THE ROLE OF GOVERNANCE PRACTICES ON LOCAL GOVERNMENT AUTHORITIES' SERVICES DELIVERY, EXPERIENCE FROM HEALTH AND EDUCATION SERVICES IN DODOMA REGION, TANZANIA

BY

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A Thesis Submitted in Fulfillment of the Requirements for the Award of Degree of Doctor of Philosophy of Moshi Co-operative University

Moshi, 2022

DECLARATION

AND

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I, **Rose Likangaga** declare that this thesis is my original work and that it has not been presented and will not be presented to any other higher learning institution for a similar or any other academic award.

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CERTIFICATION

The undersigned certifies that he has read and hereby, recommends for acceptance by Moshi Co-operative University a thesis titled "Governance in Local Government Authorities' Services Delivery in Dodoma Region, Tanzania" in fulfilment of the requirements for the award of a degree of Doctor of Philosophy of Moshi Co-operative University.

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DEDICATION

This work is dedicated to my late beloved father, Alquin Steven Likangaga who passed away before the dreams of this work could be realized; to my mother, Eustella Mbonde, my beloved husband, Peter Josephat Kirigiti, daughters Devotha, Dorothy and Daniella, Likangaga family and Kirigiti family for their moral support, love and patience.

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LIST OF ABBREVIATIONS AND ACRONYMS

CDA	Capital Development Authority
D by D	Decentralization by Devolution
FYDP	Five-Year Development Plans
KIs	Key Informants
EAD	Empowerment, Advocacy, and Development
LGAs	Local Government Authorities
LGP	Local Governance Program
LGRP	Local Government Reform Program
NPG	New Public Governance
PPPs	Public-Private Partnerships
PSRP	Public Services Reform Program
RTI	Right to Information
SD	Service Delivery
SDGs	Sustainable Development Goals
SPNO	Social Planning Network of Ontario
TDV	Tanzania Development Vision
VIF	Variance Inflation Factor
SEM	Structural Equation Model
SL	Stereotype Logistic

EXTENDED ABSTRACT

Governance is the mechanisms, processes and institutions through which citizens or groups articulate their interests and exercise their legal rights. It is a mechanism that help citizens to meet their obligations, mediate the differences and promote key services delivery in their jurisdictions particularly LGAs. With undeniable reality on improved services delivery in LGAs, the integrated village and Mtaa (Mtaa) committee members' participation mechanisms accountability and transparency are outdated. Thus, the study was conducted in Local government authorities of Dodoma city, Chamwino and Kongwa District Councils to examine the effects of transparency in LGAs service delivery, determine the effects of accountability on ensuring LGAs service delivery, examine the impact of village and Mtaa (Mtaa) committee members' participation towards influencing LGAs service delivery and determine institutional arrangement factors influencing service delivery in LGAs. Cross sectional research design was adopted, whereby sample size was 399 and a multistage sampling technique was used to get accurate representative sample size. In wards and villages, a simple random sampling was used to select respondents. Questionnaire was a main tool and it was supported with key informant interview guide and desk review for secondary data. Qualitative data were analyzed using content analysis while stereotype logistics regression (SL), ordered logistic regression and structural equation modeling were among quantitative analysis techniques employed. Stereotype logistic regression modal results found that the contribution of transparency is minimal in LGAs services delivery. Using ordered regression, the results show that accountability is statistically significant towards services delivery. Moreover, using SL regression model, results revealed that each aspect was indicated by the observed negative significance of village council and Mtaa member's participation in relation to the LGAs' service delivery, structural equation model (SEM) found that institutional arrangement had a positive relationship effect on LGAs services delivery at 84% whereby, by-laws, acts and policies were 86%, 0.86.4% and 90%, respectively. The major concern for low transparency in LGAs might be inadequate chain of command in the Tanzania LGAs framework. I addition, low level of communication technology is used in most local government authorities in Tanzania and it is associated with limited transparency and low accountability. Furthermore, absence of stakeholders' engagement plan

weakened stakeholders' participation in LGAs services delivery and good compliance with institutional arrangements increased the propensity of LGAs to serve the citizens in an efficient manner. Therefore, regulatory framework should be adjusted to ensure LGAs officials are more transparent in delivering day to day services. Further, there is a need of ICT innovation in LGAs setting for effective transparency and improved services delivery. Additional, engagement plans should be designed to ensure sustainable service delivery in the LGAs, unlike the traditional approaches used mainly in villages and Mtaa assembly.

CHAPTER ONE

1.0 Introduction

1.1 Background to the Study

Governance is among the targets of the Sustainable Development Goals (SDGs) promoted in the international community (Herrera, 2019). This has resulted into many governments adopting it in their economies. The promotion and adoption of governance has been considered due to its importance in managing economic, political, social and administrative authorities at all levels (Knoke, 2019). Nonetheless, Mishra (2020) views governance as the mechanisms, processes and institutions through which citizens or groups articulate their interests and exercise their legal rights. This indicates that governance can help citizens to meet their obligations, mediate the differences and promote key services delivery (Epstein, 2018).

As a global concern, for instance in Kosovo, despite the limited success in LGAs, various resources are injected by international organizations in reforming it towards improving services delivery (McAuliffe, 2019). Also, in Latin America, despite the constraints posed by lack of good governance among service providers, authorities have granted all local governments the same legal mandate for dealing, providing and delivering services (Parkhurst, 2017). This had led to ineffective services delivery (Osawe, 2017). Nonetheless, in exercising governance, Local government autonomy in the United Kingdom, New Zealand and Australia is much more limited as it is on a long-standing tradition of ultra-vires whereby, municipal competences are restricted to those which are explicitly attributed to them by central government (Brown, 2017). However, authorities in all of these countries in quest for improving service delivery have recently decided to introduce a power of general competence for local governments while focusing on transparency, accountability and participation (Brown, 2017). In relation to that, Nguyen and Moore (2020) point those institutional arrangements play a pivotal role through policies, laws, structures and reforms in ensuring better channels to service delivery in the local government authorities.

Public services delivery like education and health in local governments in East African countries is riddled with transparency, participation, accountability, bureaucracy, corruption, selfishness and favoritism which tends to benefit the privileged few at the expense of the impoverished many thereby undermining the quality of service (Ali, 2017). One of the issues that cut across local governments' initiatives in the region is the inherent lack of essential capacities to engage the population at various governance levels (Challe *et el.,* 2018). Additionally, weak local decentralization structures and systems amplify the inability of local government authorities to deliver services in a more effective and efficient manner.

According to Osawe (2017), service delivery in Tanzania is pointed out as one of the key areas in exercising good governance as a response to SDGs and a strategy for realization of Tanzania Development Vision (TDV) 2025 and National Five-Years Development Plans (FYDP). The agenda is to improve citizens' livelihood by developing various interventions which includes all social relations in all aspects of the society in improving education, laws and culture while abiding to good governance practices and delivering services in an efficient and effective manner (Charles *at el.,* 2017). However, in LGAs' services delivery of services is faced by a series of management challenges ranging from revenue collection, politics, budget constraints, control of human resources and meetings as required by the laws (Maghiar *at el.,* 2017). On top of that, legal structures and overlapping in the institution arrangements have hindered citizens from living up their expectations, affecting governance and service delivery at local government authorities (Ali, 2017).

every region in Tanzania through regional secretariet has the same mandated roles to oversee the LGAs' operations by providing technical advisory support through structured units where services are processed,channelled and delivered within its jurisdiction. However, has the role of capital development which was previous performed by the defunct Capital Development Authority (CDA). Dodoma played the crucial role for the LGRP where the secretariat and the team was based in Dodoma in which governance aspects were emphasized.

In view of the above, it is very important to understand that governance through its pillars is thought to affect and influence service delivery in LGAs. Nonetheless, institutional arrangement is very crucial for the LGAs' services delivery to be effectively reached. However, the question of best mechanisms that need to be in place to ensure such continuity was vague. In paving the way towards clarity, this study therefore examined the influence of LGAs governance mechanism on social service delivery in Tanzania using selected LGAs.

1.2 Statement of the Problem

Proper governance mechanisms play an important role to spearhead and ensure services delivery to citizens in an effective and efficient manner in LGAs. However, the situation is contrary among LGAs in Tanzania. Among others, such contrariety is aggravated by inadequate mechanisms for transparency, accountability and participation. Nonetheless, institutional arrangements add to it by not accommodating the room for interactions among key players and/or authorities in governance as far as service delivery is concerned. This resulted into misappropriation of funds, poor coordination in LGAs activities, inadequate accountability and transparency (CAG report 2022) and eventually, causing in delay of delivering or poor delivery of essential services to communities.

Based on the above-mentioned shortcomings, the delivery of crucial services to public such as clean water, sanitation, housing, education, health, electricity and road is affected negatively. In responding to the situation, the government of Tanzania has made some efforts such as National Strategy for Good Governance, Local Government Reforms Program (Phase I and II) and Public Services Reform Program (PSRP) among others. The aim is to promote good governance and improve service delivery (Marris, 2018). Lack of the aforementioned government efforts in ensuring effective service delivery have negative impact on service delivery at LGAs level. It is undoubtedly that proper and good services can be offered in appropriate unrestricted governance practices.

Despite such efforts remained unclear when it comes to effective utilization of governance principles on service delivery. It has been reported that many African countries, including Tanzania, have been consistently ranked poor on governance

indicators such as corruption, inadequate rule of law, low accountability, transparency and poor public involvement in running the public affairs (REPOA, 2014; Akinocho and Lekorwe, 2016; Musila, 2019; Hopper, 2017; Koku, 2015 (Arthur, 2017). Furthermore, perception of citizens on performance of local governments and representatives has also declined (Hirst, 2013). This reveal that, governance practices and service delivery in LGAs in Tanzania are complicated has adverse effects on service delivery. Consequently, it needs harmonized commitments of strategic stakeholders and strong governance framework that can ensure effective service delivery to its citizens. Furthermore, previous related studies have revealed inconsistent opinions with regard to the governance and its influence on service delivery. While Ali (2017), Adiele (2017) and Helao (2015) revealed that governance contributes to quality service delivery. On the other hand, Julia (2019) and Cárcaba *et al.,* (2017)) found no impact of governance on service delivery. However, studies do not put clear mechanisms for which governance can influence service delivery in LGAs, Tanzania in particular. This called for a study that required generating empirical information and informing interventions about the mechanisms to improve service delivery in LGAs as far as the governance is concerned. In light of that, this study intended to examine the role of governance on service delivery in the LGAs in Tanzania.

1.3 Research Objectives

1.3.1 General Objective

The main objective of this study was to analyse the role of governance in services delivery in Tanzania.

1.3.2 Specific Objectives

Specifically, the study intended to:

Examine the influence of transparency in LGAs services delivery on selected LGAs of Dodoma Region,

Determine the effects of accountability on LGAs services delivery in selected LGAs of Dodoma Region,

Examine the influence participation of village/Mtaa in LGAs services delivery in selected LGAs of Dodoma Region and

Determine the influence institutional arrangements factors on services delivery in selected LGAs of Dodoma Region.

1.3.3 Research Hypotheses

This study was guided by the following hypotheses:

H_1: There is a significant relationship between transparency and service delivery in selected LGAs of Dodoma Region.

H_{O2} Accountability does not affect services delivery in selected LGAs of Dodoma Region.

H_{O3}: Participation of village/Mtaa does not influence services delivery in selected LGAs of Dodoma Region

H_{O4}: Institutional arrangement factors do not contribute to service delivery in selected LGAs of Dodoma Region.

1.4 Significance of the Study

Governance mechanism is very pertinent in ensuring effective service delivery at local government authorities in Tanzania. However, governance parameters have not been fully exploited to the extent that it gives full potential in ensuring effective services delivery in Tanzania. It is anticipated that the study will provide information that can be used to improve service delivery by examining the role of governance in Tanzania's LGAs service delivery to the government of Tanzania to inform policy formulators or policy-makers as it is in line with the Sustainable Development Goals (SDGs) and the Tanzania Development Vision (TDV) 2025 which is focusing on high quality service delivery for improving livelihood among household.

Also, the study will inform the government about institutional challenges and how institutional framework through policies (education and health policy), laws, structures and reforms can be designed for better channels to services delivery. Furthermore, since governance stresses on transparency, accountability and participation, then this study is anticipated to provide great improvement in the governance mechanisms which will enhance services delivery at the LGAs in Tanzania. Consequently, this improves the living standard of the citizens. It is also anticipated that the study will assist academicians and scholars to add to the existing theoretical and empirical knowledge on how governance through transparency,

accountability, participation and institutional arrangement influence services delivery in LGAs in Tanzania and elsewhere in the world and hence making this study of a fundamental importance.

1.5 Definitions of the Key Concepts

1.5.1 Governance

Governance refers to the formal and informal mechanisms that define how public decisions are made and how public actions are carried out from the viewpoint of preserving a country's constitutional values (Ali, 2017). Also defined by Shemella (2021) as a government's ability to make and enforce rules, and to deliver services, regardless of whether that government is democratic or not. Governance has been defined to refer to structures and processes that are designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment, and broad-based participation. Governance also represents the norms, values and rules of the game through which public affairs are managed in a manner that is transparent, participatory, inclusive and responsive. Governance therefore can be subtle and may not be easily observable. In a broad sense, governance is about the culture and institutional environment in which citizens and stakeholders interact among themselves and participate in public affairs.

It is more than the organs of the government as stated by Airey (2022) that international agencies such as UNDP, the World Bank, the OECD Development Assistance Committee (DAC) and others define governance as the exercise of authority or power in order to manage a country's economic, political and administrative affairs. The 2009 Global Monitoring Report sees governance as 'power relationships, formal and informal processes of formulating policies and allocating resources, processes of decision-making and 'mechanisms for holding governments accountable. When applied to organization, it refers to what corporations do to their employees and members. It combines established administrative arrangements with features of the market. Governance arrangements are often hybrid practices, combining administrative systems with market mechanisms and non-profit organizations (Johanson and Vakkuri, 2020). In the context of this study, it is defined as a web of organs that play a critical role in the

creation and execution of public policy and the delivery of public services.

1.5.2 Good Governance

The United Nations (2007) defines good governance as the exercise of authority through political and institutional processes that are transparent and accountable and encourage public participation. Ali (2017) further elaborates that good governance makes institutions to be democratic by making them create avenues for the public to participate in policy making via formal or informal consultations. It also establishes mechanisms for inclusion of multiple social groups in decision-making processes, especially on a local level. Also, he added that good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable group the in society are heard in decision-making. It is also responsive to the present and future needs of society. Musaali *et al.* (2019) defined governance as the manner in which the vested authority uses its powers to achieve the institution's objectives, including its powers to design, implement and innovate the organization's policies, rules, systems and processes and to engage and involve its stakeholders. Good governance implies that the exercise of the vested authority is accountable, transparent, predictable, participative and dynamic (Sikiru, 2021).

Good governance occurs when the process of governance is within the framework of law, when there is a separation of power and ethical codes of conduct, when it responds to the basic needs and wishes of the people, when it is conducted within the institutions that are of the people, operated by the people and for the people's benefit, when it is based on sound, efficient organizational and operational principles and when it is transparent, accountable and predictable (Rohr, 2017). In the purpose of this study, good governance means true, dedicated and efficient management that seeks a predictable, economic and political environment necessary for economic growth and effective functioning of public services.

1.5.3 Local government

Local government refers collectively to administrative authorities over areas that are smaller than a state. The term is used to contrast with offices at nation-state level, which are referred to as the central government, national government, or (where appropriate) federal government (Whitford, 2020). The term local self-government has been traditionally used in the United Kingdom and Germany. Thus, the Basic Law (the constitution of Germany) says, "Municipalities must be guaranteed the right to regulate all local affairs on their own responsibility, within the limits prescribed by the laws." On the other hand, the amended constitution of the French Fifth Republic says, "In the conditions provided for by statute, these local communities shall be self-governing through elected councils and shall have power to make regulations for matters coming within their jurisdiction.

