as DUWASA, are often hindered by various factors in their attempts to foster good governance practices. Such hurdles could lead to poor service delivery, often abetted by corruption, bureaucracy, political interference, incompetence, nepotism, inadequate financial resources, the misuse of public funds, outdated technology, poor management, and low remuneration. Specifically, the study results indicate two major

obstacles that reportedly hampered DUWASA's efforts to spearhead and entrench good governance practices: corruption and poor remuneration, as detailed below.

4.4.1 Corruption

The study showed that corruption remains a significant challenge affecting DUWASA's governance and service delivery. Out of 132 respondents, 112 (85%) identified corruption as a barrier to achieving accountability, transparency, and equitable service provision. Both employees and customers reported instances of bribery, bill manipulation, and unauthorised water connections, which undermine efforts to maintain institutional integrity and comply with regulatory standards. One respondent observed, "Some employees accept bribes to reduce customer bills or provide services to defaulters, compromising fairness and transparency."

Key informants, including managers and heads of departments, highlighted that while DUWASA has instituted mechanisms such as internal audits, staff disciplinary procedures, and reporting channels to combat corruption, challenges persist. These include human resource constraints, inadequate supervision, and lapses in monitoring third-party contractors, which occasionally allow unethical practices to continue undetected. Customers further indicated that some employees prioritise personal gain over organisational protocols, demonstrating gaps between policy intent and operational enforcement.

These findings are consistent with Idowu (2020), who notes that corruption is a pervasive impediment to effective governance across African public institutions. It

undermines resource allocation, service quality, and public trust, and can affect all levels of organisational hierarchy. While DUWASA has made efforts to curb corruption, the study shows that even structured and regulated organisations are not immune to ethical breaches, especially in revenue collection, procurement, and customer interactions.

As the researcher observes, strengthening oversight mechanisms, promoting whistleblowing, enforcing anti-corruption policies, and enhancing staff ethical training are critical steps to mitigating corruption. Addressing these issues is essential not only for safeguarding public resources but also for improving service delivery, ensuring fairness, and sustaining citizen trust in DUWASA's operations. By tackling corruption effectively, DUWASA can better align with the principles of good governance, particularly transparency, accountability, and ethical responsibility.

4.4.2 Poor Remunerations

The study found that poor remuneration among DUWASA employees contributes to unethical conduct and undermines adherence to good governance principles. Low salaries and allowances, combined with the rising cost of living, reduced employees' commitment to integrity, ethical values, and codes of conduct, which are essential for effective public service delivery.

One respondent explained: *“Not receiving adequate remuneration motivates some employees to demand or accept bribes to meet their needs.”* Another added: *“The lack of sufficient pay partly explains why some employees in DUWASA resort to unethical actions, especially given the high living costs in Dodoma.”* These insights indicate that

inadequate compensation significantly affects employees' ethical behaviour, directly impacting service quality and fairness in water supply delivery.

These findings align with Essien (2015), who reported that poor pay in Nigeria's public sector weakened ethical conduct, integrity, and service efficiency. Similarly, in DUWASA, insufficient remuneration discouraged adherence to organisational codes of conduct and ethical norms, thereby posing a challenge to fostering transparency, accountability, and equitable service provision.

As the researcher observes, addressing remuneration gaps is crucial for promoting integrity, strengthening ethical behaviour, and enhancing the quality of public utility services in DUWASA.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a summary of the study, its conclusion and subsequently recommendations. As such, it has three subsections: Section 5.2, which provides a summary of the findings; Section 5.3, which presents the conclusion; and Section 5.4, which outlines the recommendations.

5.1 Summary of the Findings

The study assessed the impact of good governance practices on DUWASA's water utility service delivery. Its specific objectives were to (i) examine DUWASA's adherence to good governance practices, (ii) establish the impact of accountability, transparency and participation on DUWASA's service delivery, and (iii) determine the challenges DUWASA faces in adhering to good governance practices. The study found that DUWASA generally adhered to the principles of good governance practices, as evidenced by the large number of managers and employees behaving with integrity when performing their assigned duties and tasks. Moreover, DUWASA's employees and their leaders expressed a strong commitment to upholding the ethical values of their institution, adhering to codes of conduct that include political neutrality, transparency, accountability, an appropriate dress code, integrity, teamwork, and client confidentiality. Moreover, the management of DUWASA adhered to the rule of law, including effectively addressing anyone who breached legal and regulatory provisions. On the

other hand, the results reveal some shortcomings in DUWASA management and its employees, including the ineffective handling of customer complaints and the failure to provide timely feedback, despite already having in place proper channels for receiving complaints.

The study also established the impact of accountability, transparency, and participation in service delivery in DUWASA. The findings confirmed to the researcher that DUWASA practised accountability, transparency, and community participation. Leaders and officers in DUWASA were reportedly accountable, which has a direct impact on the effective management of organisational resources such as financial resources, human resources, infrastructure, or any other assets belonging to the public organisation and ultimately improves quality service delivery to the people through enhanced service competence from its employees with a scrutinised recruitment process and proper management of human resources. Being transparent could also further enhance the credibility of DUWASA, in addition to improving the quality of utility service delivery. Additionally, demonstrating a strong commitment to ethical values has enabled DUWASA to be more responsive in delivering high-quality services to its customers. Additionally, by promoting community participation, DUWASA improved service delivery to the people by expanding access to and equality in water supply services.

