

**THE ROLE OF GOOD GOVERNANCE PRACTICES ON IMPROVING  
PUBLIC SERVICE DELIVERY IN LOCAL GOVERNMENT  
AUTHORITIES: THE CASE OF KIBAHA TOWN COUNCIL**

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**2024**

**CERTIFICATION**

The undersigned certify that he has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation titled; “The Role of Good Governance Practices on Improving Public Service Delivery in Local Government Authorities: The Case of Kibaha Town Council” in partial fulfillment of the requirement for the award of Masters of arts in governance and leadership offered by Open University of Tanzania.

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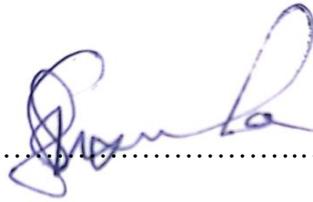
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A handwritten signature in blue ink, appearing to read 'Severine Msonda', is written over a horizontal dotted line.

Signature

.....

Date

**DEDICATION**

In appreciation of their unwavering support and tremendous sacrifices they made to ensure that I finished this entire course, I would like to dedicate this dissertation to my family.

## **ACKNOWLEDGEMENT**

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**ABSTRACT**

The study sought to examine the role of good governance practices in public service delivery in local government authorities using the case of Kibaha Town Council. This study employed a descriptive survey design based on a mixed research approach. A sample size of 85 respondents was chosen from a target population of 550, which included community members, ward executive officers, health officers, land councils, and land officers. The study used both primary and secondary data. The study revealed that the majority of respondents (74%) were aware of good governance practices within the local government authorities. The common good governance practices adhered to at Kibaha Town Council were transparency and accountability, rule of law, equity, participation, responsiveness, effectiveness, and efficiency. On the other hand, the study found that good governance contributed to the quality of public service delivery by enhancing service accessibility, citizen satisfaction, service affordability, and service reliability. The survey also revealed that Kibaha Town Council's good governance procedures are still hindered by issues like bureaucracy, corruption, subpar management, outdated technology, and a lack of funding. In conclusion, the community understands good governance principles and their importance for improving public service delivery; however, there are issues that hinder effective governance, leading to poor service delivery. Additionally, the report suggests that Kibaha Town Council management make sure that every member of the community is aware of the fundamentals of good governance and upholds them in all of their daily endeavors. The research also advises Kibaha Town Council to focus on staff and human resource development initiatives with suitable training packages to improve awareness of good governance.

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**LIST OF ABBREVIATIONS**

KTC	-	Kibaha Town Council
SPSS	-	Statistical Package for Social Science
PSRP	-	Public Service Reform Program
TANESCO	-	Tanzania Electric Supply Company Limited
UN	-	United Nations
UNESCAP	-	United Nations Economic and Social Commission for Asia and the Pacific
URT	-	United Republic of Tanzania
USAID	-	United States Agency for International Development

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Chapter overview**

In this chapter, the background of the study, the problem statement, the study's objective, the research questions, the study's significance, and the study's organization are explained.

#### **1.1 Background of the study**

The role of good governance practices in local government is to deliver better service to the citizens (Brown & Marsden, 2023). Good governance necessitates consistent efforts in the provision of local government services (Mansoor, 2021). To promote solidarity and achieve good governance practices, all sectors of the country, namely the government apparatus, the private sector, and the public, must participate and demonstrate optimism. Good governance practices in local government help encourage better service delivery and accountability by establishing a standard of good governance and effective governance practices in local government methods to encourage better decision-making and efficient use of resources as well as increase accountability in resource management (Dayanandan, 2013). According to the Limodio (2021), there is dissatisfaction with the quality of services provided by local governments. People complain about facilities, procedures, and policies, as well as the quality of services provided by local authorities. In Bangladesh, the poor quality of customer service delivery in local government is due to a lack of good management and accountability by officials (Haque et al., 2022).

Similarly, in Africa, Newiak (2022) points out that service delivery in local government is abundant with bureaucracy, corruption, selfishness, and favoritism, tending to benefit a privileged few while the majority of poverty has to pay the price. These conditions lead to poor service delivery and constitute obstacles to socio-economic development. However, lack of accountability, transparency, responsiveness, inefficiency, corruption, poor control of public funds, and human rights violations are key challenges in implementing good governance in government. locality in Kenya (Zeemering, 2021).

In Tanzania, the effort for good governance practices in the provision of service delivery in local government has been a major concern (Kimani et al., 2021). Good governance is seen as having great value in the development agenda of local government. The Tanzanian government policy framework emphasizes good governance practices in local government and the reduction of poverty in local government (Süleymanoğlu-Kürüm & Kwayu, 2022). Tanzania's government developed a framework for good governance practices in local government in 1999 in order to implement service delivery to citizens (ibid.).

To achieve its objectives, this framework focused on people's participation in decision-making. Constitutionalism, rule of law, protection of human rights, administration of justice. Legal and regulatory framework for private sector development. equal rights. Accountability, transparency, and integrity in public affairs management. electoral democracy. Improving public service capacity to deliver services efficiently and effectively.

Moreover, Newiak (2022) noted that most African countries, including Tanzania, fail to provide better service to the people in local government since there is no real good 'governance. Leaders in positions of power are autocratic and have the propensity to treat the government as personal property. Studies (Newiak, 2022; Kimani et al., 2021) have shown that in Tanzania, the provision of service delivery in the local area faces several challenges in local governance, such as poor accountability and corruption. The delivery of services in local government is not properly tailored to the citizens' needs. The major setbacks to the efficient practice of good governance in local government are due to poor accountability and corruption due to unethical and inadequate formulation and implementation of policies governing these organizations (Ghorbanian et al., 2021).

## **1.2 Statement of the Problem**

The role of good governance practices in local governance is crucial for enhancing public service delivery to citizens. Sustainable development widely recognizes good governance as a key driver, ensuring that local government authorities function effectively to meet public needs (Rosenau, 2021). It incorporates core principles such as accountability, transparency, the rule of law, responsiveness, effectiveness, and efficiency, as well as citizen participation in decision-making processes (Barrett, 2021).

However, despite the emphasis on good governance, there remains widespread dissatisfaction among Tanzanian citizens regarding the access and quality of services delivered by local governments (Pastory et al., 2023). Common complaints include inefficiency in healthcare, inadequate access to clean water, and insufficient land

management services (Kihamba, 2021). Studies have highlighted the persistent challenges of poor accountability, corruption, bureaucratic delays, and mismanagement, which hinder the provision of public services (Mdee & Mushi, 2021). Although government policies, such as Tanzania's Good Governance Framework of 1999, have aimed to address these issues, their implementation has been inconsistent and largely ineffective (Süleymanoğlu-Kürüm & Kwayu, 2022).

Moreover, research by Newiak (2022) points out that local governments in many African countries, including Tanzania, often suffer from leadership failures, where those in power act autocratically and treat public institutions as personal assets. This leadership style not only perpetuates corruption but also undermines the principles of good governance, particularly in areas like land and healthcare services, where fair and efficient service delivery is critical (Kimani et al., 2021).

Despite these challenges, few studies have comprehensively examined the internal governance structures of local authorities, particularly at the department level. The literature specifically lacks information on the implementation of governance practices in departments such as land and healthcare and their impact on community satisfaction, engagement and overall service quality. Understanding this dynamic is critical for improving both employee management and the quality of services provided to the public.

Therefore, this study aims to assess the role of good governance practices in the delivery of public services in Kibaha Town Council, with a focus on the land and healthcare departments. By examining governance practices at this departmental level, the study seeks to uncover the specific challenges hindering effective service

delivery and offer recommendations for enhancing governance and improving public service outcomes.

### **1.3 Objective of the study**

#### **1.3.1 Main objective**

The study's main objective was to assess the role of good governance practices in public service delivery in the local government in Kibaha Town Council.

#### **1.3.2 Specific objectives**

- i. Specifically, the study was guided by the following objectives;
- ii. To examine the existence of good governance practices in local government authorities
- iii. To determine the contribution of good governance practices in the public service delivery within the local government authorities
- iv. To identify challenges facing good governance practices in local government authorities

### **1.4 Research questions**

- i. Is there any existence of good governance practice in local governance authorities?
- ii. To what extent good governance practices have enhanced public service delivery in local government authorities?
- iii. What are the challenges hinder good governance practices in local government authorities?