Local government only acts within powers delegated to it by legislation or directives of the higher level of government. Local Government Authorities exist for the purpose of consolidating and giving more power to the people to competently participate in the planning and implementation of development program within their respective areas and generally throughout the country. Thus, modern local government has a twofold aspects, it is a mixture of both deconcentration and decentralization of central convenience and an acknowledgment that not all authority ought to be exerted by the centre. The mixture is revealed by the extent to which some of the powers exercised by local government units are exercised compulsorily and under fairly strict control by central authority with financial assistance while others are not. This mixture produces high complexity of modern local government. Further, local government is a departmentalization of the state's work, based on the territorial distribution of services, as contrasted with (1) division into departments at the centre or (2) decentralization of functions to public corporations. In local government, territorial distribution of power is the essence.

Local Government (District) Authorities Act of 1982 creates districts based on local government authorities in Tanzania. The Act provides, *inter alia*, the establishment, composition, functions and legislative powers of the district, township councils and village authorities (Manning, 2019). In this study, local government refers to a system of local administration under local communities that are organized to

maintain law and order, provide some limited range of social amenities and encourage co-operation and participation of inhabitants towards improvement of their living conditions.

1.5.4 Services Delivery

Service delivery refers to the actual release of a service and products to the customer or clients (Nyamupanda, 2019). It is therefore, concerned with the where, when and how a service or product is delivered to the customer and whether this is fair or unfair in nature. The service concept defines the "how" and the "what" of service design, and helps mediate between customer needs and an organization's strategic intent (Kim *et al.,* 2018). Bushe (2019) defined service delivery as the delivery of a service from a business to a customer. The service a business provides is something that the customer is unable to perform themselves, so there are a lot of elements to good service delivery. It encompasses all aspects of providing a service to a customer, including the initial interaction, onboarding, setup, conclusion of the service and follow-up provisions Service delivery is one of the most important aspects of running a business. It provides the opportunity to impress customers and show them what the business can do and the value it offers.

The quality of service delivered depends on clear processes that work smoothly and are under continuous review. It is important that all systems work perfectly together and processes flow and this starts right at the beginning with the first contact from the customer. Service management deals with the details and processes of delivering a service including continuous improvement, daily tasks, the possibility of offering new services and growing the company. Service delivery focuses more on the quality of the service, ensuring the customer gets what they signed up for and what they need. Service delivery entails making sure customers are happy, the website is to lead the customer smoothly through the sales funnel or flywheel. Customers want seamless and frictionless service without working for it. Getting the systems and processes right is the basis for good service delivery. This can create an excellent relationship with the customer and lead to good reviews and word-of-mouth marketing. In this article, we look at what service delivery is and why does it matter and examples of different service providers. In this case, it refers to an on-going process whereby, accessible and affordable services are substantially and impartially

provided by local government authorities to the public or citizens.

1.6 Model and Theoretical Literature Review

This study was guided by one (1) main model and five (5) theories. The first one was the Mercy Corps Good Governance Framework Model (1979), complimented by the 'creative chaos' theory (1990), The Public Value Theory, Social Network Theory and Institutional Theory by John Meyer and Brian Rowan. These were relevant in this study because they are designed to enable public sectors, civil society, private sectors and members of the public, especially third world countries to circumvent their political, social, economic and environmental predicament in a way that is advantageous to public or citizens and building capacity of local authority, civil society and communities to overcome service delivery challenges.

1.6.1 The mercy corps good governance framework mode (1979)

The Mercy Model purports that "nonviolent, protected and impartial societies arise once public, private and civil society sectors manage to interact with accountability, inclusive participation and mechanisms for nonviolent transformation (Rahman, 2017). The model further portrays that capacity building of the governance sectors (public, private, civil society) to interact with each other. In view of this model, LGAs is the main actor to good governance. However, it needs continuous support from private sector and civil society. LGA is made up of structures and systems intentionally created "for service delivery and ensuring security, voice and institutions of all people in a country.

To effectively work this model depends on first, state machinery, this is so because it needs an authentic government which value citizens, ensure citizen involvement and respect for human rights. Secondly, appropriate institutional framework and capability, as well as governance structures and practices, Also the Mercy Model is enclosed with key governance characteristics, of which a responsible government cannot do without: these are democracy and rule of law; inclusive and accountable decision-making; equitable civic participation; effective public service delivery and government responsibility. These are crucial in efficiently and effectively delivery of public services. While this model was ideal for this study and emphasize on adherence to the principles of good governance, it ignores the crucial aspect of

innovation thus creative chaos theory is introduced.

1.6.2 Creative chaos' theory (1990)

Creative chaos theory is a modification of Joseph Schumpeter's theory of innovation which provides a contemporary understanding of the way the public service works to fulfil the constitutional requirements regarding service delivery (Edematie, 2019). It implies that both political and administrative officials as well as other stakeholders bear equal duties in terms of accountability to society. To this end, public officials are expected to be creative and innovative in their approaches if they are to deliver tangible services to society. Furthermore, Persdotter (2019) concedes that Adam Smith's concept of the 'invisible hand' is a cornerstone towards shaping governance practices and promoting service delivery particularly at sub-national levels.

This view implies that a society which is guided by self-interest is more prosperous because in order to satisfy their desires, individuals will be propelled to create new activities and opportunities that can be profitable to others. In fact, these governance approaches, complemented with innovative and proactive leadership and can help public service to live up to the expectations and aspirations of the people. In this respect, it creates a sense of transparency and responsiveness, participation and accountability.

1.6.3 The public value theory

The Public Value Theory (PVT) was developed basing on the work of Mark Moore and being derived from the Shareholder value in business management, presents a way for public officials to ensure the running of government activities such as delivery of public services that create public value. Public value as an idea to guide the diagnoses, judgments and actions of government officials (whether in elected, appointed or career positions), the model further reveals the five key issues seem to arise in public accountability towards public value which includes the means of measuring and evaluating performance of government agencies, recognizing the creation of public value when it occurs, the means of government innovation towards services delivery, to help public understand and act on its own interest. Likewise, LGAs require establishing goals to be achieved, proper use of fund, prompt services delivery as well as learning from the mistakes as the best accountability measures

which might be used to evaluate the public officials' answerability towards services delivery which is sufficient indicating high public value.

For effective (PVT) there is a need public officials and organization to offer services in an accountable manner to its customers, The outcomes of these services should be positive and valuable for the whole public and eventually result into trust of the public. PVT bases on the belief that government institutions or public services organizations must be able to offer services by considering proper use of fund; learning from mistakes; treasury rules; goals to be achieved and financial scrutiny (Hartley *et al.*, 2015; Sami *et al*., 2016).

1.6.4 Social network theory

Dunn (1983) defines networks as "clusters of relationships that span unlimited ranges of space and time." He also pointed out that networks emerge to seek "common aims". A network is a collection of cooperative ties between an organisation and others in its internal environment (Dunn, 1983). Local government organisations' ties with their stakeholders are likely to be considered network-type partnerships (Rowley, 1997) to the extent that these relationships suggest coalitions with people, groups, or other organisations seeking common aims and enjoying compatible advantages. According to Valeri and Baggio (2021), "network analysis provides a technique of investigating how the pattern of relationships in a stakeholder environment affects organisational behavior. Similarly, LGAs needed to include other stakeholders' perspectives, seek physical resources from stakeholders, listen to and consider the interests of both genders and marginalised groups and use forums to analyse all stakeholders' problems and interests for effective performance.

For effective organisational behavior (LGA service delivery), village and Mtaa council members must use forums to gather the opinions of all groups in the society, including women and other marginalised groups, as well as entice development partners to give their input in the service delivery process. As a result, this study employed social network theory to stimulate low local government services delivery, which is considered council members as internal LGAs stakeholders to influence health and education services delivery.

1.6.5 Institutional theory by John Meyer and Brian Bowan

Institutional theory gives a way to understand how organizations might navigate the rules and norms of the system in order to appear legitimate and survive. When organizations try to make their actions consistent with the expectations of the institutional environment, Institutional theory as applied to politics posits two distinct forms of institutions' influence over policy and political action. Institutional factors (Acts, Policy and Bylaws) can be constraining, superimposing conditions of possibility for mobilization, access and influence services delivery, Mwendah (2020). Institutions limit some forms of action and facilitate others (Zahariadis, 2019).

Institutional theory is applied in this study for readers to understand the LGA's institutional frameworks, including policies, acts and by-laws and their influences on the LGA's general performance. Also, the institutional theory used to address the development process of the local institutional framework within which LGAs' services are processed and channeled through administrative units. Hereafter, by-law and policy development are related to the performance of LGAs. Hence, service delivery outcomes to the public This theory has been widely used to predict institutional arrangements in central government and local government policy implementation (Nurdin, 2018) as well as in public-private partnerships (PPPs) in the new public governance (NPG) paradigm, where an institutional maturity perspective is an important factor to consider (Casady *et al.,* 2020).

In this study all three theories will be applied because they do complement each other, none of five theories can fully account for the complexity of governance and its effects on performance on LGAs service delivery. Thus, the integration of these five theories should help to overcome the identified complexities and inconsistencies.

1.7 Empirical Literature Review

A study by Helao and Naidoo (2016) on evaluation of good governance and service delivery at sub-national levels in Namibia employed a mixed-methods approach, a sample size of 98 citizens while Microsoft Excel and content analysis were used to analyse data. The study revealed that good governance practices enhance provision of basic services delivery to citizens. A study by Ali (2017) on the role of good governance practices in enhancing service delivery in public institutions in Tanzania's public sector employed qualitative research design, a sample size of 75 respondents found that good governance practices contribute to quality service delivery.

A study by Ahmed and Simba (2019) on the influence of public participation, accountability as well as transparency on service delivery in Somalia employed a cross sectional survey, a sample of 120 respondents and chi-square test for data analysis. The study findings indicate that there is relationship between participation, accountability, transparency and rule of law and service delivery.

A study by Kimutai and Aluvi (2018) on good governance and service delivery employed 112 respondents and a regression and found that public participation has been largely entrenched in key government roles in Kisumu County in Kenya. A study by Vigo (2019) on impact of good governance in East African countries employed 104 respondents and a regression model to determine the relationship between dependent and independent variables The findings revealed that LGAs in East African countries implemented several strategies and innovations, have developed partnership with the private sector and enhanced public participation in the health service delivery process, but failed to ensure better health service delivery to the public.

A study by Riley and Kulathunga (2017) on Morocco's Local Governance Program (LGP) and Nigeria's Leadership, Empowerment, Advocacy and Development (LEAD) project used 89 respondents and a regression model to determine the relationship between dependent and independent variables. The study informs that LEAD built citizen capacity to participate in state and local government systems for planning, budgeting and monitoring.

The empirical studies (Riley and Kulathunga, 2017; Vigo, 2019; Kimutai and Aluvi 2018 and Ahmed and Koech, 2019) are moderately uncertain whether governance influences service delivery. Furthermore, most of the above studies used qualitative descriptive statistics which are weak in causal-effect analysis and were based on a single case and sample size of less than 150 respondents. Thus, generalization of the findings becomes deficient. That situation demands for a broad study with the intention of establishing empirical information and inform stakeholders on the role of good governance on enhancing service delivery. Unlike previous studies, this study is an important step to fill these gaps, the study covered a big area, use a bigger sample size and use more advanced analytical models so as to add knowledge on existed debate on the role of governance in service delivery in LGA in Tanzania.

1.8 Conceptual Framework

Service delivery is driven by transparency, accountability, stakeholder's participation, as well as institutional arrangement factors. These are collectively captured under goal Mercy Corps Good Governance Framework and creative chaos theory. From the empirical studies, most of the scholars described the relationship between good governance and service delivery. These studies have not examined the integration of either of the above dimensions as well as theories in service delivery in LGAs in Tanzania. Thus, this study combines these variables in order to determine how they influence service delivery.

In this study, service delivery (dependent) variable is affected by transparency, accountability, village and Mtaa members' participation, as well as institutional arrangement factors (independent variables). For example, public participation is often viewed as the ownership of the development process, bottom-up planning process, grassroots planning, public involvement, participatory planning, democratic planning, and collaborative planning (Ahamed, 2019). When citizens are engaged in project activities, they feel a sense of ownership and nurtured thus services will be improved.

The study is also assuming that institutional factors may influence service delivery for example Acts/Laws, by-laws, structures, reforms and policies may not specify enough who is responsible for management of LGA' services. Furthermore, leaders' openness and sharing public affairs implementation and outputs being shared through

citizens-based media creating willingness for stakeholders to share resources for effective services delivery. This information is summarized in Figure 1.

Figure 1. 1 : Conceptual framework

Independent Variables   Intermediaries Variables   Dependent Variables
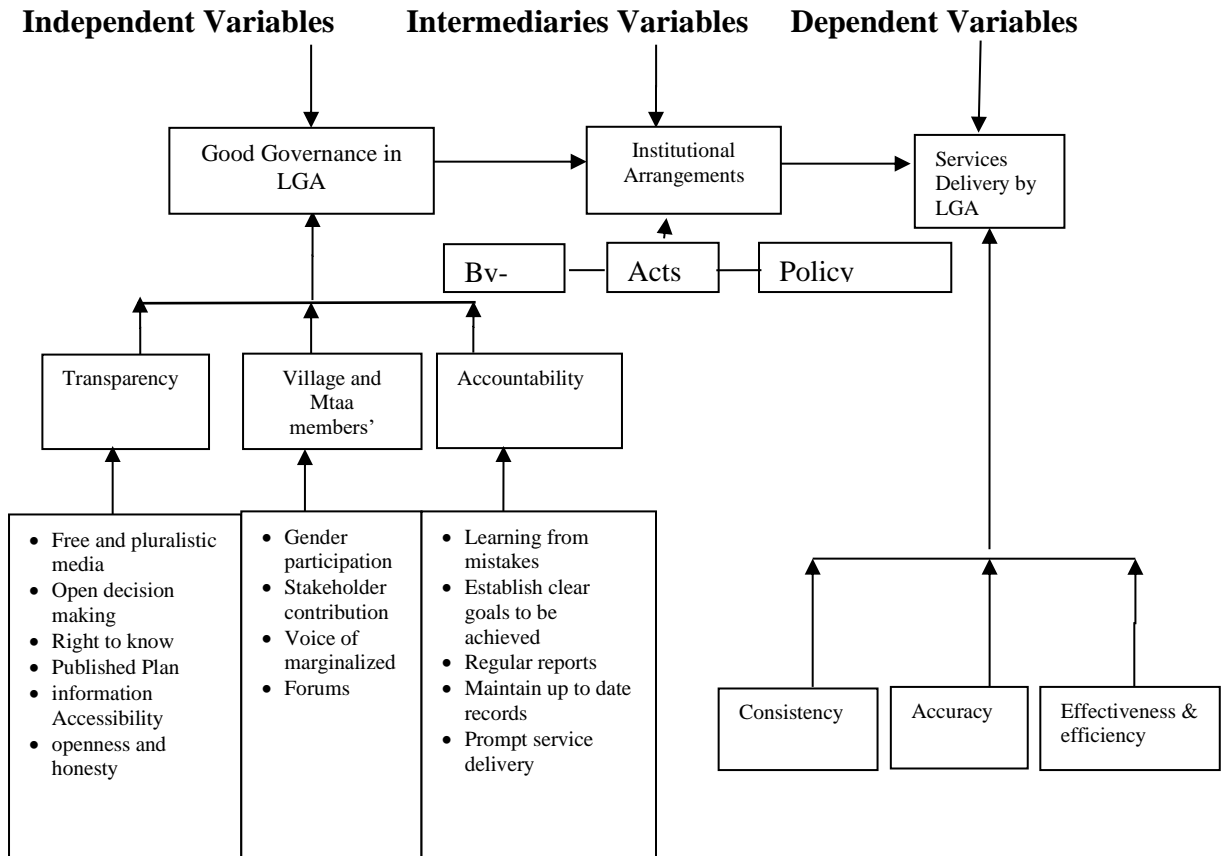
Source: Developed from literature and theoretical review

Fig.1.1: Conceptual framework on the governance on local government authorities

The common philosophical assumptions are positivism, constructivism and pragmatism (Kaushiki and Naisli, 2019). The philosophical stance of this study was pragmatism because the study used both qualitative and quantitative approaches (Gromen, 2020). The study opted for mixed methods to draw the strengths and minimize weaknesses of each single approach, allowed both collection of data and generalization of research finding and increased the validity of the study by covering contextual conditions (Nelson, 2015).