The research also found significant obstacles to DUWASA's good governance practices, which were also characteristic of public offices and organisations in other African nations. These difficulties included low pay and corruption. From the perspective of this

study, corruption hindered the implementation of good governance practices, which in turn prevented the collection of necessary funds, accountability, equality, and the observance of legal and regulatory requirements that support the rule of law and adherence to moral principles. In other instances, inadequate compensation, which included low pay and benefits, as well as low earnings and salaries, seriously contributed to unethical activity and damaged the reputations of leaders and staff who disregarded standards of conduct, cornerstones of sound governance procedures.

5.2 Conclusion

The study found that good governance practices have a significant bearing on improving the quality of utility service delivery by public organisations such as DUWASA. Empirically, the results indicate that DUWASA is committed to upholding the principles of good governance practices, which have the potential to enhance public service delivery, despite some lingering concerns regarding corruption and inadequate remuneration. In this regard, the results show that a significant number of DUWASA management and other employees demonstrated integrity, expressed a strong commitment to ethical values, adhered to a code of conduct, and respected the rule of law. In short, there were positive indicators to support DUWASA's adherence to good governance practices, including accountability, transparency, and community engagement. Conversely, adherence to the principles of good governance and its practices was found to be undercut by corruption and poor remuneration, hence making some employees unfaithful and enemies of good governance practices. Implicitly,

DUWASA must continue to work on further integrating a good governance ethos while improving the emoluments of its employees.

5.3 Recommendations

The study findings and conclusion on the effect of good governance practices on DUWASA water utility service delivery support the following recommendations:

- i. DUWASA, in collaboration with other stakeholders, should strengthen and improve the security of its computer systems to constrain unauthorised breaches and theft of equipment and other tools from the water supply infrastructure.
- ii. DUWASA should monitor effectively the whole process of handling customers' complaints submitted through social media platforms since all complaints are important as they indicate the presence of a problem that needs solving or clarification to the customers' satisfaction and improve the provision of quality water supply service to DUWASA clients.
- iii. DUWASA should provide education and awareness about legal and regulatory provisions to the public through brochures, fliers, billboards and other media houses, as well as public gatherings and meetings, which help to disseminate awareness to a larger number of its clientele as a means to counter the breaching of legal and regulatory provisions.
- iv. DUWASA, in collaboration with the PCCB, should develop an effective and foolproof whistleblower policy to expose and curb corrupt practices and

other related acts, either conducted by management or other staff. Such a policy could also provide guidelines on the formal protection of informants in countering corruption within the organisation, thereby ensuring accountability and improving the provision of water supply services.

- v. Since the respondents complained about the short notice issues and randomness of seminars or meetings, DUWASA should issue notices for seminars and any other public meetings on good governance practices far ahead of schedule to give community members, customers, and other attendees ample time to prepare their views.

5.3.1 Areas for Further Research

Based on the study findings and conclusions regarding the effect of good governance practices on promoting public water utility service delivery in Tanzania, using the case of DUWASA, it is evident that further studies are needed. For example, a study could investigate the impact of corruption on fostering good governance practices and its effect on service delivery within public institutions in Tanzania. Another study could examine the effectiveness of the Commission of Human Rights and Good Governance in fostering good governance in Tanzania's public institutions and its contributions to ensuring these institutions operate transparently and with accountability. Additionally, research could be conducted on how public organisations facilitate access to high-quality information and how this contributes to improving service delivery in Tanzania.

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APPENDICES

Appendix I: Questionnaires

Good day. My name is **Venance Lucas**, a student at the Open University of Tanzania. I am conducting a study on the Impact of Good Governance Practices in Promoting Service Delivery in Public organisations in Tanzania. The research project is being conducted as a mandatory requirement for the award of the Master of Arts degree in Leadership and Governance. All information provided will be kept confidential by the researcher. Equally, the information given will be used for this study alone. Every person in the ward has an equal chance of being selected in this study.

1. Demographic Information

a) Personal Information

i. Gender

Male	Female

ii. Your age

20-30	30-40	50-60	60-Above

iii) Educational level

Diploma/ Certificate	Bachelor's Degree	Master's Degree	PhD

2. Questions about adherence to good governance practices in DUWASA

(a) To what extent do you agree/disagree with the following statements on the adherence of good governance practices in DUWASA? Please tick the appropriate box. (For all respondents)

Keys: 5=Strong Agree, 4= Agree, 3=I don't know, 2= Disagree and 1=Strong Disagree

SN	Statement	5	4	3	2	1
i.	Leaders and other officers in DUWAS are behaving with integrity.					
ii.	Leaders and other officers in DUWAS express a strong commitment to the ethical values of their institution.					
iii.	Leaders and other officers in DUWASA adhere to the code of conduct.					
iv.	DUWASA handles complaints and provides feedback on time to its customers					
v.	DUWASA take lessons from complaints and works on them effectively					
vi.	The top management of DUWASA effectively deals with breaches of legal and regulatory provisions.					