### **1.5 Significance of the study**

The study will be useful to the policymakers and committee responsible for service delivery in the public sector. The study adds input to the formulation of policies that guide public servants in the provision of quality service to the public. Kibaha Town Council (KTC) as part of public service in Tanzania. Through this study, you will get a picture of how service should be delivered to the public to minimize complaints and dissatisfaction. This study is important since it ties directly into national policies and programs such as the CCM manifesto and Tanzania Vision 2025. These initiatives stress the need for efficient, transparent, and accountable governance to drive sustainable development and enhance public service delivery. By exploring how good governance practices impact Kibaha Town Council, this research provides insights that can help align local governance with these broader national objectives.

Secondly, the study delves into how good governance affects public service delivery at the departmental level, specifically in the land and healthcare sectors. The findings are expected to offer practical recommendations for improving governance and service delivery, ensuring that services are more responsive to community needs and are delivered effectively.

The study also holds significant value for policymakers and public sector committees. By pinpointing both the strengths and weaknesses in current governance practices, it provides evidence-based insights that can guide the development or refinement of policies. This can lead to better service quality and more effective public service delivery. Moreover, the research supports the goals of Tanzania Vision

2025, which aims to transform the country into a middle-income nation with a strong focus on good governance and quality public services. The insights from this study can help local authorities improve their practices in line with these national development goals, especially in crucial areas like land management and healthcare.

In addition, by addressing key issues such as service accessibility, affordability, competence, and reliability, the study aims to boost community satisfaction and engagement. Building trust between local authorities and citizens is essential for effective governance and service delivery.

Finally, the findings can serve as a valuable reference for other local authorities in Tanzania and similar contexts. By showcasing successful governance practices and identifying areas for improvement, this research provides a benchmark for councils aiming to enhance their own service delivery and governance practices. Overall, the study not only addresses immediate concerns within Kibaha Town Council but also contributes to the wider discussion on good governance, supporting national development goals, and improving practices across the country.

### **1.6 Scope of the Study**

The study focused on assessing the role of good governance practices in public service delivery within Kibaha Town Council. Specifically, it examined the impact of governance practices on the delivery of services in the land and healthcare departments. The research was limited to Kibaha Town Council, a local government authority in Tanzania, and did not extend to other councils or levels of government.

The scope of the study included evaluating various dimensions of good governance, such as accountability, transparency, responsiveness, and efficiency, and their effects on service accessibility, affordability, competence, and reliability. The study analyzed data collected from respondents within Kibaha Town Council, including community members, ward executive officers, health officers, land councils, and land officers.

The research was conducted within a defined timeframe, focusing on recent governance practices and their immediate impact on public service delivery. The findings were intended to provide insights into the current state of governance within the council and to identify challenges and opportunities for improving service delivery. By concentrating on these specific areas, the study aimed to offer a detailed understanding of how good governance practices influenced public service outcomes in Kibaha Town Council, with a view to informing future improvements and policy developments.

### **1.7 Organization of the Study**

This paper consists of five chapters. Chapter one includes the research background, problem statement, research purpose, research questions, and significance. Chapter two reviewed related studies on the role of good governance practices in public service delivery in local government in Kibaha Town Council. This chapter discusses the conceptual definition, empirical validation, theoretical framework, conceptual framework, and research gap. Chapter three described the techniques and research methods used to collect and analyze data. Chapter four presented the study results

and analysis. Chapter five focuses on a discussion of the research findings found in Chapter four and provides a concise summary of the study and recommendations based on the study's conclusions and results.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Chapter Overview**

This chapter reviewed studies done by various scholars on the role of good governance practices in public service delivery in local governments. This chapter specifically examines theoretical and empirical tests to determine what has been done and what is missing. This research identifies knowledge gaps and what needs to be filled. This chapter also describes the conceptual framework underlying the study.

#### **2.1 Definition of Key Terms**

##### **2.1.1 Governance**

Governance is the development of governing styles that blur the boundaries between and within the public and private sectors (Rosenau, 2021). The essence of governance is its focus on mechanisms that rely on government powers and sanctions rather than resources. For some, governance is all about contracts, franchising, and the possibility of new forms of regulation. Governance is more than just a new management tool. This is not just about increasing the efficiency of public service delivery.

According to Hums et al. (2023), management is the process of making decisions and the process of whether those decisions are implemented or not. According to the United Nations, governance refers to the decision-making process and the process of implementing decisions. Therefore, governance can be defined as the management of society by the people or the exercise of power to manage the affairs and resources of

the country (Coccia, 2021). The definition is used as a guide to study the role of good governance practices in the provision of service delivery in the local government of Kibaha Town Council.

### **2.1.2 Good Governance**

Good governance means the process that produces results that meet the needs of a society while making the best use of the resources at their disposal (United Nations 2022). Good governance has eight key characteristics. It is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law (United Nations, 2022). It ensures that minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. Good governance refers to the prompt implementation of decisions.

According to IFA (2013), good governance is characterized by rigorous scrutiny, exerting significant pressure to improve public sector performance and combat misconduct. It also improves management, leading to more effective implementation of selected interventions, better service delivery and better outcomes. The United Nations (2022) definition was adopted by this study to address the role of good governance practices in service delivery in the local government of Kibaha Town Council.

### **2.1.3 Local Government**

A local government deals with the administration of a specific area that is a political subdivision of a nation, state, or other large political entity (Thapa, 2020). A local government is the governing body of a small geographic area, such as a city, county, or state. Local governments typically control only their specific geographic area and cannot enact or enforce laws that affect a broader area. According to Ndreu (2016), local autonomy is a system of electing representatives who are responsible for the management of public services and facilities in a particular area. Local governments can be described as "regions." This is because some commonly elected government bodies exercise executive, legislative, and executive functions within their jurisdictions. Defined as an authority that decides or decides on specific measures within a specific area (Aduma & Alama, 2021)

## **2.2 Theoretical Review**

### **2.2.1 Intuitive Theory**

This theory was developed by Fox and Meyer (1995). According to this theory of intuitionism in philosophy, moral and practical dilemmas can be addressed by using intuitions or fundamental truths that are frequently recognized instinctively. In response to the philosophy of rationalism, intuitive theory was created. As everyone is born with a certain basic comprehension of ethical truths, intuitionism states that one does not need to go through any kind of logical or empirical process to determine what is right or wrong.

This philosophy holds that a person's innate intuition has the ability to immediately inform them when something is wrong because it is transparent to our natural moral laws, which are influenced by external factors such as a healthy environment, healthy political institutions, good economic circumstances, education, and religious beliefs, which are the fruits of our inner intuitive power.

This was relevant to this study as it considers that the elements of good governance, such as accountability and openness, may be greatly influenced by a strong code of ethics. Consequently, a code of conduct is very useful since it enables public officials to reclaim their correct intuition powers and become transparent, accountable, and responsible in their services to the community (Alekseev & Novikova, 2023). The theory tries to explain how public servants are supposed to behave when delivering services to the public, where they are constrained by an ethical code to put forth initiatives that will aid in the social and economic growth of the nation.

### **2.2.2 Successful Society Theory**

According to Ritzer & Stepnisky (2021), this theory tries to shape the development agenda with a focus on key features and characteristics of a successful society. These features of a successful society include social capital, robust institutions, and competition. Any community that is successful must have competition that the government promotes. Competition must exist between businesses, firms, and industries. A successful society must also have reliable institutions and norm-based practices. A society's rules, laws, and regulations make sure that everyone acts well, which enables the community to function in peace and order. A successful society

should also have social capital, which is used with great purpose to support competitiveness and create powerful institutions within a social framework.

The successful society theory is applicable in this study since it explains how good governance is well practiced in the institution by ensuring that rules of law and accountability are considered in the delivery of public services for the purpose of enabling the success of the citizens in the community.

### **2.3 Empirical Review**

Various empirical studies were considered for this study. These include worldwide and Tanzania in relation to compliance with good governance practices in service delivery in local government. Below are the main empirical studies reviewed for this study.

#### **2.3.1 The Existence of Good Governance Practice in the Public Service Delivery**

Good governance practices in the provision of service delivery comprise the rule of law, transparency, accountability, effectiveness, efficiency, and active participation of citizens (Androniceanu, 2021). Citizens' participation is related to consensus orientation and active participation through the establishment of the structure, while an equitable and inclusive government treats everybody equally. Responsiveness, effectiveness, and efficiency also relate to whether a government takes its mission seriously and swiftly. Constitutional governments do not give special treatment to anyone and impose equal legal treatment on everyone (Denters et al., 2023). A

transparent and accountable government operates openly and gives citizens the freedom to make decisions to provide better services in their local government.

According to Dayanandan (2013), the presence of good governance practices involves eight pillars in delivering services in local government: participatory, consensus-oriented, equitable, inclusive, responsible, effective, efficient, following the rule of law, transparency, and accountability. On the other hand, Newiak (2022) argued that accountability is the most important thing in good governance practice, especially in service delivery in local government. This is because accountability encompasses all other attributes of good governance practice. Accountability recognizes that in a government bureaucracy, all members of private and public institutions need to have strong and explicit ethics to prevent conflicts of interest, bribery, and others associated with bad governance.