1.9 Methodology

1.9.1 Research Design

This study adopted a cross-sectional research design. This design was adopted because it allows data collection at a single point in time. Also, the design allowed determination of relationships of many variables at a time. This allowed data on governance and service delivery to be collected and examined. On the other hand, the design allowed determination of relationship between variables of governance, that is, transparency, accountability, participation, institutional arrangements factors and service delivery variables, which was effectiveness, efficiency, consistence, and accuracy. Nonetheless, the design accommodates the use of both qualitative and quantitative approaches (Coleman *et al.,* 2017).

1.9.2 Description of the Study Area

The study was conducted in Dodoma region involving Council City of Dodoma (CCD), Kongwa District Council (KDC) and Chamwino District Council (CDC). The region was selected because of the existence of parent coordination ministry, President Office Regional Administration and Local Government (PO-RALG) since 1995. The ministry is responsible for overseeing LGAs operations in the aspects of governance on services delivery among others. Also, the region was selected because it is one among the fast-growing areas in the country allowing a number of migrants who need efficient and effective services delivery.

1.9.3 Sampling Frame and Sample Size

The study involved a total sample of 399 obtained by using Yamane (1967) formula from the population of 6182 village councils and Mtaa committee members. Simple random sampling was used to select units to participate in the study. The study was conducted in Dodoma Region which was purposely chosen based on the existence of President Office Regional Administration and Local Government (PO-RALG) within Dodoma since 1995, the ministry is responsible for overseeing and coordinating LGAs operations. Therefore, with experience of the region being closer with the parent ministry, it was in a good position to provide reliable data in order to establish the role of governance on LGAs services delivery. The study could not cover the whole region, three councils, namely Dodoma City, Kongwa and Chamwino District

councils were purposely selected

$$n = \frac{N}{1 + Ne^2}$$ …………………………………………………….………………….(1)

Where:

N = Total village and committee members

n = Estimated individual sample size

e = standard error. In this study a standard error of 0.05(5%) was used to obtain a manageable sample size of respondents

The level of confidence is 95%

$$n = \frac{6182}{1 + 6182\,(0.05)^2}$$

n= 375

In order to adjust for non-response error, 30 sample size was added to make a total targeted sample size to stand as 405.

In order to ensure representativeness of the sample from the population, a four mult-stage sampling technique adopted. The population was divided into three strata according to councils to reduce sampling error, that is, Dodoma City, Chamwino District and Kongwa District councils. In the first stage, three wards were selected from each council and in the second stage three Mtaa from Dodoma City council and three villages from Chamwino and Kongwa councils were selected. Simple random sampling technique was used to select wards and Mtaa/villages. In the third stage, committee members were selected using simple random sampling method.

1.9.4 Data Collection Methods and Tools

The study used primary and secondary data. Primary data were collected through a questionnaire and interviews. In particular questionnaires were used to collected data from 399 Mtaa committee and village council members.

1.9.5 Primary Data

Both qualitative and quantitative data were collected. The quantitative data were gathered through questionnaire survey technique while qualitative data was gathered using interview guide. Both data were utilized coherently such that outputs from the analysis complement each other in order to draw meaningful conclusion.

1.9.6 Secondary Data

This were collected through documentary review such as minutes of previous assembly committee meetings, Education Policy and Health Policy and national policy on service delivery as well as health Acts It was necessary to use a combination of data sources in order to triangulate information to provide clear and meaningful findings

1.9.7 Structured Questionnaire

Structured questionnaire was used to collect data from 399 village and Mtaa council committee members. This type of questionnaire helped to collect accurate data as questions are fixed and have same order to all respondents. The questionnaire was divided into six sections. The first gathered information on the demographic profile such as age, gender, educational background, marital status, annual income and household size.

1.9.8 Interview

Interview guide was used to collect data from five (5) key informants from each council such as council human resources officer, medical officer, legal officer, primary and secondary education officers who were interviewed to back the information collected through questionnaire in the selected LGAs in Dodoma region. The key informants that were selected were ones with knowledge and experience in practicing governance approach in delivering social services in their jurisdiction area. The method was used because was useful in obtaining detailed information, perceptions and opinions and also allow more questions to be asked.

1.9.9 Data Analysis

1.9.9.1 Qualitative analysis

Qualitative data from the key informant interviews were analyzed using thematic analysis method. First interviews were transcribed into word document. Then from these transcriptions' key themes, concepts or phrases related to good governance and services delivery were identified. This was done in order to organize the information into common themes that emerged in response to specific items. These themes were organized into coherent categories which summarized key results. Qualitative

information then was integrated with the quantitative information to provide a meaningful and comprehensive study conclusion.

1.9.9.2 Quantitative analysis

1.9.9.2.1 Development of indices

First was the thematic analysis technique to explore and to gain an insight into deeper understanding of the attributes of governance. This is required if there are no reliable quantitative measures of the construct available (Othman, 2014). The second stage involved scale development and validation in order to measure constructs that cannot be measured direct. Five-point likert scale was used as a main scaling technique, 1= strongly disagree, 2 = disagree, 3 = undecided, 4 = agree and 5 = strongly agree for variables transparency, accountability, participation and institutional arrangements. This has followed by principal component analysis so as to summarize and quantify all qualitative information in this study.

1.9.9.2.2 Analytical Models

For examining the contribution of transparency to LGAs service delivery, stereotype logistic regression analytical model was employed. The model was preferred over partial proportional odds (PPO) model, the generalized ordinal logit model or multinomial logistic regression model because it is an extension of both the PPO model and multinomial logistic regression model. Moreover, stereotype logistic regression uses ordinal response variable for estimation instead of nominal outcome variable.

For the purpose of assessing the effects of accountability on service delivery the study used ordered regression in data analysis. Service delivery was the dependent variable and was treated as dichotomous 1= if good service and 0 = if otherwise. ordered regression analysis was specifically used to determine the effects of regular reports, learning from mistakes, establishing clear goals to be achieved, maintain up to date records, follow treasury rules and regulations, proper use of funds and prompt service on service delivery, misconduct, investigation of wrong doing and financial scrutiny.

For examining the influence of village and Mtaa members on stakeholders' participation to LGAs service delivery, stereotype logistic regression analytical model was employed. The model preferred over partial proportional odds (PPO) model, the generalized ordinal logit model or multinomial logistic regression model because it is an extension of both the PPO model, multinomial logistic regression model. Moreover, stereotype logistic regression uses ordinal response variable for estimation instead of nominal outcome variable. For the purpose of determining institutional arrangement factors affecting governing and service delivery in LGAs; Covariance Based structural equation modelling was used to analyse structural relationship between measured variables and latent constructs used in the current study.

1.10 Reliability and Validity

Reliability and validity are essential concepts in the contemporary research because they are used to increase correctness of assessment and evaluation in a research work (Mahojan, 2017). Reliability refers to the extent to which the same answers can be obtained using the same instruments more than one time (Babbie, 2010). There are three types of reliability: stability, equivalence and internal consistency (Cohen *et al.*, 2018). The study pre-tested (pilot survey) the data collection tools to ensure stability and lucidity of items. Data collected were subjected to a reliability test and Cronbach's Alpha coefficient test was done. Whereby, Cronbach's alpha on all of the Likert-type scale questions revealed a good internal consistency with alpha coefficient of 0.8807 which is above the threshold of 0.7 (see Cohen *et al*., 2018) as shown in Table 1.

Validity actually means measuring what is intended to be measured (Field, 2018). Validity explains how well the collected data cover the actual area of investigation (Ghauri and Gronhaug, 2005). In this study, content and construct validity were guaranteed where preliminary study involved 39 respondents to measure validity, suggestions and recommendations from pre-testing were incorporated in the final questionnaire before final data collection.

1.11 Ethical considerations in social sciences research

Ethics refer to a set of moral principles of conduct used to govern the decision-making behavior and procedure of undertaking an activity (Grigoropoulos, 2019). It is the general rule on how to behave. Ethical consideration is the heart of social and behavioural science researches. It provides the basis of deciding and judging if a certain act is correct or wrong in the given context. In this study, several aspects of ethics were considered at different phases of undertaking.

1.12 Ethical issues during fieldwork

Before fieldwork, an ethical clearance letter was obtained from Moshi Co-operative University. This was used to introduce the researcher to the Regional Administrative Secretaries (RAS) in Dodoma Region. The Regional authorities provided the legal permits for data collection in Dodoma City, Kongwa and Chamwino Districts, where research permits were provided as directions to the local leaders. Before fieldwork, enumerators were trained for two days, one of the aspects covered was basic ethical issues in data collection, obtaining the participants voluntarily, use of descent language and observing the dress code. During the actual fieldwork, the objectives of the study were well explained, then the consent statement was disclosed. It informed that participation is free, no compensation of time, a participant is free to drop from the study anytime she or he wanted. Confidentiality and anonymity were ensured. There were no data manufacturing because the questionnaire was inspected the same day, where defaults occurred the responsible participant was referred for corrections. The key informants declined from being recorded through the voice recorder during the interview, thus, information was recorded in the form of text in the notebook as part of ethical consideration.

1.13 Ethical issues during data analysis and interpretation

The collected data were entered into the computer software and then carefully analysed. Ballyram & Nienaber (2019) explained that inappropriate data analysis does not necessarily amount to misconduct and ethical violation, except for intentional misinterpretation and the omission of some data. Thus, in this study there was no data omission, except computer as ICT gadget did not feature in the analysis because it lacked analytical fits, the omission did not affect the results anyhow. The

technique and tools used in data analysis are disclosed and appropriate procedures of interpretation were assured. Analysis and interpretation were done according to rigorous literature guidance. There were no fabrication and falsification of data, no exaggeration in reporting the results and neither the author did influence the results.

1.14 Report writing and conflict of interest

During report writing, the researcher made substantial efforts to ensure that the scientific procedures of writing are in place as per prescribed guidelines. The key findings were all reported, according to the objectives of the study, no results were excluded except where it deemed so and were not with the intention of redirecting the results, hiding or influencing the results. Neither, the researcher had no conflicts of interest, thus for any results, no direct or indirect benefits are accrued.

1.15 Organization of the thesis

The thesis is in the format of publishable manuscripts which form an independent chapter. The thesis is organized in six chapters, where chapter one is about an introduction. It carries an overview on the background of the problem. Equally, it covers the statement of the problem, objectives of the study and justification of the study, conceptual framework and the general methodology. Chapter two presents the first manuscript, titled, transparency in Local Government Authorities' Service Delivery. The manuscript delved into identifying openness and honest of local government officials, determine the extent of free and pluralistic media, examine the citizen information accessibility and assess the influence of open decision-making in LGAs services delivery. Chapter three is based on the second manuscript which is about accountability in Local Government Service Delivery. The manuscript examined the regular reports, learning from mistakes, establish clear goals to be achieved, maintain up to date records, follow treasury rules and regulations, proper use of funds, and prompt service delivery, misconduct, investigation of wrong doing and financial scrutiny towards services delivery in LGAs. This is followed by chapter four which presents the third manuscript based on Village Council and Mtaa committee members' participation in Local Government Authorities Service Delivery. The fourth manuscript is about the influence of institutional arrangements factors for LGAs service delivery, it is presented in chapter five. Lastly, chapter six is about a summary of the major findings, conclusions and recommendations.

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CHAPTER TWO
TRANSPARENCY IN LOCAL GOVERNMENT AUTHORITIES' SERVICE DELIVERY IN DODOMA, TANZANIA

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Abstract	Article info
Effective Local Government Authorities (LGAs) service delivery requires sound implementation of good governance principles, specifically transparency; however little is known about the influence of transparency on service delivery. Therefore, this paper aims at examining the contribution of transparency to LGA service delivery, specifically the paper identifies the openness and honesty of local government officials, determines the extent of free and pluralistic media, examines the citizen information accessibility and assesses the influence of open decision-making in LGAs services delivery. The cross-sectional research design was employed, the study involved 399 respondents from the village including15 key informants. Secondary data were obtained from the village and Mtaa meetings log books, council financial reports as well as previous assembly meeting minutes. Quantitative data were analysed through factor analysis and stereotype logistic regression mode while qualitative data were analysed through content analysis. Unfortunately, the contribution of transparency to LGAs services delivery is minimal. The results revealed that there was a negative association between transparency and service delivery. However, this cannot deny the ordinal information which revealed that a minor relationship exists between the variables. The major concern for low transparency in LGAs might be the inadequate chain of command in the Tanzania LGAs framework. Additionally, low-level technology is used in most local government authorities in Tanzania. Thus, it is recommended that the Regulatory framework should be adjusted to ensure LGAs officials are more transparent. Further, these should go together with ICT innovation in LGAs setting towards effective transparency in LGAs for the improved service delivery	

1.0 Introduction

Worldwide, service delivery systems face multiple challenges, making key beneficiaries and stakeholders in local government authorities receive insufficient services from the public officers despite the initiatives taken to improve the situation (Minani 2021). Information asymmetry is reported to be one of the stumbling blocks in ensuring the transparency principle is implemented effectively. Recognizing this, the term transparency has pervasively become a global agenda in governmental and non-governmental organizations as well as in large and small organizations (Kessy, 2020). Transparency is the state of seeing-through; it also refers to the availability and exposure of evidence. It can be manifested through openness, honesty, free and pluralistic media, the right to know, open decision making, published plans and information accessibility. Thus, transparency is crucial to local governance because it helps citizens hold local governments accountable for their performance.

A local Government is a sub-national, semi-autonomous regime carrying its roles in a stated area within a nation. It implies the regime that is nearby to the public and consequently is accountable for addressing the partisan and physical needs of the people in an exact local area (Kumburu and Pande, 2018). Such areas might be a country, a town, or a conurbation in a city or a metropolitan contingent to size. There are various services offered by local governments, for instance, in Kosovo, various resources are injected by international organizations into reforming local governance towards improving service delivery (De Brún, O'Donovanand McAuliffe, 2019). Also, in Latin America, authorities have granted all local governments the same legal mandate for dealing, providing and delivering services (Parkhurst, 2017). Nonetheless, in exercising governance, local governments' independence in the United Kingdom, New Zealand and Australia is greatly controlled, whereby municipal abilities are limited to those that are openly endorsed to them by the central government (Brown, 2017). Nevertheless, authorities in all three of these countries, seeking to improve service delivery, decided to announce a power of general capability for local governments while focusing on citizens' satisfaction with the service delivery (Keuffer, 2018).

In several low- and middle-income countries, failures in delivering quality public service are demonstrated by high rates of absenteeism among staff in the public service such as health and education. These failures have pushed the agenda for better governance. Local services in Tanzania began when local administrations were first established by local African chiefs, and they became more pronounced during British colonial control, with the implementation of the native authority ordinance Cap.72 in 1926(Mtasigazya, 2019). At the beginning of the 20th Century, local governments were responsible for several important functions but faced many problems such as lack of adequate finance and management autonomy. Local government staffs were mainly primary school leavers who could not deliver services effectively due to poor training and equipment (Fute, 2019). In the 1970s, Tanzania opted for a "deconcentration" rather than a "devolution" type of decentralisation. In 1972, local governments were abolished and replaced by district and regional directorates. In effect, the central government started to directly manage the local development process (Kamugisha, 2021). Local and central government responsibilities were merged. This resulted in a strong central organization for coordinating and supervising rural development. Unfortunately, the power given to the people was hijacked by the bureaucrats who tended to make decisions for their people (Hailu et al., 2018). This situation forced the government to point out service delivery as one of the key areas in exercising good governance as a response to SDGs and a strategy for the realization of the Tanzania Development Vision (TDV) 2025 and National Five-Year Development Plan (FYDP III 2021 -2026) (Osawe, 2017). The Government of Tanzania developed various interventions including National Strategy for Good Governance, Local Government Reforms programmes (Phase I and II) and Public Services Reform Programme (PSRP) and decentralization programmes such as decentralization by devolution (popularly referred toas D by D). D-by-D means shifting power, authority, and resources from the central administration to LGAs, among others. D by D was intended to improve education, laws and culture while abiding by good governance practices and delivering services efficiently and effectively (Llorens, C. 2019).