(b) Please, kindly provide answers/views/opinions in the following questions about adherence to good governance practice in DUWASA (leaders and officers of DUWASA only):

(i) Kindly mention any four (4) codes of conduct found in DUWASA?

- a.
- b.
- c.
- d.

(ii) Kindly outline any four (4) proper channels through which DUWASA receives complaints

- a.
- b.
- c.
- d.

(iii) Does DUWAS have cases related to the breach of legal and regulatory provisions?

YES	NO

- a. If “YES”, how many
- b. Kindly explain what steps have been taken towards such cases related to breaching of legal and regulatory provisions.

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3. Questions about the impact of good governance on service delivery in DUWASA

(a) To what extent do you agree/disagree with the following statements on the adherence of good governance practices in DUWASA? Please tick the appropriate box. (For all respondents)

Keys: 5=Strong Agree, 4= Agree, 3=I don't know, 2= Disagree and 1=Strong Disagree

SN	Statement	5	4	3	2	1
----	-----------	---	---	---	---	---

i.	DUWASA has transparency and accountability in service delivery to its customers					
ii.	DUWASA engage community participation in its operations and service delivery to the people					
iii.	DUWASA takes into action views/opinions from the community regarding its projects and service delivery to the customers					
iv.	DUWASA provides access to quality information to the customers and the public in general					
v.	DUWASA hold its officers/any other staff accountable for the provision of quality services to the customers					

(b) Please, kindly provide answers/views/opinions in the following questions about adherence to good governance practices in DUWASA. (leaders and officers of DUWASA only)

(i) In which ways does DUWASA engage the community in its projects and service delivery?

a.

b.

c.

(ii) What does DUWASA undertake to improve good governance practices with a target to promote service delivery to the customers?

a.

b.

(iii) Kindly explain how people take/treat and their perceptions of DUWASA projects in their residential areas.

.....

.....

END

*** Thanks for your Cooperation***

Appendix II: Interview guide for Key Informants in DUWASA

1. How do you see adherence to good governance practices in your organisation in terms of integrity, commitment to ethical values of the institution, code of conduct, providing feedback on time and actions taken by the management whenever there is a breach of legal and regulatory provisions?
2. In your view, how do staff and management in DUWASA adhere to the code of conduct?
3. How does management of DUWASA handle breaches of legal and regulatory provisions?
4. How do you explain the handling of complaints from customers in your organisation in relation to improving service delivery?
5. What is your take on how DUWASA practices transparency and accountability in service delivery to the people?
6. How do you describe community engagement and participation provided by DUWASA in its operations and service delivery to the people?
7. What do you think are the challenges facing DUWASA in practising good governance in relation to improving the provision of service delivery to the people?

Appendix III: Interview guide for Key Informants among DUWASA customers

1. What is your view on integrity among management and other officers from DUWASA?
2. In your view, to what extent do leaders and officers from DUWASA adhere to the code of conduct and their commitment to ethical values?
3. How do you think the effectiveness of the means used by DUWASA is in receiving and handling customers' complaints?
4. Does DUWASA provide education and awareness to the public to prevent breaches of legal and regulatory provisions?
5. How do you describe DUWASA's practice of transparency and accountability to improve service delivery to the public?
6. Based on your experience, how much has your community been engaged and participated in DUWASA operations and projects?
7. What do you think are the challenges facing Duwasa in practising good governance with the target to improve service delivery to the public?

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT / PG20200111

10th August, 2023

Regional Administrative Secretary
(RAS), Dodoma Region,
P.O. Box 914,
DODOMA.

Dear Regional Administrative Secretary,

RE: RESEARCH CLEARANCE FOR MR. LUCAS VENANCE, REG
NO: PG202001119

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are

doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Lucas Venance, Reg. No: PG202001119**), pursuing **Masters of Arts in Governance and Leadership (MAGL)**. We here by grant this clearance to conduct a research titled **“The Impact of Good Governance Practices in Promoting Service Delivery in Public Organizations in Tanzania: The Case of Dodoma Urban Water Supply and Sanitations Authority”**. He will collect his data at your office from 11th August to 11th September 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Magreth S. Bushesha

For: VICE CHANCELLOR

THE UNITED REPUBLIC OF TANZANIA
PRESIDENT OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

Dodoma Region
Address REGCOM
Tel No: 2324343/2324384
E-Mail No.
Fax No. 255 026 2320046
In reply please quote:



Regional Commissioner's Office,
Mkapa House,
2 Hospital Road,
P.O. Box 914,
41103 DODOMA.

Ref. No. HA. 107/249/04/2

21 Agost, 2023

Director,
DUWASA,
DODOMA.

RE: RESEARCH PERMIT

Please refer to the above subject.

This is to introduce to you Mr. Lucas Venance who is a student at Open University of Tanzania and who is pursuing Masters of Arts in Governance Practices in Promoting Service Delivery in Public Organization in Tanzania.