Consequently, accountability attempts to limit officials' propensity to abuse power by advancing good governance that restrains corruption (Brown & Marsden, 2023). Moreover, Kimani et al. (2021) established that rule of law, citizen participation, transparency, and accountability are the observances of good governance practice in the provision of better service delivery to the people. Good governance practices include the rule of law, citizen participation, accountability, and transparency. Good governance practices encompass transparency and accountability in the decisions of the government.

Gberevbie & Mukoro (2023) argued that good governance practices involve accountability, transparency, participation, efficiency and effectiveness, equitability, and the rule of law. Participation by both men and women is a key cornerstone of good governance practices in service delivery. Participation could be either direct or through legitimate intermediate institutions or representatives. Transparency in a government means that decisions are taken and their enforcement is done in a manner that follows rules and regulations (Gberevbie & Mukoro, 2023). However, the information is supposed to be freely available and directly accessible to those who will be affected by such decisions and their enforcement.

Furthermore, Lauwo et al. (2022) argued that good governance practice encompasses the rule of law, responsiveness, protection of human rights, particularly those of minorities, and impartial enforcement of laws. In addition to that, good governance practices require effectiveness and efficiency in service delivery. The concept of efficiency in the context of good governance practices covers the sustainable use of natural resources and the protection of the environment.

Similarly, Kihamba (2021) established that accountability is a key principle of good governance practice in the provision of service delivery to the people. The principle of accountability does not only involve governmental institutions but also the private sector and civil society organizations. Both of these must be accountable to the public and their intuitions as stakeholders (citizens), which vary depending on their decisions and actions taken either internally or externally to an organization or institution. Local governments must be accountable to those who will be affected by

their decisions or actions (e.g., citizens). Furthermore, accountability cannot be enforced without transparency and the rule of law.

The government of Tanzania recognizes that good governance practices are essential for delivering better service to the people, and because of this, it primarily resolved to formulate a National Programme on Governance as an appliance for promoting and reinforcing governance practices through the rule of law, responsiveness, accountability, and transparency (URT, 2005). According to Mdee & Mushi (2021), good governance practices are seen as of great value in the development agenda in Tanzania. Without good governance practices, there is no development.

However, Mdee & Mushi (2021) argued that to have good governance practices, several principles should be included, such as the rule of law, accountability, equality, citizen participation, and transparency. Therefore, good governance practices should attract attention to raise public awareness of the operations of public institutions so as to deliver better services to the people. Brown & Marsden (2023) indicated that good governance practices should have accountability, be effective and efficient, be inclusive, and be participatory.

### **2.3.2 The Contribution of Good Governance Practice in the Public Service Delivery**

Several studies are conducted by researchers in the field and academicians on the contribution of good governance to service delivery in different socio-economic and political contexts. So, what follows below is a review of previous studies on the

same. According to Felekech & Guohua (2020), good governance practice in the provision of service delivery is based on accountability, participation, transparency, responsiveness, effectiveness, efficiency, and following the laws and regulations. The incorporation of good governance practices in service delivery leads to increased citizen satisfaction with the organization.

Accountability, transparency, responsiveness, and citizen participation frequently describe the look of an organization's development through governance practice. However, the contribution of good governance practices in service delivery is highlighted by the World Bank, which focused on accountable structures and citizen participation (Young & Tanner, 2023). Since then, the role of good governance practice interventions has depended on accountability in service delivery. This increase substantially reflects the growing recognition that both technical and governance elements are necessary facets of strengthening service delivery.

In the same vein, Bernstein & Rodríguez (2023) argued that transparency and accountability in public institutions are two of the primary metaphors of good governance practice. When citizens are sufficiently informed and able to see what government officials are doing, they can animatedly interact with their government institutions to set up a dialogue on social-economic development issues in society. According to Cheibub et al. (2023), good governance practices treat employees according to the principles of honesty, transparency, and respect for employers' privacy. Employers who are transparent have access to feeling empowered and better

able to participate in decision-making, which makes them deliver better service to the citizens (Cheibub et al., 2023).

In contrast, the rule of law provides a framework for consultation with service users, encourages public bodies to measure and evaluate performance, increases the transparency of public policy, and allows public bodies to and support public organizations in meeting the expectations of service users. improve performance and improve service user satisfaction (Deszczyński, 2021). Good governance practices achieve goals in service delivery by enabling citizen participation, transparency, responsiveness, and accountability (Kenosi, 2021).

The United Nations Economic and Social Council (2005) states that the effective delivery of services to citizens depends on the quality of good government practices, such as accountability, transparency, effectiveness, efficiency, inclusiveness, and adherence to the rule of law. states that it depends on. Therefore, the role of good governance practices is to ensure better services to the people. Abegalan (2021) states that the role of good governance practices in the public sector is to provide better services to the public by setting benchmarks for good governance practices such as accountability, rule of law, transparency, and inclusiveness. He argued that the aim was to promote the provision of Therefore, the principles of good governance practices enable the delivery of quality services to the population.

In addition to that, Bovaird & Löffler (2023) argued that good governance practices based on the rule of law, transparency, accountability, fairness, and efficiency enable

employees to be more effective and transparent in providing high-quality services to the public. However, good governance practices are subject to strong scrutiny, which puts important pressure on enhancing service delivery. Furthermore, it improves management in an organization, leading to more effective implementation of the chosen interventions and better outcomes.

### **2.3.3 The challenges facing good governance practice in public service delivery**

There are various challenges facing good governance practices in the provision of service delivery in local government, such as corruption, the absence of the rule of law, non-accountability, and a lack of transparency. Therefore, the following is a review of previous studies on the subject. Concerning the challenges facing good governance practice in local governance, Kjaer (2023) identified different challenges facing good governance practice in the provision of service delivery. Such problems include corruption, human rights abuse, the absence of the rule of law, non-accountability, and heavy politicization in all government institutions, including the judiciary.

On the other hand, Mansoor (2021) identified several challenges facing good governance practices in service delivery. Such challenges include corruption, equality, and transparency. The delivery of some public services was found to be poor and uneven across the country. This is because of the challenge of people's participation in local government bodies (Aguilera et al., 2021). Ineffective participation and a lack of awareness by the people and government officials are the common challenges facing the government. In addition to that, Naciti et al. (2022)

established that corruption is a serious challenge that hinders good governance practices.

Chitimira et al. (2022) argued that public service delivery faces numerous challenges, including corruption, human rights abuse, poor accountability, and poor performance in service delivery. However, the service delivery by the public sector is not properly tailored to customer needs. There are setbacks to the efficient running of the public organization system, including poor accountability and non-accountability due to unethical and inadequate formulation and implementation of policies governing these organizations.

## **2.5 Research Gap**

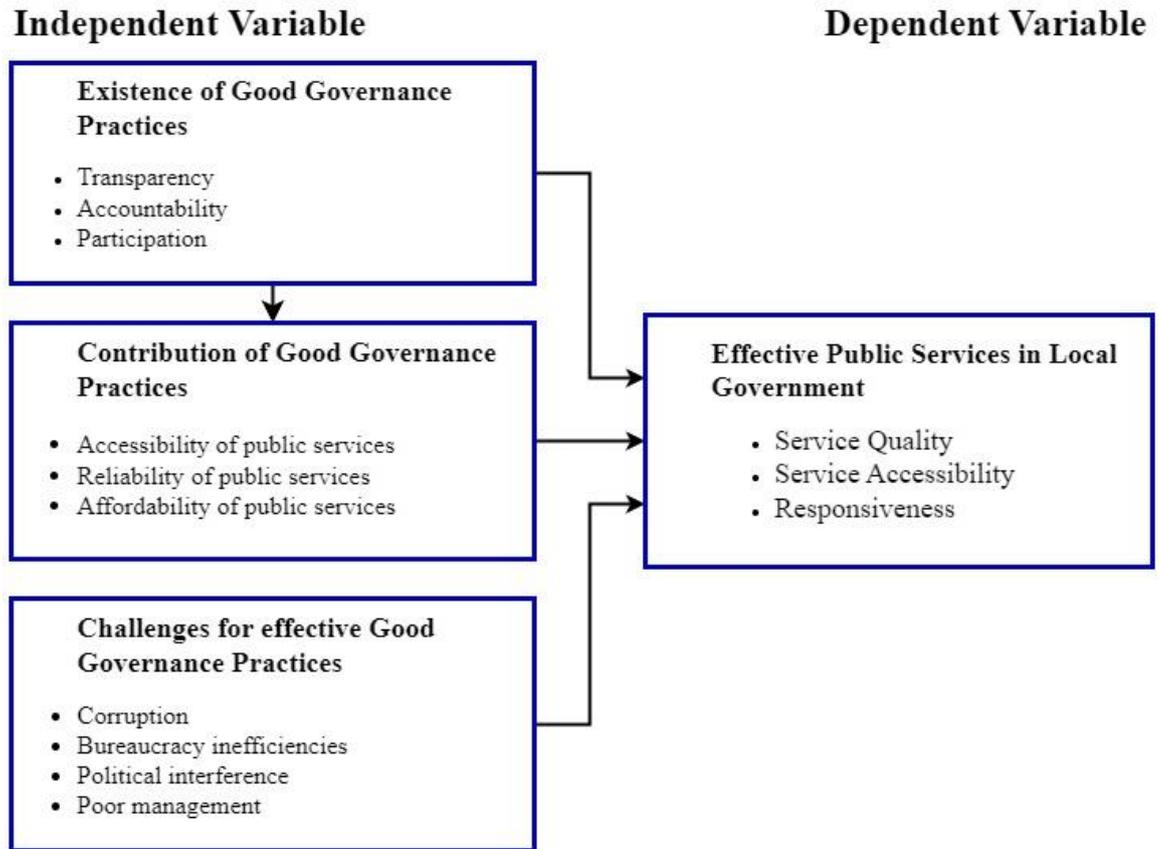
Despite the substantial body of literature on good governance and public service delivery, there is still a noticeable gap in the research, particularly regarding local governments in Tanzania. While studies such as Felekech & Guohua (2020) and Abegalan (2021) examine the role of good governance in improving public services, much of the focus has been on national or sectoral levels rather than on local government institutions. Furthermore, most research in Tanzania has concentrated on sectors such as healthcare, electricity, and utilities.