However, despite the reforms in local governments in Tanzania which aimed at improving the performance of the LGAs, there are frequent concerns regarding

issues of information accessibility, limited LGAs plan publications and open financial decision-making of public officials and institutions tasked to oversee the functions of LGAs (Hussein, 2017). In general, citizens are unsatisfied with service delivery in local governments, but the root causes of that reality are still empirically not known while scholars have contradictory pinions on transparency as a key component of service delivery toward achieving Sustainable Development Goals (SDGs) as promoted in by the international community as Wright et al. (2018) argue, transparency of LGAs increases effectiveness in service delivery. Their advanced argument is that citizens' participation in service delivery fosters effective management of public funds and brings effective win-win situations among the service providers in local government authorities. Contrary to this, Dharma (2015) and Ernst et al. (2019) argue that transparency is associated with bureaucracy in delivering prompt services to citizens and decreases satisfaction among the service user she nce it cannot be successful in developing countries; it needs highly advanced technology for smooth working. Those conflicting views are mainly attributed to the inherent difficulty in measuring transparency and deciding which of its dimensions are more critical than others in influencing service delivery. Furthermore, the above studies employed descriptive analysis on single LGAs and employed sample sizes ranging from 40 to 160 which were not sufficient to make robust inferences about the populations from which the samples were drawn. The study on which this paper is based is intended to fill the knowledge gap by examining the contribution of transparency in LGAs service delivery in selected LGAs in Dodoma Region, Tanzania. Doing so would help LGAs officials to develop effective strategies that promote effective service delivery. These outcomes are important to inform strategies to achieve Tanzania Development Vision (TDV) 2025, Goal No. 3.1 in respect of attaining a high quality of life for all Tanzanians as well as healthy lives and promoting well-being for all at all ages and attain inclusive and equitable quality education and promote lifelong learning opportunities for all as stated in Sustainable Development Goals No. 3 and 4 respectively.

2.0 Literature Review
2.1 Theories Guiding the Study

This paper is guided by Mercy Corps Good Governance Framework Model (1979) and the creative chaos' theory (1990). These two were relevant for this paper because they were designed to enable all government actors to address issuesof service delivery.

The Mercy Corps Good Governance Framework Model (1979)

The Mercy Model purports that "nonviolent, protected and impartial societies arise once LGAs actors manage to work together in a nonviolent transformation. The model further advocates for capacitating all these actors. In this regard, LGA through its administrative structures plays a great role in ensuring citizens' demands are met with the support from other LGAs actors.

To effectively work, this model depends first, on state machinery because it needs an authentic government which values citizens, and ensures citizens' involvement and respect for human rights. Secondly, the model depends on the appropriate institutional framework and capability. As final governance structures and practices, the Mercy Model is enshrined with principles of governance which are mandatory to be observed by a government. These are crucial for the efficient and effective delivery of public services. While this model was ideal for this paper and emphasizes adherence to the principles of good governance, it ignored the crucial aspect of innovation. Therefore, the creative chaos theory was used to complement the model.

Creative Chaos' Theory (1990)

The Creative Chaos Theory is a modification of Joseph Schumpeter's theory of innovation and gives knowledge on how the government should adhere to its legal mandate in delivering services (Edematie, 2019). LGAs through their elected, technocrats and actors have the mandatory role of ensuring citizens 'needs are met. Therefore, LGAs staffs are anticipated to be inventive and modern when delivering services in their sectors. Additionally, Persdotter (2019) admits that the idea of creativity is the basis of ensuring transparency is a key aspect in fostering service provision at all LGAs levels. Together with this, leadership plays an important role in meeting the hopes of the citizens.

2.2 Empirical Studies and Hypothesis Development

Open Decision Making

Local Government Authorities (LGAs) are required to be explicit and open in their operations in response to citizens' aspirations. LGAs have to deliver services such as health and education through citizens' participation at all levels for policymakers to design an effective services delivery system (Robinson 2018).

Globally, Alibegović and Slijepčević (2018) revealed that many elected leaders in Europe have a positive attitude toward participatory decision-making in local governments in America. England is an admirable example of regulation and implementation of participatory decision-making processes and other participatory tools at the local level. Despite the good experience of most European countries, the experiences of South-Eastern European countries show inadequate cooperation among elected, citizens and local administration to establish a legal framework to ensure participation in the policy-making process (Michael, 2021)

In Tanzania, the legal framework stipulates the creation of representative organs through which elected representatives decide for their people. LGAs are compelled to engage people in all preparations and implementations of plans in their respective areas (Fute 2019). Local Governments are mandated to use a participatory approach to the planning and budget process (Jesse and Bengesi, 2018). This practice is the basis for preparing the LGAs' three-year development plans as stipulated in Act No. 6 of 1999, thus enabling citizens' participation in decision-making. Hence, the study alternatively hypothesized,

H₁: There is a significant relationship between open decision-making and service delivery in Tanzania LGAs.

Openness and honesty

The central government should support LGAs to set operative tactics for disseminating information to the public in their areas (Guo andWei, 2019, 5). In that regard, LGAs in Latin America have developed mechanisms to assist Councillors to make sure they convene scheduled meetings with their electorate to provide a routine and effective reply as well as gather opinions from the people (Mwanyoka *et al.,*

2021). A study by Andrews *et al.* (2020) discovered that just fewer than 10 per cent of EU citizens could access information on public services in 2007, even though almost 60per cent of all public services were available online at the time, including all major public services. The study concluded that 'achieving the expectations and the goals of the early visions has been more difficult than expected and that 'citizens have little information on the availability of information. Public services available through significant investment and usage rates are still low.

In Tanzania, openness is made on the endorsed movement of information. LGAs are required to provide information to the citizens and all stakeholders especially revenue and expenditures report as a way of enhancing frankness (Abdulai, 2022). Villages are compelled to show financial reports on notice boards as public information (Mfinanga, 2018). LGAs meetings are regularly advertised, including place, dates, place and a list of agenda of village meetings and encouraging public participation. Previous related studies mainly focused on assessing the influence of LGAs officials' openness on health and education services delivery. Thus, from the above observations, it was hypothesised,

H$_2$: There is a significant association between openness and honesty towards service delivery in Tanzania LGAs.

Free and pluralistic media

For effective service delivery in LGAs, the government has to emphasise citizens' values of liberty and diversity. The government should designate, in the work programme and funding of the citizens, fundamental rights agency and monitor the roles of national-level freedom and pluralism of the media (Llorens, 2019). The agency would then issue regular reports about any risks to the freedom and pluralism of the media in any part of the public health and education services in the country (Rossini, 2018). The administrative bodies could then discuss the contents of these reports and adopt resolutions or make suggestions for measures to be taken. Bedard and Tolmie (2018) explored the importance of having media accessibility in Europe. Their study established that central governments, in collaboration with civil organizations, had to enact regulations on all citizens' access and right to expression on the available media. In addition, Hoyert and Miniño (2020) highlighted that a new

format as to how people relate to information should also be changed. Increasing filtering mechanisms make it more likely for people to only get news on subjects they are interested in. Thus, from the above argument, it was alternatively hypothesised,

H₃: There is a significant association between free and pluralistic media and LGAs services delivery in Tanzania.

Information Accessibility

Collective decision-making for effective services planning and implementation requires availability and free access to information, which should be recognised as a vital right as per the constitution in several representative countries and substantial for running public affairs (Eman and Meško 2020). and a key aspect of engaging citizens, analysis and answerability (Ekholm andHolmlid, 2020). Nwoke (2019) conducted a study on citizens' participation in government practices and found that access to information contributes to public officials being accountable for their actions in Nigeria.

Tanzania passed the Access to Information Act No 6 of 2016. The act provides access to information by defining the scope of information which the public has the right to access towards the promotion of transparency and accountability of information holders. Therefore, in this paper, it was expected that information accessibility positively contributes to LGAs' health and education services delivery; hence it was hypothesized,

H₄: There is a significant relationship between information accessibility and LGAs service delivery in Tanzania.

Published Plans

Many donor and development organizations worldwide need a government-published plan for sufficiency working as the partner towards local development mainly education and public health, with a limited plan in local government authorities due to its semi-authority status. Civil organizations need to observe the transparency of developing countries to share resource partnerships with a range of donors and play a leading role in the donor community to increase the impact on

socio-welfare development. Tanzania's government like other developing countries are preparing and publishing her long-run and short-term development plans. For instance, in 2016/17 – 2020/21 towards attaining Tanzania Vision 2025 goals, LGAs in Tanzania were preparing plans to align with the central government's five-year development plans and published them for meeting development stakeholders to participate in development activities. Therefore, from this paper, it was expected that published plans contribute negatively to LGAs service delivery; hence it was alternatively hypothesized,

H5: *There is significant relationship between published plan and LGAs services delivery in Tanzania.*

Right to know

As a matter of international law, the State is one single entity, regardless of its unitary or federal nature and internal administrative division with citizens which requires information to judge government practices on their agreed welfare provision (Wang, 2019). Many countries in the world enacted acts towards citizens being informed about government practices (Davidson, 2020). In America, the public only gained a broader legal right to access government information with the citizens' right to Know Act, which was first enacted in 1966 (Fink, 2018). According to civil society organizations, most African governments have established well-defined legal provisions for exceptions, and sufficient requirements for public education, and have done little or almost nothing toward implementation (Maluleka 2021). For many journalists and anti-corruption campaigners as the country begins the implementation of the Right to information law, there are concerns that some provisions in the law could be used as a backdoor exception to grant the state broad discretion to decide when information is deemed to be confidential. In Tanzania, every person has a right to seek, receive and/or disseminate information regardless of national boundaries under Article 18 of the Constitution of the United Republic of Tanzania of 1977 where citizens get informed about having huge room to request services delivery, particularly LGAs which are close to the citizens in areas of jurisdiction Mgovano (2019). Therefore, from this paper, it was expected that the right to know contributes positively to LGAs services delivery; hence it was alternatively hypothesized,

H6: *There is a significant relationship between the right to know and LGAs service*

delivery in Tanzania.

Therefore, from the empirical studies, Davidson, 2020;Mwanyoka*et al.* 2021;Fute 2019 have described the relationship between transparency and service delivery, but have not examined the integration of how Free and pluralistic, Open decision making, Right to know, Published Plan, Information Accessibility,Openness and honesty, dimensions affect service delivery in LGAs in Tanzania. Thus, this paper combines these variables to determine how they influence service delivery. The service delivery (dependent) variable is affected by transparency (independent variable). For example, transparency is often viewed as the ownership of the development process, bottom-up planning process, grassroots planning, public involvement, participatory planning, democratic planning, and collaborative planning (Ahamed, 2019). When citizens are openly engaged in project activities, they feel a sense of ownership and are nurtured thus services will be improved. Following the above descriptions, Figure 1 summarises the conceptual framework to capture the causal-effect relationships

Figure 2.1 : Conceptual Framework
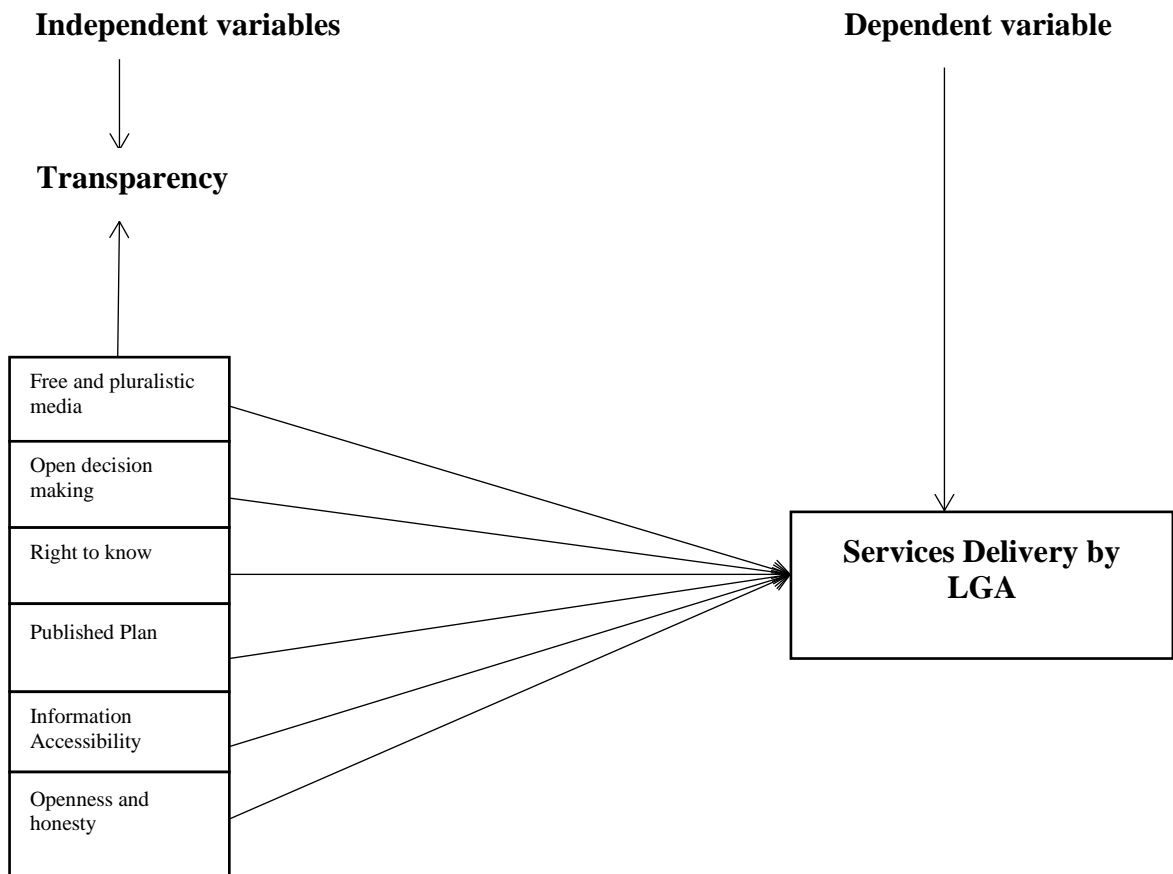
3.0 Methodology

3.1   Research Design

The study employed a cross-section survey design. The design is adopted since it allows data collection at a single point in time (Pule et al. 2017). Therefore, the design allowed for the determination of causal-effect relationships between independent variables (free and pluralistic media, citizen information accessibility, and influence of open decision-making) and the dependent variable. Also, the design allowed easy data collection and analysis on transparency and service delivery.

3.2   Population and Sample

The study population comprised members of village councils and Mtaa committees from Dodoma city, Kongwa and Chamwino District Councils found in Dodoma Region. The selection of Dodoma region was based on the existence of the parent coordination ministry in the President's Office Regional Administration and Local Government (PO-RALG) since 1995 in Dodoma, which is responsible for overseeing LGA operations. Therefore, with this experience, Dodoma was in a good position to provide reliable data to assess the role of transparency in LGAs' service delivery.

The total number of village councils and Mtaa committee members in the study areas were 6182. Using Yamane (1967) with a margin error of 5per cent, a sample size of 375 was targeted. To adjust for non-response error, 30 sample size was added to make a total targeted sample size stand at 405.

3.3   Sampling Procedure

A multistage sampling technique was used to select members of village councils and Mtaa committees. In the first stage, three councils out of eight LGAs in Dodoma region were selected purposively based on economic status, rural and urban setup and age of the establishment. The selected councils were Dodoma City Council, Chamwino District Council and Kongwa District Council. Dodoma City Council was selected because it performs a unique role which is not performed by any other LGAs in Tanzania as it assumes the role of the defunct Capital Development Authority (CDA). Chamwino was selected because it is the newest council in the region, which was established in 2007. Kongwa District Council was selected because it is more rural than the other two councils.

In the second stage, wards were selected from each council. Three wards were selected by using a simple random sampling technique. The selected wards were Makole, Chang'ombe and Mnadani (Dodoma City Council), Sejeli, Mtanana and Pandambili (Kongwa District Council), Manchali, Mvumi Mission and Haneti (Chamwino District Council). Stage three involved the selection of villages/Mtaa. From each ward, three villages from the district council's sand Mtaa from the city council were selected. In the ultimate stage, committee members were selected using a simple random sampling. A list of members for each village and Mtaa was obtained from village and Mtaa executive officers.