The research title is *"The Impact of Good Governance Practices in Promoting Service Delivery in Public Organization in Tanzania ; The Case of Dodoma Urban Water Supply and Sanitation Authority"*. The research will be conducted from 11th August, 2023 to 11th September, 2023.

Please accord him with all necessary assistance to achieve research objectives.

Thank you for your cooperation.

Prisca Lusoli

For: REGIONAL ADMINISTRATIVE SECRETARY
DODOMA

Copy to: Vice Chancellor,
Open University of Tanzania.

Lucas Venance
Student- OUT

THE IMPACT OF GOOD GOVERNANCE PRACTICES ON PROMOTING SERVICE DELIVERY IN TANZANIA'S PUBLIC ORGANISATIONS: A CASE OF THE DODOMA WATER AUTHORITY

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ABSTRACT

This study investigated the impact of good governance practices on service delivery at the Dodoma Urban Water and Sanitation Authority (DUWASA). Specifically, it assessed adherence to governance principles, examined the influence of accountability, transparency, and public participation on service delivery, and identified governance challenges. A mixed-methods approach was used, involving interviews with 10 key informants and surveys of 23 employees and 99 customers (N=132). Findings revealed that DUWASA generally upholds good governance principles, with transparency and accountability significantly enhancing the management of financial and infrastructural resources. Public participation also promoted better service delivery and community ownership. However, corruption, low remuneration, and weak responsiveness to complaints were noted as key constraints. The study recommends improving staff compensation, strengthening anti-corruption and oversight mechanisms, enhancing feedback systems, and maintaining consistent transparency and accountability. These measures are vital for reinforcing governance integrity and ensuring reliable water service delivery in Dodoma City.

Keywords Good Governance Practices, Service Delivery, Tanzania, Public Organisations, Dodoma Water Authority

INTRODUCTION

This study investigates the impact of good governance practices on service delivery within Tanzania's public organisations, with a particular focus on the Dodoma Urban Water and Sanitation Authority (DUWASA). Specifically, it examines DUWASA's operations and governance structures in Dodoma City and assesses how these elements affect the organisation's efficiency and effectiveness. In this regard, this chapter introduces the study, specifically providing the background to the study, stating the problem, outlining the research objectives and associated research questions, discussing the significance and limitations of the study, and finally, organising the study.

LITERATURE REVIEW

Globally, both developed and developing countries have increasingly recognized that the quality of governance directly influences the efficiency, accessibility, and effectiveness of service delivery in public organisations. Good governance practices anchored in accountability, transparency, participation, and the rule of law form the backbone of a responsive and citizen-centred public administration. As Jha et al. (2013) observe, the commitment of states to democratic norms and governance principles shapes how public institutions function and deliver services to citizens. Indeed, the extent to which governance structures adhere to these principles determines not only how effectively resources are managed but also how equitably services reach the population. In contexts where governance institutions are weak, service delivery often becomes unreliable, inefficient, and unresponsive to citizens' expectations, undermining trust in public institutions. Therefore, the quality of governance remains a critical determinant of public sector performance and the attainment of sustainable development goals.

According to Abakose and Abagojam (2021), the adoption of good governance practices in public organisations plays a pivotal role in improving service delivery outcomes.

These practices establish clear operational and ethical standards that enhance accountability and transparency, thereby enabling institutions to manage financial and human resources more effectively. Strong governance systems facilitate prudent resource utilisation, promote evidence-based decision-making, and enhance responsiveness to the needs of citizens all of which translate into better quality, accessibility, and reliability of public services. Moreover, well-structured governance frameworks ensure that institutional leaders are answerable for their actions and that service providers uphold integrity in their operations. This ensures that public institutions remain focused on fulfilling their mandates and are driven by performance and results rather than personal or political interests.

In the African context, however, the relationship between governance practices and effective service delivery remains weak and inconsistent. Numerous studies (e.g., Adisalem, 2015; Abakose & Abagojam, 2021) have documented that poor governance manifested through corruption, bureaucratic inefficiency, limited participation, and weak accountability continues to hinder the ability of public institutions to provide quality services. For instance, Adisalem (2015) notes that in Ethiopia, challenges such as lack of transparency, inadequate accountability, and poor public participation directly affect the performance of public organisations. Similar trends are observed in many Sub-Saharan African nations, where governance reforms have often been implemented on paper but have not translated into tangible improvements in service delivery. As a result, citizens frequently encounter delays, resource mismanagement, and low levels of trust in government institutions. These challenges illustrate that without the genuine implementation of governance principles, reforms tend to produce limited and unsustainable results.

In Tanzania, the government recognises the central role of governance in achieving sustainable development and effective service delivery. This recognition is embedded in the Tanzania Development Vision 2025, which underscores good governance as one of its foundational pillars for achieving economic growth, social well-being, and institutional efficiency (Mdee & Thorley, 2016). The Vision envisions a nation

characterised by a competitive economy, a well-educated population, peace, stability, and sound governance. The realisation of these aspirations depends on the government's ability to promote effective public administration and strengthen accountability mechanisms in service-oriented institutions. Within this framework, good governance is not only a policy aspiration but also a practical requirement for achieving equitable and inclusive service provision that meets the needs of citizens at all levels.