Similarly, research by Mdee & Mushi (2021) focused on national frameworks and broader development agendas rather than on localized governance challenges. As a result, there is limited empirical evidence on how good governance principles are applied at the local government level, particularly in sectors like land management, which is critical for economic and social development at the municipal level.

This study aims to bridge this gap by focusing on the role of good governance practices in service delivery within Kibaha Town Council, specifically in the land and healthcare sectors. The study seeks to contribute to a deeper understanding of how local governments in Tanzania can implement governance principles—such as transparency, accountability, and citizen participation—to improve service delivery outcomes.

#### **2.4 Conceptual Framework**

According to Mittag & Pappu (2022), a conceptual framework is a set of ideas and attitudes drawn from an appropriate field of inquiry and used to design a set of presentations. A conceptual framework represents the conceptualization of the relationships between variables in a study. The variables are called independent and dependent variables. As shown in Figure 2.1, these are influenced by other variables and have an impact depending on the intermediate variables.



**Figure 2.1: Conceptual Framework**

**Source:** Researcher (2024)

### 2.5.1 Description of the Conceptual Framework

Good governance practices such as transparency, accountability, and participation play a crucial role in improving public service delivery. Transparency ensures that information is openly available, fostering trust between citizens and local authorities. Accountability holds public officials responsible for their actions, reducing mismanagement and corruption. Participation allows citizens to be involved in decision-making, ensuring services align with community needs. Together, these practices lead to more efficient, reliable, and accessible public services in areas like land and healthcare.

The contribution of good governance is evident in the enhanced accessibility, reliability, and affordability of public services. When governance practices are followed, citizens can access services more easily, and service delivery becomes more consistent and dependable. Furthermore, by eliminating corruption and promoting efficiency, public services, particularly in the land and healthcare sectors, are delivered more effectively, benefiting the community.

Challenges hinder the full realization of good governance practices. Corruption misuses public resources and lowers service quality, while excessive bureaucracy leads to delays in service delivery. Political interference shifts focus away from public needs, and poor management weakens oversight, reducing efficiency. These challenges negatively impact the quality, availability, and accessibility of public services, making it difficult for local governments to meet citizen expectations.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Chapter Overview**

This section will include the research design, description of the study area, study area, study population, sample and sampling procedures, and data collection methods. Additionally, information on validity, reliability, and ethical considerations is also presented in this section.

#### **3.1 Research Design**

A research design is the plan and structure of investigation conceived so as to obtain answers to research questions(Huntington-Klein, 2021). This study used a descriptive research design as a method to collect information by interviewing a sample of people and completing a questionnaire. This type of research design is very useful for gathering information about people's attitudes, opinions, and habits (Kothari, 2014). Therefore, this is the focus of this study. Therefore, by using both (i.e., qualitative and quantitative), researchers were able to validate the results within a single study (Creswell, 2012).

#### **3.2 Research Approach**

A research approach is a plan and procedure that consists of steps from general assumptions to detailed methods of data collection, analysis, and interpretation (Creswell, 2012). This study used a mixed research approach. The current study investigates the challenges faced by good governance practices in public service

delivery in local governments and collects detailed information and statistical data to explain local phenomena and the relationships between these phenomena. Therefore, diverse research was preferred and the medical system. Therefore, qualitative and quantitative data were collected and analyzed to obtain comprehensive information from the study participants and statistical data from the respondents.

### **3.3 Study Area**

The study was carried out in Kibaha Town Council. This is because the area is selected from the available information from previous studies on the challenge facing good governance practice in the provision of service delivery in local government. This was easy to achieve the intended objectives of the study. Town Council is one of the seven coastal district (Pwani) councils. It is also the center of this region. This municipality is located at a distance of 40 km from Dar es Salaam city. It is bordered by the Kinondoni District to the east, Bagamoyo to the west, Kisarawe, and the small town of Mlandizi to the south and north.

The council has an estimated area of 750 km<sup>2</sup> and is located between 6.80°S latitude and 38.20°E and 38.50°E longitude (KTC, 2019). It is directly connected to the town of Bagamoyo by a seasonal road, and other district headquarters such as Kisarawe, Mkuranga, Kilindoni (Mafia), and Utete (Rufiji) are accessible via the town of Dar es Salaam. Administratively, the council has eleven districts, including Tumbi, Mailimoja, Kibaha, Visiga, Mukuza, Kongowe, Misugusugu, Mbawa, Picha ya Ndege, Msangani, and Pangani. Currently, the council has an area of 750 square kilometers and a population of 265,360 people.

### 3.4 Study Population

Population is a set of people, services, elements, events, group of households that are being investigated (Majid, 2018). In this study, the population comprised staff from land, health department, ward executive officers and the community within Kibaha Town Council. All these people are good sources of trustworthy information since they are well-known for the role of good governance practice in the provision of service delivery in local government. Therefore, the target population was 550 from health institutes, land department, ward executive officers and community respondents.

### 3.5 Sample Size and Sampling Procedure

#### 3.5.1 Sample Size

Sample size refers to the small population size that researchers choose to provide maximum insight and understanding about the population being studied (Ahuja, 2013). This reflects the fundamental characteristics of the study population against which researchers make inferences and draw conclusions (Ary et al., 2010).

In the study that employs primary data and seeks responses from the use of questionnaires, the Taro Yamane approach plays a crucial role in determining sample size.

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

Where;

n= sample size.

N= population of the study and

$e$  = level of significance or error term which is equal 0.1.

$N= 550$  from the total population of two district.

$$n = \frac{550}{1 + 550(0.1^2)} = 85$$

Therefore, a sample size contained 85 respondents.

As far as the study is concerned, a sample size of 85 respondents were chosen, where 49 were chosen from the community, ward executive officers 11, health officers 9, the land council 10, and 6 Land officers from land department.

**Table 3.1: Distribution of Sample Size**

Category	Frequency	Percentage
Community members	49	57.6
Ward Executive officers	11	13
Health officers	9	10.5
The land councils	10	11.7
Land officers	6	7
Total	85	100

### 3.5.2 Sampling Procedure

This study employed simple random sampling and purposive sampling to select the study area and respondents.

#### 3.5.2.1 Simple Random Sampling

Simple random sampling is the type sampling technique which takes place when the population is selected based entirely on random chance and each member in that population has exactly an equal chance of being selected for the sample (Kothari, 2014). This sampling technique strategy was applied in selecting the staff from

Community members, ward executive officers, health officers, land councils and land officers to get a representative sample. This sampling technique was used to avoid bias in collecting information from respondents (Ibid).

### **3.5.2.2 Purposive Sampling**

Purposive sampling is a non-probability sample that is drawn specifically based on the knowledge of population characteristics in order to serve a specific need of a study question (Hossan et al., 2023). For the purpose of this study, purposive sampling was used to select 15 respondents for interviews from community members, ward executive officers, land officers and health officers. The met respondents were chosen intentionally since they were thought to have data that was required by the analysts. Concurring to Kothari (2019), in-depth interviews ought to be conducted with a little test of respondents since it is simple to get nitty gritty data that cannot be accumulated from a huge test just like the one utilized for the survey.