3.4   Data collection methods

The study on which this paper is based used primary and secondary data. Primary data were collected through a questionnaire which was collected from399 Mtaa committee and village council members. In addition to the questionnaire, an interview guide was used to collect data from key informants. Secondary data were collected through a documentary review of the village and Mtaa meetings log books, council financial reports as well as minutes of previous assembly meetings. It was necessary to use a combination of data sources in order to complement each other and to obtain sufficient and insightful information for the study.

4.0   Data Processing and Analysis

Pre-testing of the questionnaire was done to measure validity. The suggestions and recommendations from pre-testing were incorporated into the final questionnaire before final data collection. Data collected were subjected to a reliability test and Cronbach's Alpha coefficient test whose internal consistency score was 0.8807 which is higher than 0.70 and hence was considered acceptable and a good indication of construct reliability (Kadariya, 2012).

Qualitative data from key informant interviews were analysed using the Content Analysis (CA) method. First, interviews were transcribed into a word document. Then, from these transcriptions, key themes, concepts and phrases related to performance appraisal and organizational performance were identified. This was done to organise the information into common themes that emerged in response to specific items. The themes were organised into coherent categories which summarised key results. Qualitative information was then integrated with the findings from quantitative information to provide derive meaningful conclusions.

Quantitative data analysis included the development of indices, whereby in the first stage, the thematic analysis technique was used to explore and gain an insight into deeper attributes of governance. This is required where there are no reliable quantitative measures of the construct (Smith and Smith, 2018). The second stage involved scaling development and validation to measure constructs that were difficult to be measured directly. A five-point index summated scale was used with statements to each of which the respondents were required to respond strongly disagree (1 point), disagree (2 points), undecided (3 points), agree (4 points) or strongly agree (5 points) for the variable openness and honest, free and pluralistic media, information accessibility, open decision-making, published plan and the right to know. This was followed by factor analysis to summarize and quantify all qualitative information in this study.

For examining the contribution of transparency to LGAs service delivery, the stereotype logistic regression analytical model was employed. The model is preferred over the partial proportional odds (PPO) model, the generalized ordinal logit model or the multinomial logistic regression model because it is an extension of both the PPO model and multinomial logistic regression model. Moreover, stereotype logistic regression uses an ordinal response variable for estimation instead of a nominal outcome variable.

The dependent variable (service delivery) was categorical. Z test statistics were used to establish the relationship between openness and honesty, free and pluralistic media, information accessibility, open decision making, published plan and the right to know versus services delivery in LGAs. The Stereotype Logistic Regression equation of the following form was estimated.

$$logit[\pi(j,J)] = ln\left(\frac{\pi(Y=j|x_1,x_2,...,x_p)}{\pi(Y=J|x_1,x_2,...,x_p)}\right) = \alpha_j - \phi_j(\beta_1 X_1 + \beta_2 X_2 + \cdots + \beta_p X_P).......(2)$$

Where: $j = 1,2,3,...,J-1, J$ stands for the reference category, Y = ordinary response variable from j to J, α_j = intercepts, $\beta_1, \beta_2, ..., \beta_p$ are logit coefficients, $and\ \phi_j=$ constraints to ensure the outcome variable is ordinal if $1 = \phi_1 > \phi_2 > \phi_3 > \cdots \phi_{J-1} > \phi_J = 0$.

Explanatory Variables, Measurement and the Hypotheses included in Analysis

Table 2.1: Variables, Measurement and the Hypotheses

Variables	Definition of the variable	Unit of measurement	Hypothesis
γ =Service delivery	The extent to which citizens are satisfied with service delivery	1=NotSatisfied;2=Moderate;3=Satisfied	
x =Transparency in terms of			
Openness and honesty	The situation of being moral, truthful to yourself and with others	1=SD; 2=D;3=U; 4=A; and 5=SA;	+
Free and pluralistic media	The situation of citizens' access to a variety of information sources and voices, allowing them to form opinions without undue influence of one dominant opinion-forming power	1=SD; 2=D;3=U; 4=A; and 5=SA;	+
Information Accessibility	The right of citizens to seek, receive and impart information and ideas concerning their life spheres	1=SD; 2=D;3=U; 4=A; and 5=SA;	-
Open decision making	An approach to arriving at actionable agreements through participatory practices	1=SD; 2=D;3=U; 4=A; and 5=SA;	+
Published plan	Making LGAs scheme of arrangement available to the public through books, magazines and newspapers	1=SD; 2=D;3=U; 4=A; and 5=SA;	+
Right to know	Ability of people to access a wide range of information in order to participate in real and effective ways in the matters that affect them	1=SD; 2=D;3=U; 4=A; and 5=SA;	_

SD= Strongly Disagree; D= Disagree; A= Agree; SA= Strongly Agree

4.0 Assessment of the Measurement Model Fitness

4.1   Factor Analysis

The study had 30 items; and factor analysis was used to identify which items formed coherent subsets that were relatively independent of one another. Factor analysis was used to produce small sets of variables which were uncorrelated from the remaining variables. Exploratory factor analysis was adopted to establish the number of dimensions available in a set of variables. Kaiser-Meyer-Olkin (KMO) value which measures the magnitude ofthe observed correlation coefficients to the magnitude of the partial correlation coefficients was 0.8969, which was high, indicating good sampling adequacy for running factor analysis. Moreover, Bartlet Test for Sphericity which tests the null hypothesis that the correlation matrix is identical was performed. The results rejected the null hypothesis (p-value < 0.05) and therefore shows that the data are suitable for factor analysis.

4.1.1   Iterated Principal Factors

Out of the 30 items, the results show that there was a possibility of a maximum of six factors as their eigen values (variances of the factors) were greater than 1. The first factor (Factor 1) accounted for most variance (9.190), the second factor (Factor 2) accounted for 5.262 while the third factor (Factor 6) accounted for 1.031. Six factors were retained as per Kaiser Criterion. The six factors accounted for 67.5per cent of the total variance.

4.1.2   Rotated factor loadings (pattern matrix) and unique variances

Rotated factor loadings (pattern matrix) and unique variances show how each variable was relevant among the other factors. For instance, variable q6_1 was mostly defined in factor 2, q14_2, and q14_1 in factor 5 while q14_3 was in factor 1. The factors had been named as follows: Factor 1 = Open decision-making, Factor 2 = Free and pluralistic media, Factor 3 = Openness and honesty, Factor 4 = Information accessibility, Factor 5 =Published plan and Factor 6 = Right to know

4.1.3   Correlation matrix of the ProMax (3) rotated common factors

The factors had minimal relationship among themselves as shown in Table 2. From the correlation matrix table, it can be seen that the variables were related, but $r < 0.8$ which indicates that they were free from multicollinearity. The existing correlation among the factors suggests that the model was fine.

Table 2.2: Correlation matrix of the Promax (3) rotated common factors

Factors	Openness	Media	Accessibility	Decision	Plan	Right
Factor 1	1					
Factor 2	.3797	1				
Factor 3	.5019	.4943	1			
Factor 4	-.2448	.03644	-.1588	1		
Factor 5	.1414	.4536	.1805	.2665	1	
Factor 6	-.1512	.1541	-.002057	.3882	.3966	1

4.2   Ordered Logistic Regression

4.2.1   Brant test of parallel regression assumption

Before running the ordered logistic regression analysis, the proportional odds or parallel regression assumption was tested using the Brant test. The findings showed a significant test statistic ($x_{0.05,6} = 49.22$, $p = 0.000$) (See Table 5) which indicates that the assumption was violated. This implies that the relationship between each pair of outcome groups was the same. In this respect, Stereotype Logistic Regression Model was adopted. Stereotype Logistic is a recommended model because it relaxes the ordered logistic model assumptions but retains the ordinal information (Liu, 2014). Despite the assumption violation, the results of the ordered logistic regression are presented in Table 3.

Table 2.3: Brant test of parallel regression assumption

	chi2	p>chi2	Df
All	49.22	0.000	6
Openness	0.00	0.985	1
Media	0.02	0.892	1
Accessibility	2.53	0.112	1
Decision	28.77	0.000	1
Plan	9.57	0.002	1
Right	0.23	0.629	**1**

The overall ordered logistics model was significant ($x_{0.05,6} = 233.98$, $p = 0.000$) which indicates that the model as a whole is statistically significant relative to a null model of no predictors. In other words, the combined effects of all variables in the

model were different from zero. Village council and Mtaa committee members were less satisfied with service delivery provided by councils in terms of decision making [OR = 0.899], openness [OR = 0.419], media [OR = 0.647], accessibly [OR = 0.661], plan [OR = 0.330], and right to know [OR = 0.781].

Table 2.4: Estimated Ordered Logistic Regression Model

Ordered logistic regression			**Number of obs =**		**399**	
			LR chi2(6)	**=**	**233.98**	
			Prob > chi2	**=**	**0.0000**	
Log likelihood = -249.91662			Pseudo R2	=	0.3189	
q60 |	Odds Ratio	Std. Err.	Z	P>|z|	[95% Conf. Interval]	
openness	0.4195908	0.0664755	-5.48	0	0.307589	0.5723758
media |	0.6470361	0.0990246	-2.84	0.004	0.4793556	0.8733721
accessibility |	0.6612076	0.1056257	-2.59	0.01	0.4834608	0.9043039
decision |	0.8994671	0.1237226	-0.77	0.441	0.6869129	1.177793
plan |	0.3299409	0.0503371	-7.27	0	0.2446659	0.4449375
right |	0.7811063	0.1137758	-1.7	0.09	0.5871164	1.039192
/cut1 |	-1.415996	0.1582647			-1.726189	-1.105803
/cut2 |	3.355924	0.254409			2.857291	3.854556

5.0 Findings and Discussion

5.1 Stereotype Logistic Regression

The stereotype Logistic Regression model was employed to appraise the contribution of transparency to LGA service delivery. Specifically, the paper was set to identify the contribution of openness and honest, free and pluralistic media, information accessibility open decision-making, published plan and right to knowin LGAs service delivery. The overall stereotype logistics model was significant ($x_{0.05,6} = 109.25$, $p = 0.000$). This implies that the combined effect of the six variables used was able to explain service delivery in terms of transparency. All the variables were negatively related to service delivery.

Table 2 5: Stereotype Logistic Regression

			Number of obs	=	399	
			Wald chi2(6)	=	109.25	
Log likelihood = -251.54926			Prob > chi2	=	0.0000	
(1) [phi1_1]_cons = 1						
q60		Coef.	Std. Err.	Z	P>|z|	[95% Conf. Interval]	
openness		-1.610824	0.3045396	-5.29	0.000	-2.20771	-1.01394
media		-0.8108991	0.2899888	-2.8	0.005	-1.37927	-0.24253
accessibility		-0.7505091	0.3028332	-2.48	0.013	-1.34405	-0.15697
decision		-0.182387	0.2729294	-0.67	0.504	-0.71732	0.352545
plan		-2.078382	0.3088277	-6.73	0.000	-2.68367	-1.47309
right		-0.5336205	0.2846779	-1.87	0.061	-1.09158	0.024338
/phi1_1	1	(constrained)				
/phi1_2		0.4983854	0.049249	10.12	0	0.40186	0.594911
/phi1_3		0	(base outcome)				
theta1		1.818615	0.399935	4.55	0	1.034757	2.602472
/theta2	3.147352	0.369705	8.51	0	2.422743	3.871961
/theta3		0	(base outcome)				

(q60=Satisfied is the base outcome)

5.1.1 The influence of Openness and honesty on Service Delivery

Openness in LGAs was observed to be vital towards transparency. This study used stereotype logistic regression to see if LGAs in Tanzania are adhering to this transparency indicator in their services delivery mechanism. Table 5 presented the stereotype logistic regression results.

From Table 5, the estimated logit coefficient ($\beta = -1.610824, z = -5.29, p = 0.000$) indicates that openness had a statistically significant negative relationship with transparency, which implies thatservices delivery was inadequate in LGAs under this study. These findings are contrary tothe findings in a study by Mercy Corps Good Governance Framework Mode (1979) which rationalises that "nonviolent, protected and impartial societies arise once LGAs actors work together with transparency which requires openness among them. Also, the findings are in contrast tothe findings in a study by Bernhard et al. (2018) who measured members' satisfaction using established indices covering three dimensions: satisfaction with living in the municipality, satisfaction with the performance of government activities (delivered services) and satisfaction with openness and honesty among public

officers and their influence in European countries. The results show that there is a relationship between the degree of digitalization in a municipality and the perceived satisfaction among members. The degree of digitalization is related to all three dimensions of members' satisfaction. Additionally, the results indicate that the strength of this relationship was in parity with or even stronger than the relationship between citizen satisfaction and other crucial factors such as education level and sources of income. Also, a study by Poledrini *et al.* (2018) revealed that privacy, ethics, and autonomy are present; and democracy, a societal building block in the Nordics, is especially prominent in the policies. For policy development, policy leaders must understand that without citizen involvement in the implementation or lacking citizen education, run a risk of alienating those to whom these services are meant to utilize and improve access. Hence the findings reject the alternative hypothesis that there is a significant association between openness and honesty towards service delivery in Tanzania LGAs.

It was also observed that low technology growth in LGAs still hinders effective openness among LGAs officers unlike in developed countries where digitalization fosters openness and honesty among public officials in LGAs.

5.1.2The influence of Free and Pluralistic Media on Service Delivery

The availability of free and reliable pluralistic media is a paramount aspect of enhancing transparency in LGAs' service delivery. These are also used as a mechanism for holding LGAs officials accountable in providing feedback as well as collecting views and comments from the people regarding services provision. For this study, the questions on free and pluralistic media are intended to determine whether LGAs in Tanzania are responding to this indicator. The results on free and pluralistic media are presented in Table 5.

From Table 5, the estimated logit coefficient ($\beta = -0.8108991, z = -2.8, p = 0.005$) indicates that media had a negative significant relationship with transparency towards service delivery. The results concur with the findings in a study by Jacobs (2020) who advocated that the absence of transparency instruments in LGAs such as media and weak public information access in local governance which enable local citizens to hold local institutions accountable for their performance led to low trust in

government, maximized corruption and weakened local service delivery in Zimbabwe. A study by Gberevbieet al.(2017) in Nigeria suggested that, among other things, central governments should adopt more practical approaches to promote free mass media which hamper corruption and unethical behaviour and promote proper management of resources, and devotion of more funds. On the other hand, the findings conflicted with the findings in a study by Mercy Corps Good Governance Framework Model (1979) which indicates that there should be backing up of LGAs actors in its administrative structures when delivering services at all levels. This model statement is supported by the findings in a study by Chigwenya and Ndiweni (2021) indicating that leaders must understand that without citizens and other stakeholders' involvement in the implementation or lacking citizen awareness can weaken outcome sustainability since the project might be at risk by alienating those for whom these services are meant to utilize and improve access towards their well-defined livelihood. One of the key informants added that

"…*in our jurisdiction, we don't have any free media for reporting council undertakings due to confidentiality ties/requirements, since media especially radios and televisions have imposed strict procedures in getting permission for publishing officials' practices over services delivery…*''(01March 2021).

Thus, the finding rejects the alternative hypothesis that there is a significant relationship between free and pluralistic media and service delivery in Tanzania LGAs. Therefore, it can be concluded that citizens have little room to provide and air their views on LGAs' service delivery.

5.1.3 The influence of Information Accessibility on Service Delivery

Access to information is recognised as a fundamental right protected by national constitutions in many democratic countries, and an ethical value and priority for Public Administration toward service delivery. The citizens' access to information is recognised as the best tool for public officials' transparency in developed countries (Joshi and Islam 2018). Also, this study assessed whether the LGAs in Tanzania are complying with public access to information towards service delivery. The results are presented in Table 5.

From Table 5, the estimated logit coefficient ($\beta = -0.7505091, z = -2.48,\ p = 0.013$) indicates that information accessibility had a negative significant relationship with council transparency for motivating sufficient service delivery in LGAs.