To operationalise these ideals, the government introduced the National Framework for Good Governance (NFGG) in 1999 to provide a strategic road-map for integrating governance principles into public sector operations. The NFGG promotes broad participation, accountability, transparency, rule of law, gender equity, and institutional integrity across all sectors (URT, 1999). Complementing this, a series of reform initiatives including the Public Service Reform Programme, Local Government Reform Programme, Legal Sector Reform Programme, and the Public Financial Management Reform Programme were launched to strengthen governance and improve service delivery (URT, 2012). These reforms sought to ensure that governance structures at both central and local government levels adhere to principles of integrity, efficiency, and responsiveness. Over time, they have contributed to the establishment of oversight institutions such as the Prevention and Combating of Corruption Bureau (PCCB) and the Commission for Human Rights and Good Governance, which serve as accountability mechanisms for ensuring transparency and fairness in public administration.

Despite these concerted reforms and institutional frameworks, persistent challenges of poor service delivery in many public organisations in Tanzania indicate that the linkage between governance practices and actual service performance remains weak. While governance principles are well-articulated in policy frameworks, their practical application at the institutional level particularly in service-oriented entities such as water authorities has not yielded consistently improved outcomes. Reports of delayed service provision, inefficiency, and limited community engagement remain prevalent, suggesting that institutional capacity and adherence to governance principles vary significantly across sectors. Furthermore, there is a limited empirical understanding of

the mechanisms through which governance practices influence the quality of service delivery and citizen satisfaction. This gap suggests that although the importance of governance is well known, the degree to which accountability, transparency, and participation shape actual performance outcomes remains under explored.

Therefore, this study seeks to examine the impact of good governance practices on promoting service delivery in Tanzania's public organisations, focusing on the Dodoma Urban Water Supply and Sanitation Authority (DUWASA) as a case study. Through this inquiry, the study aims to provide empirical evidence on how accountability, transparency, and participation influence institutional performance and service delivery in Tanzania's public sector.

The findings are expected to inform policymakers and practitioners on strategies to strengthen governance systems that enhance service quality, reliability, and citizen trust in public institutions.

Research Gap

Most of the literature works reviewed were conducted outside the Tanzanian context, and when within, not in Dodoma city. In fact, the studies conducted in Tanzania primarily focused on service delivery by local government authorities. As such, there was a notable gap in investigating the impact of good governance practices on public institutions/organisations, using the case of DUWASA, a utility company with operational authority in Dodoma. Unlike Dar es Salaam, the country's largest city, Dodoma's utility company has not attracted as much attention as, for example, DAWASA (Dar es Salaam Water and Sewerage Authority). This study would also leave a gap for similar studies to be conducted in other municipalities in Tanzania and other countries with a similar context.

THEORETICAL FRAMEWORK

This study was directed by the Mercy model which addresses economic, environmental, and political instability. The Mercy model's key principles of good governance practices include democratisation and the rule of law, inclusive and accountable decision-making, effective public service delivery, and equitable civic participation and government responsibility (Helao, 2015).

Relevance of Mercy Model to this study

The study employed the Mercy model because of its emphasis on public organisations adhering to the principles of good governance to achieve better outcomes, ensuring that these organisations are accountable, transparent, equitable, and inclusive. Under this model, participation also tends to operate effectively and efficiently, allowing public organisations to deliver public services and meet the needs and aspirations of the people.

The model addresses economic, environmental, and political instability. Mercy Corps, as an organisation, works with both public and private organisations to facilitate and enable all aspects of good governance practices. The Mercy model's key principles of good governance practices include democratisation and the rule of law, inclusive and accountable decision-making, effective public service delivery, and equitable civic participation and government responsibility (Helao, 2015).

Under this model, societies that are just, peaceful, and secure are those in which civil society, the public sector, and the corporate sector can collaborate to promote peaceful change, accountability, and broad participation. This implies that the effectiveness of good governance depends on institutional collaboration and mutual accountability among actors. The mercy model also calls for the establishment of institutional capacity, enabling the public sector to cooperate with the business sector and civil society. The public sector is the primary actor in good governance and requires ongoing assistance from these sectors. According to the Mercy model, the public sector comprises intentional structures and processes designed to provide services and safeguard the

safety, rights, and interests of every individual within a nation's boundaries who is subject to government authority. The functioning of the state determines this framework, which calls for a lawful government that values its people, engages in public participation, respects human rights, has an appropriate institutional structure and capacity, and adheres to sound governance practices (Helao, 2015).

Furthermore, the Mercy model illustrates that the government bears objective responsibility to facilitate service delivery from national to sub-national levels. This implies that efficiency in service delivery is tied to the government's ability to maintain consistent accountability across levels. In fact, governmental agencies at national, regional and local institutions employ cautious strategies in dealing with and utilising national resources. Primarily, the notion of constitutional responsibility must be adhered to at all times, as democratic governments are indebted and obliged by their respective constitutions to maintain and respect human rights and promote the economic, social, and political well-being of their respective people. This model cautions that the government's failure to maintain political and economic sovereignty, protect lives and people's well-being, and fail to steward democratic rights and assure participation in its brief existence becomes problematic (Damas & Mokaya, 2019).