## **3.6 Data Collection Methods**

Primary and secondary data were employed in this investigation. Respondent questionnaires and key informant interviews were used to collect primary data, while secondary data was gathered by studying journals, papers, books, research reports, and other relevant sources.

### **3.6.1 Survey Questionnaires**

The survey approach was used to collect data for the study, with questionnaires produced for respondents who were aware of the role of good governance practices

in service delivery in local government. In this study a list of close and open questions distributed to all 85 respondents. The open-ended questions allowed respondents to provide detailed information that supplements the previously answered closed questions to improve the findings. Because of their awareness of good governance practices and the problems they confront in developing good governance practices in service delivery in local government bodies, the researcher was able to probe respondents and collect trustworthy information.

### **3.6.2 Key Informant Interviews**

Key informant interviews are qualitative, full interviews that involve people who are selected based on their familiarity with the topic under study (Pastory et al., 2023). This study employed face-to-face interviews with 15 respondents from the sample size where by 9 were community members, 2 ward executive officers, 1 land officer and 1 health officer (a medical doctor) as the key informants. Key informants were used to gather first-hand information about the role of good governance practices in the provision of service delivery in local government. The interview helped the researcher collect inclusive information from interviews with wide experience about the role of good governance practices in public service delivery in local government authorities. The responses of the respondents were recorded and later presented through direct quotation and paraphrasing.

### **3.6.3 Secondary Data**

In this study various published and unpublished working documents from variety sources such as articles, website and diaries at one side and different research studies,

journals, brochures, media articles were used. This was very important for a researcher to justify and test the study validity and reliability of those data collected and the analysis instruments.

### **3.7 Reliability and Validity**

To establish validity and reliability, the researcher used a variety of evidence sources, including focus group talks, interviews, and surveys. The researcher was able to obtain credible information on the role of good governance practices in the provision of service delivery in local governance in Kibaha Town Council by using diverse sources of evidence, reducing the possibility of the researcher prejudging them. Furthermore, the validity of instruments, particularly questionnaires and interview guides, is critical for identifying potential issue areas and deviations in research tools. As a result, validity and dependability ensure transparency and decrease the possibility of a researcher being biased (Mdee & Mushi, 2021).

### **3.8 Data Analysis**

Data analysis is the process of examining what has been collected in a survey or experiment and drawing conclusions and judgments (Hossan et al., 2023). Statistical Package and Service Solution (SPSS) version 20 was used to enter, edit, code, compute, and analyze quantitative data. The descriptive analysis in SPSS version 20 was used to generate frequencies and percentages of replies for descriptive statistics. However, qualitative data was analyzed using content analysis and provided in a direct quotation format. Data was presented using tables, charts, and graphs.

### **3.9 Ethical Consideration**

Research ethics was highly considered in this study. The researcher obtained an authorized permit letter from the Open University of Tanzania through the office of the Vice-chancellor to carry out a study in Kibaha Town Council, Coast region of Tanzania. Through the research permit letter from the Open University of Tanzania, the researcher was able to acquire other research permits letter from the Regional Administrative Secretary of Coastal Region, District Administrative Secretary of Kibaha District and District Executive Director of Kibaha Town Council to conduct research in the selected areas within Kibaha Town Council. As well the respondents were informed on the purpose of this study and their secrecy of the responses provided was highly assured. Furthermore, respondents were told that any information provided in answer to this study would be kept strictly confidential. Before participating in the study, respondents' agreement was solicited and acquired.

## CHAPTER FOUR

### DATA PRESENTATION, INTERPRESENTATION AND DISCUSSION

#### 4.0 Chapter Overview

This chapter explains the observed outcomes in relation to the research objectives from chapter one. The information was gathered from primary and secondary sources. The data results were shown and evaluated using frequency tables and percentages (charts) in accordance with the study questions.

#### 4.1 Demographic Characteristics of Respondents

##### 4.2.1 Gender

Gender is an important demographic feature in this study since it allows the researcher to ensure that the data collected are devoid of gender bias and hence valid.

**Table 4. 1: Gender of the Respondents**

Respondents	Frequency	Percentage
Male	50	58.8
Female	35	41.1
Total	85	100

**Source:** Field data (2024)

The gender distribution of respondents (58.8% male and 41.1% female) suggests that males slightly dominated the sample. This finding reflects broader societal structures in which men are often more represented in formal employment and public service sectors, despite government efforts to promote gender equality and empower women. Given the push for equal opportunities, the study anticipated a more balanced

representation, but the prevailing patrilineal systems that continue to influence male dominance in certain sectors are responsible for the imbalance. This gender disparity may have implications for perspectives on good governance, with men having more access to public services and involvement in decision-making processes than women.

#### 4.1.2 Age

**Table 4. 2: Age of Respondent**

	Frequency	Percentage (%)
18-25 years	5	5.8
26-35 years	24	28.2
36-45 years	30	35.3
46-55 years	22	25.8
Over 55 years	4	4.7
Total	85	100

**Source:** Field data (2024)

The age distribution indicates that the majority of respondents (35.3%) were between 36-45 years, followed by those aged 26-35 (28.2%). These age groups are considered to be in their prime working years, with significant experience and involvement in public service delivery. This suggests that the respondents are mature individuals with a deeper understanding of the issues surrounding good governance in public service delivery. The underrepresentation of the younger group (18-25 years) and older respondents (over 55 years) suggests that middle-aged, working individuals primarily shape perceptions of governance. This maturity and experience are likely to reflect more informed opinions regarding public services and challenges in governance.

### 4.1.3 Level of Education

**Table 4. 3: Level of Education of Respondents**

Qualifications	Frequency	Percentage
Certificate	10	11.7
Diploma	20	23.5
Bachelor	36	42.4
Postgraduate diploma	14	16.5
Masters	5	5.9
Total	85	100

**Source:** Field data (2024)

Education plays a crucial role in understanding good governance practices. The majority of respondents (42.4%) had bachelor's degrees, with significant numbers also holding diplomas (23.5%) and postgraduate qualifications (16.5%). This indicates that most respondents were well-educated, providing a solid foundation for meaningful input into governance issues. Respondents with higher levels of education are likely to be more critical of public service delivery and may have a better understanding of governance principles such as accountability, transparency, and participation. Those with a lower level of education (such as certificate holders at 11.7%) may have a limited understanding of governance issues, which could affect their perceptions of service quality. The educational background of the respondents supports the validity of the data, as they are expected to have sufficient knowledge to provide informed responses regarding good governance practices.

## 4.2 Good Governance Practices in Local Government Authorities

### 4.2.1 Awareness on Good Governance Practices

The respondents were asked on what extent they are aware on the practices of good governance in their offices. The results were well illustrated in Table 4.4 below.

**Table 4. 4: Awareness of Respondents on Good Governance Practices**

Measurement	Frequency	Percentage
Totally aware	27	31.7
Aware	16	18.8
Partially aware	36	42.3
Not aware	6	7.1
Total	85	100

**Source:** Field data (2024)

Table 4.4 indicates that 27 (31.7%) of respondents were totally aware of good governance practices, 36 (42.3%) of respondents were aware of good governance practices in land and health department within Kibaha Town Council, 16 (18.8%) of respondents were partially aware of good governance practices, while 6 (7.1%) of respondents were not at all aware of good governance practices. The awareness level highlights an important implication for improving public service delivery within Kibaha Town Council. The high percentage of respondents who are aware of good governance practices suggests that there is a solid foundation to implement these principles effectively. However, the presence of partially aware and unaware respondents points to the need for continuous training and capacity-building efforts, particularly in the areas where governance practices may be less understood. This awareness gap could impede the proper application of good governance principles, which are essential for enhancing transparency, accountability, and service delivery across the land and health sectors.

## 4.2.2 The common Good Governance Practices Adhered at Kibaha Town Council

### 4.2.2.1 Transparency in Public Service Delivery

The respondents were asked whether transparency and accountability adhered at Kibaha Town Council. The responses were shown in Table 4.5.

**Table 4. 5: Transparency and Accountability in Public Service Delivery**

Measurement	Frequency	Percentage
Strongly agree	50	58.8
Agree	20	23.5
Disagree	8	9.4
Strongly disagree	3	3.5
Neutral	4	4.7
Total	85	100

**Source:** Field data (2024)

Table 4.5 shows that 58.8% of respondents strongly agreed that there is accountability in service delivery at Kibaha Town Council, 23.5% of respondents agreed, 9.4% of respondents disagreed, 2% of respondents strongly disagreed, while 4.7% were neutral to the statement. This implies that majority about,82% of respondents either strongly agreed or agreed that there is transparency and accountability in public service delivery at Kibaha Town Council within the healthcare and land departments. During the interview one of the officers from health department management said; “In fact, transparency and accountability are among the most important pillars in the performance of public institutions and their departments, especially health institutions, considering that these institutions and their units have a large number of people who need services.”