Other scholars have advanced explanations that local leaders intentionally suppress unfavourable information to protect themselves from retaliation and shield citizens from emotional harm (Bilali andVollhardt, 2019), which seems that citizens face difficulty in getting officials' information on their performance. The findings are contrary tothe findings of this paper whereby, among other hypotheses, it was hypothesized that there is a strong relationship between information accessibility and service delivery.However, Martin *et al.* (2018) suggest that citizens need information through an open system to make choices about services, to assess whether policymakers and providers are doing their jobs and making effective use of public funds in American countries. In addition, the empirical evidence byother studies (i.e., Bilali andVollhardt, 2019; Martin *et al.*, 2018) isin line with Creative Chaos' Theory (1990) which revealed that government staff are anticipated to be advanced and modern interms of technologies when providing services which might be establishing appropriate information sharing system among stakeholders. Hereafter, the finding rejects the alternative hypothesis that there is a significant relationship between information accessibility and services delivery in Tanzania LGAs, This can be hampered bya closed system on services delivery among less developed countries compared to developed countries.

5.1.4The influence of Open decision-making on Service Delivery

Right and sustainable public actions among other types of support require open decision-making for improved public institutions. More than 70 per cent of European citizens can access information on public services while almost 60per cent of all public services are available online, including all major public services (Loeffler andBovaird, 2018). The study adopted stereotype logistic regression as presented in Table 5, to determine whether open decision-making contributes to improved service delivery in Tanzania LGAs.

From Table 5, the estimated logit coefficient $\beta = -0.182387, z = -0.67, p = 0.504$ indicates that open decision-making had a negative significant relationship with council transparency which narrowed down the room for services delivery to citizens in the jurisdiction areas. As Mercy Model observe, the government should have responsible open decisions. The findings are supported by the information collected from key informants through interviews, which indicated that every citizen from the age of 18years was required to attend and participate in making decisions in council meetings. The arguments of the key informant were supported by Hoa and Garcia-Zamor (2017) who argue that citizens' participation in council decision-making is an engine of local officials' transparency among local public institutions in Vietnam. Also, a study by Falco and Kleinhans (2018) revealed that citizens' participation using innovative technologies can support civic engagement in local government decision-making processes. Therefore, the findings reject the alternative hypothesis that there is a significant relationship between open decision-making and services delivery in Tanzania LGAs which might be caused by pre-decision made by council officials. In addition, the absence of e-citizens' decision-making participation can be associated with inadequate open decision-making for Tanzania LGAs.

5.1.5 The influence of Published Plans on Service Delivery

The effective feedback on service provision as well as adjustment for its quality, mainly demand accessible institutions' plans to stakeholders, particularly its beneficiaries. For LGAs having well-defined services delivery needs well-organized plan sharing systems. Table 5 presents the results show the extent to which LGAs in Tanzania are affected by this transparency indicator for the service delivery.

From Table 5, the estimated logit coefficient $\beta = -2.078382, z = -6.73, p = 0.000$ indicates that published plans had a negative significant relationship with council toward transparency in service delivery to citizens. The findings from key informants also revealed that local government plans and financial reports were not published in the study area. One of the key informants added, ''…*we are only informed by Mtaa Executive Officers on project completion but nothing is published on implemented progress….*''(02March, 2021). The above findings are contrary to findings of a study by Firestone *et al.* (2018) which showed that a small proportion of the population living in rural have negative views toward LGAs' published plans

while the majority of people in urban areas have positive views on the accessibility of published plans due to high level of internet access in urban settings in Spain. However, a study by (Ruijeret al. 2020) showed that an open government data framework helps citizens to understand the government's practices regardless of their geographical locations in relation to broader institutional pressures that influence government transparency in South Africa. The above observations support Mercy Corps Good Governance Framework Mode (1979). The Mercy Model purports that "nonviolent, protected and impartial societies arise once LGAs and its actors co-deliver by observing transparency, including information sharing system for having informed society on government and mechanisms for nonviolent transformation. These findings rejected the hypothesis that there is a significant relationship between published plans and LGAs service delivery in Tanzania

5.1.6 The influence of the Right to know on Service Delivery

The citizens being information through open access on issues affecting their daily life creates a room for trusting leaders and reducing uncertainty for their livelihoods and improved welfare. Well-informed citizens have the right to know reducing barriers to socio-economic spheres. In this study, this question is intended to determine if LGAs in Tanzania's right to know contributes to service delivery. The results are presented in Table 5.

From Table 5, the estimated logit coefficient ($\beta = -0.5336205, z = -1.87, p = 0.061$) indicates that the right to know had a negative significant relationship with transparency in the LGAs undertakings which reveals that there was a weak flow of services delivery to the citizen. The findingscontradicted the Mercy Corps Good Governance Framework Mode (1979) by showingthat LGAs is the main actor ingood governance. However, the right to know needs continuous support from the private sector and the civil societywhere the citizensneed to know the progress towards LGAs' performance. The findings are supported by the findings in a study by Garrido et al.(2019) that in Europe sports and marketing-related topics are the most widely posted by Western European local governments through public links, but these contents do not seem to be the most relevant for citizens while the services delivery related information is hidden from the public. However, a study by Lees-Marshment

and Hendriks (2018)revealed that leaders should value public input because it informs their decisions, connects them to everyday people and 'tests' advice from other sources in the United Kingdom, Australia, New Zealand, Canada and the United States. The findings rejected the hypothesis thatthere is a significant relationship between the right to know and LGAs service delivery in Tanzania, as stipulated in the Access to Information Act No. 6 of 2016.

6.0 Conclusions and Recommendation

The paper assessed the contribution of transparency in LGAs services delivery among selected LGAs in Dodoma Region, Tanzania. Specifically, the paper assessed the influence of information accessibility, right to know, free pluralistic and media, openness and honesty as well as open decision-making towards service delivery in LGAs. From the study findings, it can be concluded that there is a negative significant relationship between transparency and service delivery. The coefficient between transparency and service delivery was negative indicating that transparency indicators were poorly exercised in the local governments studied and thus it weakened the ability of the local governments to deliver the required services to the citizens. This suggests that an increase in the utilization of transparency elements will improve service delivery because it helps in reducing corruption and holding officials accountable. However, this cannot deny the revelation that there is some degree of relationship between the variables and service delivery. The major concern for low transparency in LGAs might be due to inadequate adherence to the LGAs' legal framework and the low level of technology used in local governments in Tanzania. It is recommended to the central government, LGAs and other local government stakeholders that, the Regulatory framework should be adjusted to ensure that information about finance, procurement and project execution is availed to the citizens. On the other hand, awareness campaigns should be conducted to citizens so that they can understand the value of demanding information from officials as well as participation in decision-making. ICT innovation in LGAs should be installed to increase transparency in LGA for improved service delivery.

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CHAPTER THREE

ACCOUNTABILITY IN LOCAL GOVERNMENT SERVICE DELIVERY IN DODOMA REGION, TANZANIA

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Abstract

In developing countries like Tanzania, Accountability is critical important toward improved services delivery in local government authorities. However, this phenomenon has not been systematized. Empirically, this study derived into, examining how indicators of accountability predict services delivery in local government authorities. The study adopted a cross section design with a sample size of 399 respondents comprising village council and Mtaa committee members. Both primary and secondary sources were used to gather data. Quantitative data were analysed using Ordered logistic regression, while qualitative data were analysed through thematic approach. The findings revealed that regular report, goal to be achieved, proper use of fund produced statistical significant while learning from mistakes, Treasury rules and regulations, promptness, misconduct and wrong doing were not significant. However, among the accountability variables established clear goals has more contribution in influencing services delivery. Thus, it is recommended that President Office – Regional Administration and Local Government, Regional Secretariat and Local Government Authorities should put more emphasis on goal setting and proper use of funds, by making sure that all actors are involved in setting goals, authorization of payments should be done by more than one official, also establishing committees responsible for monitoring execution of local government authorities' activities. This should go hand in hand with implementation of client's services charters to ensure accountability is well observed in LGAs.

Key words: Accountability, Service Delivery, New Public Administration LGAs and Tanzania

Introduction

Service delivery is one among important aspects in the management of local government authorities as it is associated with many factors including financial resources, accountability, willingness, technology and human resources (Islam *et al.,* 2018). Accountability is based on demand side of good governance with the purpose of strengthening citizens' voice to demand liability and responsiveness from government employees and service providers.

New Public Administration, (NPA) necessitated accountability for effective service delivery in government agencies. This is due to the fact that traditionally officials were required "to do the right thing" while they are being held accountable for performance and citizen satisfaction. Service delivery implies the regime that are nearby to the public and consequently accountable for addressing the partisan and physical needs of people at exact local area (Wakwete, 2007) where accountability is considered to be the most cause for service delivery (Ehren *at el.,* 2020).

Despite of the above argument by Wakwete, 2007; Ehren at el., 2020 the reality is sometimes not reflected (Rohim and Budhiasa, 2019). According to Tawanda (2020) accountability is considered to be the most cause for effective service delivery in the governments' subordinates, particularly local government authorities. Citizens in government and non-governmental organizations are key factors in determining public policies, effective public service provisions and are obligated to hold public officials accountable in the performance.

In France, the citizens' autonomy level and expectations are deteriorating which result into poor service delivery at low level of government. This has an impact on the work performance of the accountability actors in the government (Rasmussen, 2017).

In the UK, services delivery was expected to be improved for the established a new governance practices but remarkably poor citizens access to public services provisions remained inadequate (Primus and Hills, 2020). In Indonesia, all government institutions were required under residential Instruction Number 7 of 1999 on Accountability Reporting of the Performance of Government Institution to

report their performance to the central government (Nasution, 2017). In practice the accountability was not as was expected. Some causal factors of the failure in fulfilling the expectation include heterogeneity of government institutions, biased reporting and the tendency of local government to report successful programs and not failed ones (Morse, 2020).

Most countries in Africa have put forward strategies to reform their governance frameworks, most commonly as part of national development plans, and to a lesser extent as part of anti-corruption strategies or efforts to improve natural resource governance towards effective services delivery to the public (Khan *et al.,* 2019). Significant steps have been made in recent years in scheming and implementing governance reforms and in improving the rule of law, access to justice, accountability and citizen participation. Nevertheless, progress has been uneven between countries and challenges remain in several areas: public service delivery, insufficient checks and balances, high levels of corruption and inequality (Onyango, 2018). Additionally, the governance reform programmes often suffer from ineffective coordination. African countries like South Africa and Ghana made progress in the delivery of governance reforms. These countries have put forward complete reform frameworks and have registered initial progress in ensuring citizen engagement, strengthening institutions, fostering open government, accountability, countering corruption for effective services delivery to the public (Chirambo, 2018).

Service delivery in Tanzania is pointed out as one of the key areas in exercising good governance as a response to SDGs and a strategy for realization of the Tanzania Development Vision (TDV) 2025 and National Five-Years Development Plans (FYDP)2021/2022 – 2025/2026 (Osawe, 2017). Tanzania's government is developing various interventions, including introducing LGAs to continue the drive towards decentralisation. Through accelerating and mainstreaming the implementation of the Local Government Reform Programme phases I & II, which increases the level of resource transfers to LGAs as well as ward and village structures, among others, which are intended to improve efficiency, laws, and culture while abiding by good governance practices and delivering services (Nuhu, 2019).

Despite reforms in Tanzanian local governments aimed at improving the performance of the LGAs' service delivery, concerns have emerged regarding issues of accountability, such as local school committees in Arumeru District Council being unable to tolerate interference from village chairpersons and failing to hold them accountable for misuse of school funds. citizens' complaints about poor service delivery in local government affairs, the root causes of which are still empirically unknown, while scholars hold opposing views on accountability as a key principle of governance toward achieving sustainable service delivery in Tanzania and realizing Tanzania Development Vision 2025. Nuhu (2019); Menase and Akbar (2014) felt obligated to give account to the public about many of the issues, while a number of citizens' initiatives impeded by poor mechanisms to report on the usage of public resources suggest that accountability is positively correlated to the performance of service delivery in LGAs. They also add that it depends on how stakeholders feel involved in the service provision processes, while Dharma (2015) and Christensen & Lgreid (2015) suggest that accountability is negatively related to service delivery in LGAs. The relevant literature has been a source of heated debate which has revealed inconsistency on the influence of accountability on LGAs' service delivery. Therefore, this study examined the influence of accountability on LGAs' service delivery in selected Dodoma region LGAs.

2.0   Literature Review

2.1 Theoretical Framework

This study was guided by the Public Value Theory by Benington and Moore, (2011). The Public Value Theory (PVT) presents a way for public officials to ensure the smooth running of government activities such as the delivery of public services that create public value. The model also reveals the five key issues that appear to arise in public accountability towards public value, which include the means of measuring and evaluating government agency performance; recognizing the creation of public value when it occurs; the means of government innovation toward service delivery; and assisting the public in understanding and acting in its own interest. Likewise, LGAs required establishing goals to be achieved, proper use of funds, prompt service delivery, and learning from mistakes as the best accountability measures which might be used to evaluate the public officials' answerability towards services delivery, which is sufficient to indicate high public value.

For effective (PVT) there is a need of public officials and organization to offer services in an accountable manner to its customers, the outcomes of these services should be positive and valuable for the whole public and eventually result into trust of the public. (PVT) bases on the belief that government institutions or public services organizations must be able to offer services by considering proper use of fund; learning from mistakes; treasury rules; goals to be achieved and financial scrutiny (Hartley *et al.*, 2015; Sami *et al*., 2016).

2.2 Empirical Studies

2.2.1 Regular report

The presence and availability of officials' performance reports influenced service delivery and maintained consensus among LGAs' development stakeholders. In the Netherlands Between 1988 and 1991, New Zealand's public sector moved towards reporting performance in ways that better met accountability requirements. In 1992, the first whole government accrual-based financial statements were published. These developments variously strengthened accountability mechanisms (Dhungana, 2021). In Zimbabwe, the public sector introduced system of accrual accounting, output-based budgeting and performance-based employment contracts as a part of the audit

report (State Sector Act 1988, Public Finance Act 1989), which supported good stakeholder engagement in LGAs' plans implementation. In Tanzania, LGAs' performance reports are included in CAG reports, which influenced LGAs in Tanzania to review their service delivery framework towards citizen satisfaction (Lyaruu, 2021).

2.2.2 Learning from the mistakes

Administrative activity is complex and charged with the goal of undertaking officials' mistakes from their actions by securing the welfare of their citizens (Yeung, 2018). Current public administration requires consistent instruments to keep it functional and dynamic in reducing the mistakes of public officials (Cheng, 2019). In Mexico, citizens are requesting officials' performance reports through assembly meetings to ensure the government's service delivery is free of errors (Berliner et al., 2018). The government of Tanzania remarked on regular mistakes among public officials in the 1980s, which deteriorated service delivery to its citizens. As a response to the crisis in public service delivery, the Tanzanian government took some measures to reform its public service from the early 1990s (Maulid, 2017). A code of ethics and conduct was enacted for public service. Despite the presence of the acts, local government officials are repeating their mistakes at work (Ibrahim, 2019).

2.2.3 Established goals to be achieved

Effective service delivery requires countries' action plans to be developed through a multi-stakeholder process, with the active engagement of citizens and civil society, since this provides citizens' ability to question officials' performance on the planned actions (Hanna, 2018). The Indian government used a participatory approach in setting long-term goals for service delivery. Both Australia and the United Kingdom have requirements that link increases in spending or new spending to performance targets or performance evaluations. (Davis and Rhodes, 2020). In Tanzania, LGAs are required to prepare financial plans per financial year as stipulated in the finance act, 2021, while a study by Kulaba (2019) revealed that local government authorities are not setting goals towards project implementation.

2.2.4 Following of treasury rules and regulations

Treasury rules and regulations increase effective service provisions in the complex economic environment. Whereby, financial regulation changes in Europe are affecting businesses as well as corporate treasury management (White, 2020). In Uganda, following treasury rules and regulations is not a matter of choice for those in charge of implementing public budgets under the presence of the Public Finance Management Act, 2015). The Public Finance Management Act, 2015 clearly lays down procedures for accountability practices expected from anybody in charge of public budget spending (Dlomo , 2017). In Tanzania , many local government officials tend to deviate from legally prescribed practices and resort to their own practices, such as creative accounting and failure to adapt to International Public Accounting Standards (IPSASs) (Kisaku, 2017).