The Mercy model emphasises responsible decision-making that fosters good governance practices, encouraging effective coordination at all government levels, as satisfying people's needs is paramount. This suggests that public organisations should adopt participatory approaches that enable citizens to influence decisions that affect them directly. In other words, public service delivery requires public organisations to effectively and efficiently respond to people's demands and meet their expectations. Service delivery thus depends critically on community engagement in state activities as well as responsiveness, equality, and consistency in allocating resources to people with low incomes. This illustrates the concept of good governance, which requires that choices made by the government and actions imposed on the populace be openly

debated, jointly agreed upon through consultation, and communicated prior to decisions being made or implemented (Helao, 2015).

RESEARCH METHODOLOGY

This study employed mixed approach including qualitative and quantitative research approaches, as it describes a particular problem while also presenting numerical statistical data. The qualitative approach enabled the study to explore the issue of good governance practices as they relate to a public utility company, focusing on their impact on promoting quality service delivery in DUWASA. This qualitative approach facilitated the detailed description of a study unit in terms of the 'when, how, and why' questions regarding existing phenomena within a real-life context of their occurrence, the quantitative dimension generated data that was presented in numerical form, mainly as descriptive statistics.

The adoption of a mixed research approach was particularly justified by the study's objective of achieving a comprehensive understanding of good governance and its influence on service delivery. This implies that neither qualitative nor quantitative methods alone could sufficiently capture the multifaceted nature of governance practices. The qualitative strand provided a deeper interpretive understanding of institutional behaviour, managerial perceptions, and stakeholder experiences, while the quantitative strand complemented this by offering measurable evidence of relationships and trends. In contrast to single-method designs, the mixed approach strengthened the credibility and validity of the findings through triangulation—linking statistical results with contextual explanations. Furthermore, this approach allowed the researcher to draw both descriptive and inferential conclusions that reflect the realities within DUWASA, thereby aligning the methodological choice with the study's aim of generating both empirical evidence and contextual insight.

The target population of this study comprises both employees and customers of DUWASA. The population includes the entire group from which data is collected

(Kothari, 2004), serving as the unit of analysis to represent entities such as individuals, groups, countries, objects, or technologies (Kumar, 2018).

The employee population includes all staff members who are directly involved in the operational, administrative, and service delivery functions within the Authority. These employees are pivotal in implementing good governance practices and ensuring effective service delivery. DUWASA have 313 staff members, 232 permanent employees and 81 contractual workers.

The customer population consists of individuals and households who receive water supply and sanitation services from DUWASA. Recent data indicates that the Authority serves about 72,795 customers across its service area, while earlier reports suggested approximately 17,400 customers, reflecting the expansion of services in Dodoma Urban.

By including both DUWASA employees and customers, the study ensures a comprehensive examination of governance practices from both the service provider and recipient perspectives. This approach enhances the representativeness of the findings and allows for the triangulation of perspectives, thereby improving the reliability and depth of the analysis regarding the influence of good governance practices on service delivery in DUWASA.

The study employed two distinct sampling strategies: purposive and simple random sampling, each chosen for its unique advantages. Simple random sampling, according to Sharma (2017), is a reliable method that guarantees every individual in the population has an equal opportunity to be selected for participation. In this instance, each DUWASA consumer had an equal opportunity to contribute to the research, resulting in a diverse and representative sample. Each participant was selected independently, highlighting the fairness of the selection process. The entire sampling process was completed smoothly in a single, seamless step.

In conjunction with simple random sampling, the study further employed purposive sampling. According to Pandey and Pandey (2021), this method enables researchers to

apply their expert judgment in selecting participants based on specific criteria pertinent to the study's objectives. This approach was particularly advantageous for identifying individuals with valuable insights into the research topic. By focusing on respondents from the DUWASA directorates of Human Resources and Customer Service, the study accessed in-depth knowledge on good governance practices and their associated challenges. The perspectives gathered from these informed participants were essential, providing depth and context to the research findings.

FINDINGS AND DISCUSSIONS

Specific objective 01: Adherence to good governance practices in DUWASA

The study's first objective was to assess DUWASA's adherence to good governance practices. Such adherence connects governance principles to service delivery outcomes where compliance enhances efficiency and public trust, while non-compliance undermines performance.

In line with the Mercy Model, DUWASA's efforts to uphold transparency, accountability, and citizen participation illustrate how collaboration between public institutions and communities strengthens governance effectiveness. As Ishaak et al. (2021) note, indicators such as integrity, ethical commitment, and compliance with codes of conduct reflect good governance. As shown in Table 4.1, DUWASA demonstrates notable adherence to these practices, reinforcing the model's assertion that responsible and participatory governance leads to improved public service delivery.