These results are consistent with those of Mdee and Thorley (2016), who argue that good governance practices should consist of transparency and accountability so as to draw public awareness to the availability of better services. In the same vein, Haile (2018) suggests that transparency and accountability are considered one of the main icons of good governance practice in public institutions.

The findings suggest that a strong belief in the presence of transparency and accountability in service delivery at Kibaha Town Council positively influences the perception of public service quality. With 82% of respondents acknowledging these practices, it implies that the local government is on track in adhering to good governance principles, particularly in healthcare and land services. This level of transparency and accountability could lead to increased trust from the public, higher citizen satisfaction and improved service delivery outcomes.

#### **4.2.2.2 Rule of law in Public Service Delivery**

The respondents were asked whether rule of law adhered at Kibaha Town Council.

The responses were shown in Table 4.6.

**Table 4. 6: Rule of Law in Service Delivery at Kibaha Town Council**

Measurement	Frequency	Percentage
Strongly agree	45	52.9
Agree	22	25.8
Disagree	10	11.7
Strongly disagree	6	7
Neutral	2	2.3
Total	85	100

**Source:** Field data (2024)

Table 4.6 shows that 52.9% of respondents strongly agreed that there is a rule of law in service delivery at Kibaha town council, 25.8% agreed, 11.7% disagreed, 7% strongly disagreed, and 2.3% were neutral to the statement. This indicates that the majority of respondents (78.7%) either strongly agreed or agreed that there is a rule of law in public service delivery at Kibaha Town Council within the healthcare and land departments. During the interview, one management officer from the land department contended, “Rule of law is an important thing in public institutions because if you go against the laws of the country or institution, you may find yourself taken to court for breaking the laws of the country in the public service. Here in the land department, we always strive to give our employees a seminar on following the law and practicing good governance when they carry out their daily duties, considering that our department is dominated by acts of corruption.”.

This implies that the rule of law is a fundamental pillar in ensuring organizational success and integrity, particularly in curbing corruption. The findings align with Kenosi (2021), who argued that the rule of law supports public agencies in managing service delivery effectively, contributing to better performance and increased citizen satisfaction. Transparent laws and policies are key to enhancing service provision and trust in public institutions.

The emphasis on the rule of law within Kibaha Town Council suggests a commitment to legal compliance and integrity, especially in departments prone to governance challenges such as corruption. Upholding the rule of law not only

strengthens institutional accountability but also builds public confidence, fostering a more equitable and efficient service delivery system.

#### 4.2.2.3 Equity in Public Service Delivery

The respondents were asked whether equity adhered at Kibaha Town Council. The responses were shown in Table 4.7.

**Table 4. 7: Equity in Service Delivery at Kibaha Town Council**

Measurement	Frequency	Percentage
Strongly agree	38	44.7
Agree	28	32.9
Disagree	6	7
Strongly disagree	8	9.4
Neutral	6	7
Total	85	100

**Source:** Field data (2024)

Table 4.7 shows that 44.7% of respondents strongly agreed that there is equity in service delivery at Kibaha Town Council, 32.9% of respondents agreed, 7% of respondents disagreed, 9.4% of respondents strongly disagreed, while 7% were neutral to the statement. This implies that majority about, 77.6% of respondents either strongly agreed or agreed that there is equity in public service delivery at Kibaha Town Council within land and healthcare departments.

This implies that there is a general perception among respondents that services are delivered fairly and without discrimination. Ensuring equity in public service delivery is crucial for fostering inclusivity and trust among community members.

When services are distributed equitably, it reduces the potential for favoritism and enhances public confidence in local government institutions.

#### 4.2.2.4 Participation in Public Service Delivery

The respondents were asked whether participation adhered at Kibaha Town Council.

The results were shown in Table 4.8.

**Table 4. 8: Participation in Service Delivery at Kibaha Town Council**

Measurement	Frequency	Percentage
Strongly agree	52	61.1
Agree	18	21.2
Disagree	5	5.8
Strongly disagree	6	7
Neutral	4	4.7
Total	85	100

**Source:** Field data (2024)

Table 4.8 shows that 61.1% of respondents strongly agreed that there is participation in service delivery at Kibaha town council, 21.2% of respondents agreed, 5.8% of respondents disagreed, 7% of respondents strongly disagreed, while 4.7% were neutral to the statement. This implies that majority about, 82.3% of respondents either strongly agreed or agreed that there is participation in public service delivery at Kibaha Town Council. This implies that the involvement of community members in decision-making processes and the delivery of services is perceived as effective. Participation is a key pillar of good governance, allowing citizens to contribute to and influence the services they receive. Ensuring participation enhances transparency, accountability, and public satisfaction with local government activities.

#### 4.2.2.5 Responsiveness in Public Service Delivery

The respondents were asked whether responsiveness adhered at Kibaha Town Council. The results were shown in Table 4.9.

**Table 4. 9: Responsiveness in Service Delivery at Kibaha Town Council**

Measurement	Frequency	Percentage
Strongly agree	40	47
Agree	32	37.6
Disagree	4	4.7
Strongly disagree	5	5.8
Neutral	4	4.7
Total	85	100

**Source:** Field data (2024)

Table 4.9 shows that 47% of respondents strongly agreed that there is responsiveness in service delivery at Kibaha Town Council, 37.6% of respondents agreed, 4.7% of respondents disagreed, 5.8 of respondents strongly disagreed, while 4.7% were neutral to the statement. This implies that majority about, 84.6% of respondents either strongly agreed or agreed that there is responsiveness in public service delivery within the departments of land and health in Kibaha town council.

#### 4.2.2.6 Effectiveness in Public Service Delivery

The respondents were asked whether effectiveness adhered at Kibaha Town Council.

The results were shown in Table 4.10.

**Table 4. 10: Effectiveness in Service Delivery at Kibaha Town Council**

Measurement	Frequency	Percentage
Strongly agree	50	58.8
Agree	23	27
Disagree	6	7
Strongly disagree	4	4.7
Neutral	2	2.3
Total	85	100

**Source:** Field data (2024)

Table 4.10 shows that 58.8% of respondents strongly agreed that there is effectiveness in service delivery at Kibaha Town Council, 27% of respondents agreed, 7% of respondents disagreed, 4.7% of respondents strongly disagreed, while 2.3% were neutral to the statement. This implies that majority about, 85.8% of respondents either strongly agreed or agreed that there is effectiveness in public service delivery at Kibaha Town Council especially in the land and health department.

#### 4.2.2.7 Efficiency in Public Service Delivery

The respondents were asked whether efficiency adhered at Kibaha Town Council.

The results were shown in Table 4.11.

**Table 4. 11: Efficiency in Service Delivery at Kibaha Town Council**

Measurement	Frequency	Percentage
Strongly agree	36	42.3
Agree	28	32.9
Disagree	6	7
Strongly disagree	7	8.2
Neutral	8	9.4
Total	85	100

**Source:** Field data (2024)

Table 4.11 shows that 42.3% of respondents strongly agreed that there is efficiency in service delivery at Kibaha Town Council, 32.9% agreed, 7% disagreed, 8.2% strongly disagreed, and 9.4% were neutral to the statement. This high level of agreement suggests that the majority of respondents perceive the service delivery at Kibaha Town Council as effective, which reflects positively on the council's operational practices. The data points to a strong general consensus on the efficiency of services, which may be attributed to good governance practices such as participation, accountability, and transparency. During the interview, one of the respondents from the community members said; "In any institution where there are good governance practices such as participation, accountability, transparency, the efficiency of the work becomes great, and even the benefits of the work can be seen by themselves and also the society knows especially if a certain institution follows the legal rule".

### **4.3 The Contribution of Good Governance Practices in Local Government Authorities**

#### **4.3.1 Good Governance Enhances Service Accessibility**

The respondents were asked whether good governance practices enhance service accessibility at Kibaha Town Council. The results were shown in Table 4.12.