2.2.5 Proper use of fund

The clear management of financial payments is the main supporting mechanism for the provision of public services (Fazekas and Blum, 2021). In east African countries observed by David et al. (2020) flow of public funds is not properly managed towards effective service delivery, particularly in education and public infrastructure in most LGAs in Tanzania (David et al., 2020).

2.2.6 Prompt services delivery

Prompt service delivery is the vital mechanism for effective service delivery in LGAs since it increases citizens' satisfaction. Böhm (2021) observed that there is a significant difference between public administrations in the EU member states when it comes to prompt service delivery in Europe (EU). Also, in South America, prompt service delivery is being less considered towards customer satisfaction among the giant private business organizations. (Kangas et al., 2018). In Tanzania, prompt service delivery is said to be hindered by various factors such as corruption, staff incompetence, and inadequate enabling governance structures.

2.2.7 Misconduct

The presence of officials who obey established boundaries is vital for supporting effective service delivery. Worldwide, there are increasing expectations from citizens

that governments will establish and deliver higher standards of ethicality and integrity in the civil service, LGAs, ministries, and government itself (Som, 2020). In the United States of America, "Congress sought to ensure that agencies could remove employees who engage in misconduct while protecting the civil service from the harmful effects of management acting for improper reasons, such as discrimination or retaliation for whistleblowing (Truelson, 2019). Rwanda established the Rwandan Anti-Corruption Policy (2012) after discovering the existence of corruption in the management of public finance, procurement, human resources, traffic police, justice, land service offices, customs, the issuing of licenses and construction permits, law enforcement and regulatory institutions, and in the private sector (Muyombano, 2020). In Tanzania, the public services code of conduct of 2000 was established to ensure public servants are offering the best practices in providing services to the public, while empirical evidence by Masanja (2018) revealed that public officials are not sanctioned for personal mistakes.

2.2.8 Investigation of wrong doing

The effective mechanisms for ensuring public officials are free from tampering with public servants' ethics require appropriate investigation in the working processes and channels. Evidence from local governments in the United States revealed that wrongdoing among public servants emerges as a result of poor implementation of public servant regulations. In Uganda, investigation of wrongdoing is failing due to stem corruption (Ivanyna et al., 2018). In Tanzania, the presence of unclear wrong-doing mechanisms is said to trigger inadequate service delivery for LGAs.

2.2.9 Financial scrutiny

Having a clear financial usage mechanism is vital towards the sufficient use of public funds. In the United Kingdom, the Local Government Acts state that it is the responsibility of the full council, on the recommendation of the executive, to approve the budget and related council tax demand (Asumani, 2019). In South Africa, financial scrutiny contributed to adding value in challenging how councils make the best use of the public money they receive. In Tanzania, the performance of financial scrutiny is done in accordance with Article 143 (4) of the Constitution of the United Republic of Tanzania of 1977 (as amended from time to time) and Section 34 of the Public Audit Act No. 11 of 2008. Citizens in LGAs have no power to request information on the financial affairs related to service delivery (Nuhu, 2019).

3.0 Methodology

Cross-sectional research design was adapted to facilitate collection of data more or less simultaneously and enables examination of variables once at a single point in time (Bryman and Bell, 2011). Besides, it permitted determination relations of various independent variables (regular reports; learning from mistakes; prompt service delivery; investigation of wrong doing; and financial scrutiny) on service delivery at a single point in time time. Also, the design allowed easy data collection and analysis on accountability and services delivery.

The study population comprised 6182 members of village councils and Mtaa committee from Dodoma city, Kongwa and Chamwino district councils found in Dodoma Region. The selection of Dodoma region was based on the existence of parent coordination ministry President Office Regional Administration and Local Government (PO-RALG) since 1995 in Dodoma, which is responsible for overseeing LGA operations. Therefore, with this experience, Dodoma was in a good position to provide reliable data in order to assess the role of accountability on LGAs services delivery. The study involved a total sample of 399 respondents who were village councils and Mtaa committee members obtained by using Yamane (1967) Formula.

A multistage sampling technique was used to select members of village councils and Mtaa committee. In the first stage, three councils out of eight LGAs in Dodoma region were selected purposively based on economic status, rural and urban setup and age of establishment. The selected councils were Dodoma City Council, Chamwino District Council and Kongwa District Council. Dodoma City Council was selected because it performs a peculiar role which is not performed by any other LGAs in Tanzania as it assumes the role of the defunct Capital Development Authority (CDA). Chamwino was selected because it is the newest council to deliver services in the region, which was established in 2007. Kongwa District Council was selected because it is more rural than the other two councils.

From each council, wards were chosen in the second phase. With the aid of a simple random sampling method, three wards were chosen. Sejeli, Mtanana, Pandambili, Makole, Chang'ombe, and Mnadani (Dodoma City Council), Manchali, Mvumi

Mission, and Haneti (Kongwa District Council) were among the chosen wards (Chamwino District Council). The third stage involved choosing the villages and Mtaa. Three villages from the district council and three Mtaa from the city council were chosen from each ward. Committee members were chosen using simple random sampling at the very end. From the village and Mtaa executive officers, a list of members for each village and Mtaa was obtained.

Data collection methods

The study on which this paper is based used primary and secondary data. Primary data were collected through a questionnaire which was collected from 399 Mtaa committee and village council members. In addition to the questionnaire, an interview guide was used to collect data from key informants.

Qualitative data from key informant interviews were analyzed by using thematic analysis, the themes were arranged into categories that made sense and provided a summary of the main findings. To offer precise and significant conclusions, qualitative and quantitative findings were triangulated.

Quantitative data analysis included development of indices, whereby a five-point index summated scale was used with statements to each of which the respondents were required to respond strongly disagree (1 point), disagree (2 points), undecided (3 points), agree (4 points) or strongly agree (5 points) for the variable's regular reports; learning from mistakes; prompt service delivery; investigation of wrong doing; and financial scrutiny. The second stage involved scaling development and validation in order to measure constructs that were difficult to be measured directly.

Explanatory Variables, Measurement and the Hypotheses Included in Analysis

Table 3.1: Variables, Measurement and the Hypotheses

Variables	Definition of variable	Unit measurement	Hypo thesis
γ = Service delivery	Extent to which citizens are satisfied with service delivery	1=Not Satisfied;2=Moderate;3=Satisfied	
x =Accounability in terms of			
regular reports,	LGAs financial and project progress and completion to be offered per LGAs meetings and available on LGAs noticeboards,	1=SD; 2=D; 3=U; 4=A; and 5=SA;	+
learning from mistakes	LGAs officials being clear from personal mistakes in LGAs services delivery processes	1=SD; 2=D; 3=U; 4=A; and 5=SA;	-
establish clear goals to be achieved,	LGAs having operational guideline per financial year	1=SD; 2=D; 3=U; 4=A; and 5=SA;	+
follow treasury rules and regulations,	LGAs corresponding to financial acts and regulations towards services delivery.	1=SD; 2=D; 3=U; 4=A; and 5=SA;	-
proper use of funds	LGAs fund to be used for only public gains with efficiency	1=SD; 2=D; 3=U; 4=A; and 5=SA;	+
prompt service delivery,	Reduced waiting time for citizens access LGAs services	1=SD; 2=D; 3=U; 4=A; and 5=SA;	-
misconduct,	LGAs officials to obey laws and regulations guiding services delivery	1=SD; 2=D; 3=U; 4=A; and 5=SA;	-
investigation of wrong doing	Presence of clear mechanisms of LGAs dealing with its staff discipline.	1=SD; 2=D; 3=U; 4=A; and 5=SA;	-
financial scrutiny	LGAs having clear mechanisms for financial accountability among public officials	1=SD; 2=D; 3=U; 4=A; and 5=SA;	-

Source: Researcher, 2022

Assessment of the Measurement Model Fitness

Factor Analysis

The study had 30 items; and factor analysis was used to identify which items formed coherent subsets that were relatively independent of one another. Factor analysis was used to produce small sets of variables which were uncorrelated from the remaining variables. Therefore, factor loadings were above 0.50 which is within the acceptable range (Hair *et al*, 2010), The results of factor analysis presented in Table 2.

Variable	Loadings	KMO	Bartlett test of sphericity
Regular reports	0.908	0.8645	$x_{0.05,10} = 1501.873, p = 0.000$
Learning mistakes	0.842	0.6578	$x_{0.05,6} = 782.017, p = 0.000$
Established clear goals to be achieved	0.892	0.8212	$x_{0.05,6} = 807.838, p = 0.000$
Following treasury rules and regulations	0.852	0.7933	$x_{0.05,10} = 921.317, p = 0.000$
Proper use of funds	0.859	0.7500	$x_{0.05,10} = 699.637, p = 0.000$
Prompt services delivery	0.805	0.5843	$x_{0.05,6} = 214.144, p = 0.000$
Misconduct	0.888	0.6419	$x_{0.05,6} = 495.362, p = 0.000$
Investigation of wrong doing	0.951	0.5293	$x_{0.05,3} = 427.850, p = 0.000$
Financial scrutiny	0.915	0.7672	$x_{0.05,6} = 699.158, p = 0.000$

Table 3.2: Factor Analysis Results

Ordered Logistic Regression

Before running the ordered logistic regression analysis, multicollinearity was tested using VIF to determine whether there was a strong correlation between independent variables. On the other hand, the proportional odds or parallel regression assumption was tested using Brant test. The findings show insignificant test statistic $x_{0.05,9} = 5.87$, $p = 0.753$ which indicates that the assumption is not violated. This implies that relationship between each pair of outcome groups is different. (Table 3)

Table 3.3: Regression assumption tests

	chi2	p>chi2	Df	VIF
All	5.87	0.753	9	
				3.64
Regular reports	0.08	0.778	1	2.65
Learning from mistakes	0.04	0.847	1	1.76
Etablished clear goals to be achieved	0.07	0.784	1	2.49
Follow treasury rules and regulations	0.41	0.520	1	3.21
Proper use of fund	1.89	0.169	1	1.32
Prompt service delivery	0.01	0.925	1	1.12
Misconduct	0.72	0.397	1	1.34
Investigation of wrong doing	0.07	0.786	1	3.36
Financial scrutiny	2.82	0.093	1	

Source: Researcher, 2022

Therefore, the specification of the model is as follows;

$$P(Y_i > j) = \frac{exp(\propto_i + X_i\beta_j)}{1+[exp(\alpha_j + X_i\beta_j)]}, j = 1, 2, \dots, M - 1 \dots\dots\dots\dots\dots\dots\dots(1)$$

4.0 Findings and Discussion

The segment presents the findings and discussion of the ordered logistics mode and hypothesis testing. The study examined the relationship between accountability and services delivery, Whereby the overall findings of ordered logistics model is significant $x_{0.05,9} = 218$, $p = 0.000$ which implies that contribution of variables to the model is worth. A combined effect of all variables in the model is different from zero. which indicates that village council and Mtaa committee members were partly satisfied with service delivery provided by councils in terms of Regular reports, learning from mistakes, established clear goals to be achieved, Follow treasury rules and regulations, Proper use of fund, Prompt service delivery, Misconduct, Investigation of wrong doing and Financial scrutiny.

Table 3.4: Overall ordered logistics model

Ordered logistic	regression			Number of obs	=	218
				LR chi2(9)	=	171.46
				Prob > chi2	=	0.0000
Log likelihood =	-93.351952			Pseudo R2	=	0.4787
q60	Coef.	Odds Ratio	Std. Err.	z	P>z	[95% Conf.
	Interval]					

Table 3 5: Ordered logistic regression

	b SDofX	z	P>z	e^b	e^bStdX
regular	-1.4440 1.090	-4.406	0.000	0.236	0.207
mistakes	-0.4307 0.830	-1.092	0.275	0.650	0.700
goals	1.3093 0.722	3.345	0.001	3.704	2.572
treasury	-0.2066 0.948	-0.625	0.532	0.813	0.822
fund	-1.7130 0.926	-4.121	0.000	0.180	0.205
prompt	0.1699 0.831	0.636	0.524	1.185	1.152
misconduct	0.3319 0.929	1.520	0.129	1.394	1.361
investigat~n	0.1709 1.058	0.831	0.406	1.186	1.198
financial	0.4756 0.959	1.293	0.196	1.609	1.578

b = raw coefficient
  z = z-score for test of b=0
 P>|z| = p-value for z-test
  e^b = exp(b) = factor change in odds for unit increase in X
e^bStdX = exp(b*SD of X) = change in odds for SD increase in X
  SDofX = standard deviation of X

4.2.1 The influence of Regular reports on Service Delivery

A one unit increase in regular reports decrease 1.444 in the log odds of a customer being satisfied by service delivered by LGA given the other parameters are stable. an increase in one unit for regular report, the likelihoods of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 0.236 greater when other variables are constant. With a 95% CI of 0.000 to -2.086. Also, an increase for regular report, the chances of the joined satisfied moderate against not satisfied are 0.236 times greater as the other variables held constant. Therefore, regular reports have influence to LGAs services delivery. Thus, the null hypothesis which states that regular reports do not influence to LGAs services delivery was rejected,because LGAs officials need to be more informed on LGAs operational informations with the public for effective services delivery.

The study findings is contrary with the findings by Orazalin and Mahmood (2018) who highlighted that the audit challenges experienced by local governments globally are related to absence of regular LGAs performance reports particularly financial reports. In South Africa, this has been the target for all local governments across the

country in that, by the end of the 2013/2014 financial period, all the municipalities must have achieved clean audit opinions (Matlala and Uwizeyimana, 2020). However, the target has been a challenge for all and unachievable in too many municipalities across the country while Boswell (2018) pointed out the importance of regular report that operational reports are conveyed sufficiently to the public. The ability of LGAs officials to publish their performance reports might be triggered with adequate skills on report writing as well as well as high understanding on the importance of citizens participation in LGAs operations through information sharing as revealed by local official at Chamwino DC who said that ''....*there is a need for direct sharing with the community members since they are part of my responsibilities supervision, therefore I am responsible to provide report per month to the village assembly* ...(04 March, 2021).

4.1.2 The influence of Learning from mistakes on Service Delivery

A unit increase in learning from mistakes decrease 0.432 in the log odds of customer being satisfied by services delivery by LGA given the other parameters are stable. For a unit increase in learning from mistakes, the odds of satisfied against combined moderate and not satisfied are 0.650 times lower if all other parameters are stable. Similarly, an increase in one unit for learned from mistakes, the possibilities of the joined satisfied moderate against not satisfied exist 0.650 times lower as the other parameters are stable. The findings imply that there is less learning from mistakes among the LGA officials. Based on these findings, the null hypothesis that learning from the mistakes does not influence services delivery is accepted The study findings is supported by (2018) argued that individual staff members lack in-depth knowledge of the responsibilities conferred to them in dealing with misconduct in the course of discharging their official duties. Also Muganu (2019) Supported that high level of Mistakes commitment among public officials in Zimbabwe are becoming a threat services provision in its local governments.

4.1.3 The influence of Goal achieved on Service Delivery

A one unit changes in established goals increase by 1.309 the log odds of a customer being satisfied by service delivered by LGA. An increase in one unit for established goals, the probabilities of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 3.703 greater as the other parameters are stable. With

a 95% CI of 0.542 to 2.077. Equally, for a unit increase in established goals, the chance of the united satisfied and moderate against not satisfied are 3.703 times greater as the other variables held constant. This implies that as that as the goals set are more achieved as planned, there is more likelihood of good services in LGAs. Therefore, the null hypothesis that established goals to be achieved does not influence services delivery is not accepted since the findings inform adequate goal/target setting in LGAs influencing adequate services delivery. The study findings are reflected with The Public Value Theory by Benington and Moore (2011) which believes that LGAs required establishing goals to be achieved for effective services delivery. Also supported by Maurya (2021) that effective goal achieving as planned are explaining the sufficiency services delivery among public institutions in delivery services to the public in India. This is also supported by the key informants through interviews, which indicated that "……*some goals achieved as planned in our LGAs since our local leaders are respecting our views which we share through Mtaa assembly, for instance we agreed to build primary school by using gates tax collection but unfortunately our officials initiated road construction project…..*"

4.1.4 The influence of Treasury rules on Service Delivery

A unit increase in treasury rules decrease 0.207 in the log odds of customer being satisfied by services delivery by LGA as the other parameters are steady. It implies that treasury rules and regulations are less adhered which leads to poor services delivery and satisfaction. An increase in one unit in treasury rules, the chance of great overall satisfaction i.e. satisfied against united moderate and not satisfied are 0.813 greater when as the other parameters are stable. With a 95% CI of 0.0855 to 0.441. Similarly, for a unit increase in treasury rules, the odds of the combined satisfied and moderate against not satisfied are 0.813 times less as the other parameters are stable. Based on the findings, the null hypothesis following treasury rules and regulations does not influence services deliver is accepted, the findings are supported by the information collected from key informants through interviews, which indicated that the available treasury rules are not followed. One of the key informants said ''….*our local officials are not yet practicing local finance Act, towards effective local government finance management towards effective services delivery…*'' (02 March, 2021). The study findings are contradicted by Koros (2021) who argued that positive correlation exists between treasury management (proxied

by cash management, revenue generation and government financial assets) and local government development (proxied by primary health care infrastructure, educational facility and community development projects) in Kenya. Also, a study by Isaacs (2018) who reveal that treasury circuit entails the analysis of payment, collection and cash holding.