Table 4.1: Responses on Adherence to Good Governance Practices in DUWASA

Governance Indicators	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Total (%)	Mean	Std. Dev
Integrity in operations	54 (41%)	49 (37%)	18 (14%)	8 (6%)	3 (2%)	100%	4.07	0.95
Commitment to ethical values	52 (39%)	50 (38%)	17 (13%)	9 (7%)	4 (3%)	100%	4	1
Compliance with code of conduct	59 (45%)	47 (36%)	16 (12%)	8 (6%)	2 (1%)	100%	4.12	0.92
Timely feedback provision	47 (36%)	51 (39%)	21 (16%)	9 (7%)	4 (3%)	100%	3.97	0.97
Handling breaches of legal/regulatory rules	50 (38%)	49 (37%)	21 (16%)	8 (6%)	4 (3%)	100%	4	0.94

Key: SA = Strongly Agree, A = Agree, N= I don't know, DA = Disagree and SD = Strongly Disagree

Source: Field Data (2023)

Interpretation

The table indicates that the majority of respondents agreed or strongly agreed across all governance indicators, with mean scores ranging from 3.97 to 4.12, signifying a generally positive perception of DUWASA's governance practices. The highest-rated item was compliance with code of conduct (Mean = 4.12, SD = 0.92), reflecting strong internal regulatory adherence. Conversely, timely feedback provision scored lowest (Mean = 3.97), suggesting that communication and responsiveness remain comparatively weaker.

The overall consistency of mean values above 3.9, coupled with low standard deviations, indicates a reliable consensus among respondents, reinforcing the view that DUWASA maintains commendable governance integrity, though improvement in feedback channels is warranted.

Specific objective 02: Impact of Accountability, Transparency and Participation on Service Delivery

The study further examined the impact of accountability, transparency and participation on service delivery to achieve the second objective of the study. The results show that being transparent and accountable, as well as encouraging participation of people in DUWASA activities and projects, enhanced the quality of utility service delivery. In other words, it was imperative to hold leaders and other DUWASA staff accountable for fulfilling their assigned duties to enhance good performance in various activities and, ultimately, contribute to the delivery of quality utility services. Table 4 presents the results generated from the responses of the study on this aspect:

Table 4.2: Responses on the Impact of Good Governance Practices on Service Delivery in DUWASA

S/N	Governance Indicator	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)	Total (%)	Mean	Std. Dev
1	DUWASA has transparency and accountability in service delivery to its customers	62	58	6	4	2	100%	4.32	0.84
2	DUWASA engages community participation in its operations and service delivery	22	63	10	30	7	100%	3.59	1.06
3	DUWASA takes into account views/opinions from the community on its projects and services	31	67	12	17	5	100%	3.86	0.95
4	DUWASA provides access to quality information to customers and the public	24	73	10	18	7	100%	3.82	0.99
5	DUWASA holds its officers accountable for quality service provision	48	49	12	18	5	100%	3.89	0.96

Key: SA = Strongly Agree, A = Agree, N= I don't know, DA = Disagree and SD = Strongly Disagree

Source: Field Data (2023)

Interpretation

The table indicates that the majority of respondents agreed or strongly agreed across all governance indicators, with mean scores ranging from 3.59 to 4.32, signifying a generally positive perception of DUWASA's governance practices. The highest-rated indicator was transparency and accountability (Mean = 4.32, SD = 0.84), reflecting a strong commitment to openness and integrity in service delivery. Conversely, community participation scored lowest (Mean = 3.59, SD = 1.06), suggesting that although participatory structures exist, citizen engagement remains comparatively limited.

The overall consistency of mean values above 3.8, coupled with relatively low standard deviations, indicates a shared perception among respondents that DUWASA upholds commendable governance integrity. However, the findings also imply a need to strengthen inclusive decision-making and communication mechanisms to ensure broader stakeholder involvement and sustained accountability in public service delivery.

Specific objective 03: Challenges to Fostering Good Governance Practices in DUWASA

The third and final objective of the study was to determine challenges to fostering good governance practices in DUWASA. After all, many public organisations in Africa face varying challenges that present obstacles to the effective integration of good governance practices in their everyday operations. In Africa, many public institutions in African countries, such as DUWASA, are often hindered by various factors in their attempts to foster good governance practices. Such hurdles could lead to poor service delivery, often abetted by corruption, bureaucracy, political interference, incompetence, nepotism, inadequate financial resources, the misuse of public funds, outdated technology, poor management, and low remuneration. Specifically, the study results indicate two major obstacles that reportedly hampered DUWASA's efforts to spearhead and entrench good governance practices: corruption and poor remuneration, as detailed below.

Corruption

The study showed that corruption remains a significant challenge affecting DUWASA's governance and service delivery. Out of 132 respondents, 112 (85%) identified corruption as a barrier to achieving accountability, transparency, and equitable service provision. Both employees and customers reported instances of bribery, bill manipulation, and unauthorised water connections, which undermine efforts to maintain institutional integrity and comply with regulatory standards. One respondent observed, "Some employees accept bribes to reduce customer bills or provide services to defaulters, compromising fairness and transparency."