**Table 4. 12: Good Governance Enhances Service Accessibility**

Measurement	Frequency	Percentage
Strongly agree	30	35.2
Agree	32	37.6
Disagree	12	14.1
Strongly disagree	8	9.4
Neutral	3	3.5
Total	85	100

**Source:** Field data (2024)

The findings in Table 4.12 show that 35.2% of respondents strongly agreed that good governance practices enhance service accessibility at Kibaha Town Council, 37.6% agreed, 14.1% disagreed, 9.4% strongly disagreed, and 3.5% were neutral to the statement. This implies that a significant majority, approximately 72.8% of respondents, believe that good governance practices improve public service accessibility within the land and health departments at Kibaha Town Council. This consensus suggests that effective governance can play a crucial role in making services more accessible to the public, highlighting the importance of implementing and maintaining strong governance practices to improve service delivery.

#### **4.3.2 Good Governance Enhances Citizens' Satisfaction**

The respondents were asked whether good governance practices enhance citizens satisfaction at Kibaha Town Council. The results were shown in Table 4.13.

**Table 4. 13: Good Governance Enhances Citizens Satisfaction**

Measurement	Frequency	Percentage
Strongly agree	45	52.9
Agree	30	35.3
Disagree	3	3.5
Strongly disagree	5	5.8
Neutral	2	2.3
Total	85	100

**Source:** Field data (2024)

The findings in Table 4.13 show that 52.9% of respondents strongly agreed that good governance practices enhance customer satisfaction at Kibaha Town Council, 35.3% agreed, 3.5% disagreed, 5.8% strongly disagreed, and 2.3% were neutral to the statement. This implies that the majority of respondents (88.2%) either strongly agreed or agreed that good governance enhances customer satisfaction at Kibaha town council. During the interview, one of the officers from the health department management said; “In fact, good governance in public services delivery makes citizens who are customers of services prosperous, and there are no complaints because everyone gets their rights”.

These findings are quite relevant with those highlighted by Felekech & Guohua (2020) that a good governance practice in the provision of service delivery is based on accountability, participation, transparency, responsiveness, effectiveness, efficiency, and following the laws and regulations. The incorporation of good governance practices like accountability, participation, and transparency in public service delivery may result in citizens’ satisfaction.

### 4.3.3 Good Governance Enhances Service Affordability

The respondents were asked whether good governance practices enhance service affordability at Kibaha Town Council. The results were shown in Table 4.14.

**Table 4. 14: Good Governance Enhances Service Affordability**

Measurement	Frequency	Percentage
Strongly agree	40	47
Agree	26	30.5
Disagree	8	9.4
Strongly disagree	6	7
Neutral	5	5.8
Total	85	100

**Source:** Field data (2024)

The findings in Table 4.14 show that 47% of respondents strongly agreed that good governance practices enhance service affordability at Kibaha Town Council, 30.5% agreed, 9.4% disagreed, 7% strongly disagreed, and 5.8% were neutral to the statement. This implies that a substantial majority, approximately 77.5% of respondents, believe that good governance significantly improves service affordability at Kibaha Town Council. This strong agreement suggests that effective governance can contribute to making services more affordable, reflecting positively on the council's efforts to manage and deliver services in a cost-effective manner.

### 4.3.4 Good Governance Enhances Service Competence

The respondents were asked whether good governance practices enhance service competence at Kibaha Town Council. The results were shown in Table 4.15.

**Table 4. 15: Good Governance Enhances Service Competence**

Measurement	Frequency	Percentage
Strongly agree	38	44.7
Agree	22	25.8
Disagree	12	14.1
Strongly disagree	8	9.4
Neutral	5	5.8
Total	85	100

**Source:** Field data (2024)

Findings in Table 4.15 show that 44.7% of respondents strongly agreed that good governance practices enhance service competence at Kibaha Town Council, 25.8% agreed, 14.1% disagreed, 9.4% strongly disagreed, and 5.8% were neutral to the statement. This implies that a majority, approximately 70.5% of respondents, believe that good governance practices contribute to improved service competence at Kibaha Town Council. This strong consensus suggests that effective governance is seen as crucial for enhancing the quality and proficiency of services provided.

#### 4.3.5 Good Governance Enhances Service Reliability

The respondents were asked whether good governance practices enhance service reliability at Kibaha Town Council. The results were shown in Table 4.16.

**Table 4. 16: Good Governance Enhances Service Reliability**

Measurement	Frequency	Percentage
Strongly agree	35	41.1
Agree	28	32.9
Disagree	10	11.7
Strongly disagree	8	9.4
Neutral	4	4.7
Total	85	100

**Source:** Field data (2024)

Findings in Table 4.16 show that 41.1% of respondents strongly agreed that good governance practices enhance service reliability at Kibaha Town Council, 32.9% agreed, 11.7% disagreed, 9.4% strongly disagreed, and 4.7% were neutral to the statement. This implies that a majority, approximately 74% of respondents, believe that good governance significantly improves service reliability at Kibaha Town Council. This strong level of agreement suggests that effective governance practices are perceived as crucial for ensuring dependable and consistent service delivery.

#### **4.3.6 Good Governance Enhances Quality Service Delivery**

The respondents were asked whether good governance practices enhance quality service delivery at Kibaha Town Council. The results were shown in Table 4.17.

**Table 4. 17: Good Governance Enhances Quality Service Delivery**

Measurement	Frequency	Percentage
Strongly agree	44	51.7
Agree	25	29.4
Disagree	8	9.4
Strongly disagree	6	7
Neutral	2	2.3
Total	85	100

**Source:** Field data (2024)

Findings in Table 4.17 show that 51.7% of respondents strongly agreed that good governance practices enhance quality service delivery at Kibaha Town Council, 29.4% agreed, 9.4% disagreed, 7% strongly disagreed, and 2.3% were neutral to the statement. This implies that the majority, about 80.3% of respondents, either strongly

agreed or agreed that good governance enhances quality service delivery at Kibaha Town Council. This is in line with the findings of Oman (2011)'s study that good governance practices through treating employees with the principles of honesty, transparency, and respect empower them to feel happy and be able to deliver better service to their customers (citizens). Similarly, Ali (2017) contended that good governance practices that consider the rule of law, transparency, accountability, fairness, and efficiency help employees of a particular institution provide high-quality services to customers.

#### **4.4 The Challenges Hindering Good Governance Practices in Local Government Authorities**

##### **4.4.1 Good Governance Enhances Quality Service Delivery**

The respondents were asked to identify the obstacles to effective governance practices at Kibaha Town Council. Respondents were allowed to select more than one option from a list of eight challenges that may be impeding good governance practices at Kibaha Town Council's land and health departments, namely corruption, bureaucracy, political interference, lack of rule and law, insufficient budget, nepotism, poor management, and low technology. Respondents were invited to select as many difficulties as they thought appropriate, and the most often reported challenge is considered the most prominent challenge. Table 4.18 summarizes the findings of the analysis.

**Table 4. 18: Challenges Hindering Good Governance Practices at Kibaha Town****Council**

Measurement	Frequency
Bureaucracy	72
Corruption	82
Political interference	38
Absence of rule of law	26
Nepotism	54
Inadequate budget	18
Poor management	66
Low technology	22

**Source:** Field data (2024)

The findings in Table 4.18 indicate that the majority of respondents, about 82, agreed on corruption as the most prominent challenge that hinders good governance practices at Kibaha Town Council; 72 of the respondents said bureaucracy; 66 mentioned poor management; 54 said absence of rule of law; 38 argued political interference; 35 said nepotism; and the last 18 of the respondents mentioned inadequate budget. This implies that corruption and bureaucracy are the key challenges hindering the implementation of good governance practices in land and health departments of Kibaha Town Council. During the interview, one head of department from the land department said; “as it is stated that corruption is the enemy of justice, it is true because people who give bribes are given priority in getting land service in local government authorities. Corruption has become a major disease that hinders the performance and access to social services in various public institutions, especially in the councils where many citizens are affected.”

This implies that in public service delivery, there are still elements of corruption.

These results are similar to those of Magayane (2013): in many public institutions,

many employees do not care about the customers due to the challenge of corruption, where those who pay some bribes as a result of corruption are the ones who are given priority.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This section presents the summary of the findings of the study, the conclusion and the recommendations. The sought to examine the role of good governance practices in improving public delivery of service in local government authorities in Tanzania.

#### **5.2 Summary of findings**

The study specifically sought to investigate the existence of good governance practices in local government authorities, ascertain the contribution of good governance practices to public service delivery within local government authorities, and identify the challenges that good governance practices face in local government authorities. A descriptive survey methodology based on a mixed research approach was used in this study. The study population included all Kibaha Town Council workers from the land and health departments. A sample size of 85 people was selected. A simple random sampling technique was used to select 85 staff from the target population of 550 to get a representative sample, while it was also used to select 15 key informants from the sample population. Primary and secondary data were employed in the investigation. Respondent questionnaires and key informant interviews were used to acquire primary data.