Key informants, including managers and heads of departments, highlighted that while DUWASA has instituted mechanisms such as internal audits, staff disciplinary procedures, and reporting channels to combat corruption, challenges persist. These include human resource constraints, inadequate supervision, and lapses in monitoring third-party contractors, which occasionally allow unethical practices to continue undetected. Customers further indicated that some employees prioritise personal gain over organisational protocols, demonstrating gaps between policy intent and operational enforcement.

These findings are consistent with Idowu (2020), who notes that corruption is a pervasive impediment to effective governance across African public institutions. It undermines resource allocation, service quality, and public trust, and can affect all levels of organisational hierarchy. While DUWASA has made efforts to curb corruption, the study shows that even structured and regulated organisations are not immune to ethical breaches, especially in revenue collection, procurement, and customer interactions.

As the researcher observes, strengthening oversight mechanisms, promoting whistleblowing, enforcing anti-corruption policies, and enhancing staff ethical training are critical steps to mitigating corruption. Addressing these issues is essential not only for safeguarding public resources but also for improving service delivery, ensuring

fairness, and sustaining citizen trust in DUWASA's operations. By tackling corruption effectively, DUWASA can better align with the principles of good governance, particularly transparency, accountability, and ethical responsibility.

Poor Remunerations

The study found that poor remuneration among DUWASA employees contributes to unethical conduct and undermines adherence to good governance principles. Low salaries and allowances, combined with the rising cost of living, reduced employees' commitment to integrity, ethical values, and codes of conduct, which are essential for effective public service delivery.

One respondent explained: "Not receiving adequate remuneration motivates some employees to demand or accept bribes to meet their needs." Another added: "The lack of sufficient pay partly explains why some employees in DUWASA resort to unethical actions, especially given the high living costs in Dodoma." These insights indicate that inadequate compensation significantly affects employees' ethical behaviour, directly impacting service quality and fairness in water supply delivery.

These findings align with Essien (2015), who reported that poor pay in Nigeria's public sector weakened ethical conduct, integrity, and service efficiency. Similarly, in DUWASA, insufficient remuneration discouraged adherence to organisational codes of conduct and ethical norms, thereby posing a challenge to fostering transparency, accountability, and equitable service provision.

As the researcher observes, addressing remuneration gaps is crucial for promoting integrity, strengthening ethical behaviour, and enhancing the quality of public utility services in DUWASA.

Conclusion

The study found that good governance practices have a significant bearing on improving the quality of utility service delivery by public organisations such as DUWASA.

Empirically, the results indicate that DUWASA is committed to upholding the principles of good governance practices, which have the potential to enhance public service delivery, despite some lingering concerns regarding corruption and inadequate remuneration. In this regard, the results show that a significant number of DUWASA management and other employees demonstrated integrity, expressed a strong commitment to ethical values, adhered to a code of conduct, and respected the rule of law. In short, there were positive indicators to support DUWASA's adherence to good governance practices, including accountability, transparency, and community engagement. Conversely, adherence to the principles of good governance and its practices was found to be undercut by corruption and poor remuneration, hence making some employees unfaithful and enemies of good governance practices. Implicitly, DUWASA must continue to work on further integrating a good governance ethos while improving the emoluments of its employees.

Recommendations

The study findings and conclusion on the effect of good governance practices on DUWASA water utility service delivery support the following recommendations:

i. DUWASA, in collaboration with other stakeholders, should strengthen and improve the security of its computer systems to constrain unauthorised breaches and theft of equipment and other tools from the water supply infrastructure.

ii. DUWASA should monitor effectively the whole process of handling customers' complaints submitted through social media platforms since all complaints are important as they indicate the presence of a problem that needs solving or clarification to the customers' satisfaction and improve the provision of quality water supply service to DUWASA clients.

iii. DUWASA should provide education and awareness about legal and regulatory provisions to the public through brochures, fliers, billboards and other media houses, as well as public gatherings and meetings, which help to disseminate awareness to a larger

number of its clientele as a means to counter the breaching of legal and regulatory provisions.

iv. DUWASA, in collaboration with the PCCB, should develop an effective and foolproof whistleblower policy to expose and curb corrupt practices and other related acts, either conducted by management or other staff. Such a policy could also provide guidelines on the formal protection of informants in countering corruption within the organisation, thereby ensuring accountability and improving the provision of water supply services.

v. Since the respondents complained about the short notice issues and randomness of seminars or meetings, DUWASA should issue notices for seminars and any other public meetings on good governance practices far ahead of schedule to give community members, customers, and other attendees ample time to prepare their views.

Area for further study

Based on the study findings and conclusions regarding the effect of good governance practices on promoting public water utility service delivery in Tanzania, using the case of DUWASA, it is evident that further studies are needed. For example, a study could investigate the impact of corruption on fostering good governance practices and its effect on service delivery within public institutions in Tanzania. Another study could examine the effectiveness of the Commission of Human Rights and Good Governance in fostering good governance in Tanzania's public institutions and its contributions to ensuring these institutions operate transparently and with accountability. Additionally, research could be conducted on how public organisations facilitate access to high-quality information and how this contributes to improving service delivery in Tanzania.

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