The study findings revealed that the majority of respondents (74%) were either aware of or totally aware of good governance practices within the local government

authorities. The findings also revealed that 61% of respondents were aware of the existence of good governance practices, which enabled us to get the correct information on the issue at hand. In addition, the common good governance practices adhered to at Kibaha Town Council in the study's results were transparency and accountability, which were supported by 72.3% of the respondents; others, about 78.7%, argued on the rule of law; 77.6% said equity; 82.3% participated; 84.6% said responsiveness; 85.8% effectiveness; and 75.2% efficiency. These results are similar to those of Mutahaba (2012), who found that strong good governance practices that raise public awareness of public service delivery should comprise several qualities, including rule of law, accountability, equality, citizen participation, and transparency. Similarly, Mdee & Thorley (2016) argue that good governance practices should have accountability, be effective and efficient, be inclusive and participatory.

On the question of whether good governance contributes to the quality of delivery of public services at Kibaha Town Council, 72.8% of the people surveyed either strongly agree or agree that good governance improves service accessibility, while 88.2% agree that good governance improves citizen satisfaction. These findings are consistent with Arndt & Oman's (2011) study, which found that organizations with good governance practices that treat their employees fairly by considering the principles of honesty, transparency, and respect for employers' privacy make those employees feel empowered and hence deliver quality services to the citizens. In the same vein, Ali (2017) contended that good governance practices enable employees to be more effective and transparent in providing high-quality services to residents.

Also, 77.5% of respondents either strongly agree or agree that good governance enhances service affordability; 77.5% of respondents either strongly agree or agree that good governance enhances service competence; 74% of respondents either strongly agree or agree that good governance enhances service reliability; and 80% of respondents either strongly agree or agree that good governance enhances service responsiveness. This is in line with what was said by Felekech and Guohua (2020) that effective good governance practices in public service delivery should consider affordability, reliability, effectiveness, and efficiency since all these ensure an organization's development by attracting more customers to access the services.

These findings indicate that effective governance has a significant impact on the quality of public service delivery. Although the study found that good governance improves service delivery at Kibaha Town Council, respondents reported serious service delivery issues, including bureaucracy, corruption, poor management, low technology, misuse of funds, nepotism, political interference, incompetence, and a lack of funds in the healthcare and land departments. This implies that the delivery of public services in the land and health departments still faces some challenges that hinder the effective implementation of good governance practices. These findings are similar to those of the World Bank (2004). Several challenges facing good governance practices in public service delivery include corruption, equality, and transparency, especially in developing countries, including Tanzania. Waheduzzaman (2010) argued that this is mostly attributed to the problem of not allowing normal citizens to participate in local government decision-making bodies.

Moreover, Gberevbie et al. (2014) found that corruption is the main disease that hinders the practice of good governance in public service delivery, including land and healthcare services.

### **5.3 Conclusion**

It is possible to conclude that the community is aware of good governance principles and that they improve public service delivery. Despite this understanding of the need of effective governance procedures, good governance may be hampered by a variety of difficulties that result in poor service delivery. People equate effective governance practices with improved service delivery, giving rise to the belief that poor service delivery is the result of weak governance. It was also concluded that effective governance helps to great service delivery. Corruption, bureaucracy, bad administration, and political intervention are the key obstacles to good governance at Kibaha Town Council.

### **5.4 Recommendations**

Based on the findings, numerous recommendations have been made that are thought to greatly improve, if not eliminate, the problem. The report suggests that Kibaha Town Council management ensure that all healthcare and land department workers are aware of the principles of good governance and follow them in their daily actions. According to the report, Kibaha Town Council should prioritize staff and human resource development initiatives, as well as adequate training packages, to improve awareness of good governance practices in the healthcare and land departments.

The report proposes that Kibaha Town Council establish a formal policy to reward personnel that give public service to people, particularly those in healthcare sectors. Kibaha Town Council was expected to implement awareness initiatives to raise awareness of its customer service, according to the report. Customers will be more aware of their rights and obligations as a result, which will assist to reduce corruption. Finally, the report recommended that Kibaha Town Council management reduce bureaucracy in the delivery of healthcare and land services.

#### **5.5 Area for Further Studies**

The current study examined the role of good governance practices in public service delivery in the local government in Kibaha Town Council by focusing on land and healthcare departments. The other studies may be conducted other councils especially in rural settings, and also other studies may other public sectors like education.

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**APPENDICES****APPENDIX 1: QUESTIONNAIRE**

Dear respondents,

My name is Severine S. Msonda, a student pursuing a Master's degree of Arts in Governance and Leadership at the Open University, Tanzania with a registration of PG2017992136. I am conducting research titled "The Role of Good Governance Practices in the Provision of Service Delivery in Local Government": The Case of Kibaha Town, Coast Region Tanzania" I request you to give me your time in responding to this questionnaire. Your information will help to accomplish my study and will be treated as confidential. I assure you that the information you provide will be used only for the aim of this study.

**SECTION A: Background Information of the Respondents**

From the following questions circle the correct answer and fill in blanks where necessary.

The respondent's age

18-25

26-35

36-45

45-55

55 and above

The respondent's sex

Male

Female

Respondent's Occupation at present

Human resource management

Doctor

Principal Town Planner

Data Manager Supply officer

Other (please Specify) .....

The respondent's highest level of education

Certificate

Diploma

Bachelor Degree

Master's Degree

Other (please specify).....

SECTION B: The Existence of Good Governance Practice in the Provision of Service Delivery in Local Government

What is your awareness of good governance practices?

Totally aware	Aware	Partially aware	Not aware

Is there any existence of good governance practice in Kibaha Town Council?

Yes

No

If the answer to question 2 is yes, which of the following existence of good governance practices exist in Kibaha Town Council in the provision of service delivery in local government?

Good governance practice	Yes	No
Transparency		
Accountability		
Participation		
Rule of law		
Responsiveness		
Effectiveness and Efficiency		

What other do you consider the existence of good governance practices exist in Kibaha Town Council in the provision of service delivery in local government?.....  
 .....  
 .....

What are the common existences of good governance practices in the provision of service delivery at Kibaha Town Council in local government?

(You can choose more than one alternatively)

Good governance practice	Yes	No
Transparency		
Accountability		
Participation		

Rule of law		
Responsiveness		
Effectiveness and Efficiency		
Other specify.....		

SECTION C: The Contribution of Good Governance Practice in the Provision of Service Delivery in Local Government

Is there any contribution of good governance practice in the provision of service delivery in local government

Yes

No

If the answer to question 5 is yes, which of the following has contributed to good governance practice in the provision of service delivery in local government? You can tick more than one alternatively)

Contribution of good governance practice	Tick
Transparency	
Accountability	
Participation	
Rule of law	
Responsiveness	
Effectiveness and Efficiency	
Other Specify.....	

SECTION D: The Challenges Facing Good Governance Practice in Provision of Service Delivery in Local Government

Which of the following challenge the implementation of good governance practice in the provision of service delivery in Local government? (You can choose more than one alternatively)

Challenge	Yes	No
Corruption		
Absence of rule of law		
Lack of transparency and accountability		
Inadequate budget		
Bureaucracy		
Other specify.....		

APPENDIX 2: CHECKLIST FOR KEY INFORMANT INTERVIEWS

Dear respondents,

My name is Severine S. Msonda, a student pursuing a Master of Arts in Governance and Leadership at the Open University, Tanzania. I am conducting research titled “The Role of Good Governance Practices in the Provision of Service Delivery in Local Government”: The Case of Kibaha Town, Coast Region Tanzania” I request you to give me your time in responding to this questionnaire. Your information will help to accomplish my study and will be treated as confidential. I assure you that the information you provide will be used only for the aim of this study.

Date of Interview.....

Name of respondents.....

Sex.....

Institution/Organization.....

Ward.....

Position.....

SECTION A: The Existence of Good Governance Practice in the Provision of Service Delivery in Local Government

According to your experience, did you observe the existence of good governance practice in Kibaha Town Council in the provision of service delivery in Local governance?

Which good governance practice exists in Kibaha Town Council?

SECTION B: The Contribution of Good Governance Practice in the Provision of Service Delivery in Local Government

How can we promote good governance practices in the provision of service delivery in Local governance?

Do you think that rule of law, citizen participation, accountability; transparency and responsiveness enhance good governance practice in the provision of service delivery in Local governance?

SECTION C: The Challenges Facing Good Governance Practice in Provision of Service Delivery in Local Government

Are there any challenges facing the implementation of good governance practices in Kibaha Town Council in the Provision of Service delivery in Local government

Which challenges facing the implementation of good governance practice in Kibaha Town Council in the provision of service delivery in Local government?

What is the most challenge facing the implementation of good governance practices in Kibaha Town Council in the Provision of service delivery in Local government?