4.1.5 The influence of Proper Use of fund on Service Delivery

A unit increase in proper use of fund decrease 1.713 the log odds of customer being satisfied by services delivery by LGA given that all of the other variables are held constant. This implies that when fund is properly used leads to good delivery of services hence customer satisfaction. A unit increase proper use of fund, the odds of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 0.180 greater when other variables are held constant. With a 95% CI of 2.528 to 0.898. Likewise, for a unit increase in proper use of fund, the odds of the combined satisfied and moderate against not satisfied are 0.180 times greater as the other variables held constant. The study finding informs that proper uses of fund are contributing to services delivery in LGAs. Therefore, the null hypothesis that the proper use of fund does not influence services delivery in Tanzania LGAs is not accepted. Therefore, we do not accept the null hypothesis that the proper use of fund does not influence services delivery in Tanzania LGAs The study findings were harmonized with the study by Gambo *et al.* (2021) who reveal that there was a positive correlation exists between cash management and the provision of primary health care infrastructure in local government in Nigeria. Also Leonelli (2020) supported that greater public financial accountability can backfire in some cases. This is because some service providers, when under pressure, may focus less on the quality of the services they deliver and instead prefer to focus on quantitative outcomes. The proper use of public fund in LGAs as reveal under this study might be fueled with presence opportunities for number of social accountability supporters in local government as portrayed with key informant who added that ''…… *social media and NGOs are interested in public awareness on public financial accountability where public officials allowing citizens to get right knowledge on financial matters….*'' (01 March, 2021).

4.1.6 The influence of Prompt service delivery on Service Delivery

A one unit changes in prompt services delivery increase by 0.167 the log odds of a customer being satisfied by service delivered by LGA. A unit increase for prompt services delivery, the odds of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 1.185 greater as the other parameters are stable. With a 95% CI of -0.353 to 0.693. Also, an increase in one unit in prompt services delivery, the likelihoods of the joined satisfied and moderate against not satisfied are 1.185 times more as the other parameters are stable. This implies that services delivery is less timely responded. Thus, the null hypothesis that, the promptness in services delivery does not influence services delivery satisfaction is accepted. The study findings are in line with TMDA (2020) which pointed out that the LGA is not able to provide timely services to its stakeholders because of inadequate HR and limited resources. It is also revealed by key informants who said that ''……*our agricultural extension officers and community development officers are responsible for three wards which hamper timely technical assistance to solve their agricultural problem*…'' (06 March, 2021)..

4.1.7 The influence of Misconduct on Service Delivery

A one unit changes in misconduct increase by 0.332 the log odds of a customer being satisfied by service delivered by LGA. This implies that misconduct of LGA's officials have more contribution to LGAs services delivery satisfaction. A unit increase in misconduct, the odds of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 1.394 greater as the other parameters are stable. With a 95% CI of -0.096 to 0.760. Additionally, an increase in one unit in misconduct, the probabilities of the joined satisfied and moderate against not satisfied are 1.394 times less as the other variables held constant. Therefore, the null hypothesis that, the misconduct does not influence services delivery is accepted.

The findings contradicted with Kueckeny and Valfortz (2012) who noted that, lateness and laziness of teachers in schools were influenced with low level of teacher's motivation due to adequate salaries and housing. It can be agreed that poor wages and salaries for public servants are closed related with misconduct commitment as argued by key informants who said that ''…… *our customers are influencing local officials to misbehave because citizens are not ready to adhere the*

proper channel in getting services by considering we are not pleased with our monthly salary…'' (04 March, 2021).

4.1.8 The influence of Investigation of wrong doing on Service Delivery

A one unit change in investigation of wrong doing increase by 0.171 the log odds of a customer being satisfied by service delivered by LGA. A unit increase in investigation, the odds of high overall satisfaction i.e. satisfied against united moderate and not satisfied are 1.186 less as the other parameters are stable. With a 95% CI of -0.232 to 0.574. Similarly, an increase in one unit in investigation of wrong doing, the probabilities of the combined satisfied and moderate against not satisfied are 1.186 times less as the other parameters are unchanging. This implies that wrong doing are not investigated which leads to inadequate services delivery. Hence, the null hypothesis that, investigation of wrong doing does not influence services delivery is accepted.The findings are in line with the information collected from key informants through interviews by said that *''…...I think the chain of command in local government are not well organized for investigating wrong doing among the public employees since number misbehavior among the local officials are growing and nothing attempted to handle…''* (01 March, 2021). Another added that *''……majority of public officials in our Mtaa have direct informal relationship with district executive director, therefore nothing action taken for their wrong action also personal interest among the management at district level over Mtaa resources hinder effective action taking for wrong committed by local officials…''* (01 March, 2021). The study findings were agreed with the study by Collord (2019) who reveal that grand corruption in public procurement were emerged within the energy sector which was not well investigated.

4.1.9 Financial scrutiny on Service Delivery

A one unit changes in financial scrutiny increase by 0.476 the log odds of a customer being satisfied by service delivered by LGA. This implies that there is less financial scrutiny leads to poor services delivery. A unit increase for financial scrutiny, the chances of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 1.609 less as the other parameters are unchanging.. With a 95% CI of -0.246 to 0.197. Equally, for a unit decrease in financial scrutiny, the odds of the joined satisfied and moderate against not satisfied are 1.609 times less as the other

parameters are unchanging. The study findings reveal that financial scrutiny has less influence to LGAs services delivery. Based on the findings, the null hypothesis that, the financial scrutiny does not influence services delivery is Thus, the null hypothesis that, the financial scrutiny does not influence services delivery is accepted. Also the findings agreed with Khaoula and Moez (2019) Supported the study findings by pointing the factors affect financial scrutiny; these are accounting information, the level of financial transparence, human skills (expertise) and financial resource. The key informants also argued that ''….. *A council must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes and each year the head of internal audit will provide an annual opinion on their adequacy and effectiveness but our jurisdiction is challenged with council members who lacking financial management technical skills since number of the council members have primary education level and are not attended any training related to financial management. ……*'' (01 March, 2021).

5.0 Conclusions and Recommendations

In measuring the contribution of accountability, it can be concluded that accountability framework is partially exercised. Since the influence of accountability in LGAs services delivery were able to be explained by goal to be achieved, regular reports and proper use of fund parameters, therefore it is recommended that the central ministry (PO – RALG), RS and LGAs should improve its accountability mechanisms by ensuring proper use of fund by making sure that more than one person should authorize payment. Also, more emphasis should be made on regular report and goal achieved because has a major contribution in measuring services delivery. This can be done by setting accountability measures and imparting knowledge and skills to the LGAs (elected and appointed members), for improved services delivery. Also, LGAs to have client's services charters to ensure accountability is well observed in LGAs.

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CHAPTER FOUR
VILLAGE COUNCIL AND MTAA COMMITTEE MEMBERS' PARTICIPATION IN LOCAL GOVERNMENT AUTHORITIES SERVICE DELIVERY IN DODOMA REGION, TANZANIA
RECEIVED AND ACCEPTED BY

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Abstract

Village council and Mtaa committee members have diverse interests in service delivery in Lower Level Local Government Authorities' (LLLGA). This paper aims at assessing their participation in local government authorities' service delivery. Specifically, the study assessed the extent to which members consider stakeholders contribution, gender participation, integrated voice of marginalized, and use of forums in health and education service delivery. The study employed a cross-sectional research design, and the respondents were 399 village council and Mtaa members. Interviews were conducted with 15 key informants who were sampled purposively. Secondary data was obtained from village and Mtaa meetings log books, council financial reports, as well as previous assembly meeting minutes. The quantitative data was analysed using the stereotype logistic regression model, while the qualitative data was analysed by content analysis. Overall findings revealed that each aspect was indicated by the observed negative significance of village council and Mtaa members participation in relation to the LGAs' service delivery. However gender has insignificant relationship with services delivery. The study concludes that there an evidence on the presence of negative relationship between village council and Mtaa members participation and services delivery. The study recommends that in order village council and Mtaa committee members to enhance their participation, engagement plans should be designed to ensure sustainable service delivery in the LGA, unlike the traditional approaches used in LGAs, mainly village and Mtaa assembly.

Key words: Participation, Stakeholders, Service Delivery, Local Government Authorities, Tanzania

1.0 Introduction

Participation as a pillar of governance is among the factors that bring together the state, citizens, and other parties. Such involvement facilitates the flow of resources required to deliver public services (Chigova, 2020). It can encourage local stakeholders to attach a high degree of responsibility to their welfare to LGAs' service delivery (Erian *et al.* 2019). Village council and committee members are required to seek stakeholders' interest in the success of the LGAs in service provision and development. They can seek such interests through forums whereby the voices of marginalised groups and gender interests can be heard. Thus, stakeholders are crucial for local governance because they help citizens to make local governments raise awareness about the effectiveness and efficiency of service delivery (Lucungu *et al.,* 2022).

Local government is a sub-national, semi-autonomous regime that performs its functions in a specific area of a country. It implies a regime that is close to the public and, as a result, employs participatory methods of addressing the partisan and physical needs of people in a specific local area. Such areas could be a town, a hamlet, a town, a conurbation in a city, or a metropolitan contingent of any size. Local governments have dual responsibilities, namely political and economic (Morgan, 2019). The core objective of participatory programmes in LGAs is to improve public service delivery by bringing services in efficiency and effective ways, and ensuring people's participation and democratic control in political decision-making (Maganga, 2021). This effort is often underpinned and reinforced by attempts to establish and empower local citizens and institutions to enlist the participation of local communities in matters that concern and affect them (Christens *et al.,* 2021). As such, participation is seen as a key driver in efforts to reduce poverty at local level. Participation is a fundamental human right, not merely a discretionary policy option that policymakers can choose whether or not to implement. It is an affirmation of the right of every individual and group to engage in public affairs, and also a part of the solution to poverty and social exclusion (Cox and Haruna, 2018).

Worldwide, education and health services delivery systems in LGAs observed to have numerous issues, results to major beneficiaries and stakeholders in local

government authorities obtaining insufficient service answers from public officers despite the fact that attempts to improve education and health services delivery are in place and have been executed (Aklilu and Makalela, 2020). Non-governmental organisations (NGOs) are regarded as active but not necessarily working with the government in industrialised countries such as Georgia, Hungary, Lebanon, and Switzerland. According to a study by (Siaroff, 2020) in Cana, Slovenia, society remains in the background of decision-making rather than as a partner. Working conditions for non-governmental organisations in the `country is apparently restricted by the government, and they are barred from engaging in various service delivery businesses (Nguyahambi, 2021). Development stakeholders and beneficiary groups are passively participating in local level service delivery in many low- and middle-income countries. For instance, article 38 of Uganda's Constitution protects public involvement by stating that every Ugandan has the right to engage in government affairs and influence government policies towards education and health service delivery (Dupuy *et al.,* 2022). Despite the presence of a legal framework for citizens' groups to participate in Ugandan LGAs' education and health services delivery, citizens are claiming the government on the delivery progress (Sseremba, 2020).

Education and health service delivery in Tanzania has been identified as one of the critical areas in implementing good governance in response to the Sustainable Development Goals SDGs and as a strategy for achieving the Tanzania Development Vision (TDV) 2025 and National Five-Year Development Plans (FYDP) (Osawe, 2017). Tanzania's government has enacted several initiatives, including the National Strategy for Good Governance, Local Government Reform Programmes (Phase I and II), the Public Services Reform Programme (PSRP), and decentralisation projects such as decentralisation via devolution (also known as D by D). D-by-D refers to the transfer of power, authority, and resources from the central administration to local governments, among other things, with the goal of improving provision of education, health, laws, and culture while adhering to good governance practices and delivering services in an efficient and effective manner (Likwelile and Assey, 2018)

Nonetheless, despite the aforementioned reforms, concerns have emerged regarding the role stakeholder participation, the voice of marginalised groups, gender

participation, and the use of forums to coordinate stakeholders for sharing material and non-material resources in LGA education and health services delivery (Kavina, 2018). In general, public services in LGAs are characterised by a lack of capacity and institutional weakness, widespread corruption and unsustainable education and health services delivery infrastructure. The magnitude, size, and solution regarding these challenges remain an empirical question. Scholars hold opposing views on stakeholders' participation as a key component of service delivery towards achieving the international Sustainable Development Goals (SDGs). De Luca *et al.,* (2021) suggested that village council and Mtaa committees have high influences to stakeholder participation in LGAs improves the long-term viability of public service delivery. Thus, citizens' participation in education and health services delivery creates effective sustainability due to the participants' sense of ownership. In contrast, (König *et al.,* 2021) suggest that village councils and council committees their influence to stakeholders' participation leads to conflicts of interest, lowering service quality. Those opposing viewpoints are primarily due to the inherent difficulties in evaluating village and Mtaa council members' influences to stakeholders' participation and determining which variables are more important than others in impacting education and health service delivery. These outcomes are important to inform strategies to achieve Tanzania's Development Vision (TDV) 2025, Goal No. 3.1 in respect of attaining a high quality of life for all Tanzanians, as well as Sustainable Development Goals No. 3 and 4.

2.0 Literature Review

2.1 Theoretical Framework

This paper is guided by Dunn's (1983) Social Network Theory. It is relevant to this paper because it points that improved service delivery require strengthening relationships between local government organisations and their stakeholders, including civil society, private sectors, and members of the public, by soliciting and accepting their contributions and taking into account their interests.

2.1.1 Social Network Theory

Dunn (1983) defines networks as "clusters of relationships that span unlimited ranges of space and time." He also said that networks emerge to seek "common aims". A

network is a collection of cooperative ties between an organisation and others in its internal environment (Dunn, 1983). Local government organisations' ties with their stakeholders are likely to be considered network-type partnerships (Rowley, 1997) to the extent that these relationships suggest coalitions with people, groups, or other organisations seeking common aims and enjoying compatible advantages. According to Valeri and Baggio (2021), "network analysis provides a technique of investigating how the pattern of relationships in a stakeholder environment affects organisational behavior." Network analysis also aids in explaining the effects of environmental influences on decision making. Similarly, LGAs needed to include other stakeholders' perspectives, seek physical resources from stakeholders, listen to and consider the interests of both genders and marginalised groups and use forums to analyse all stakeholders' problems and interests for effective performance.

For effective organisational behaviour (LGA service delivery), village and Mtaa council members must use forums to gather the opinions of all groups in society, including women and other marginalised groups, as well as entice development partners to give their input in the service delivery process. As a result, this study employed social network theory to stimulate low local government services delivery, which is considered council members as internal LGAs stakeholders to influence health and education services delivery.

2.2 Empirical Studies and Hypothesis Development
2.2.1 Stakeholders contribution
When essential stakeholders are not identified by village and council members and included in the LGAs' education and health services delivery arena, the relevance and anticipated advantages of the education and health service offered are limited. Stakeholder involvement is an important aspect of the LGAs' education and health service delivery process because it ensures broad support for the LGAs' policies and activities, avoids conflicts, and helps the plan succeed over time.

Globally, Yukalang *et al.,* (2018) showed that village and Mtaa members' seeking stakeholders support gives high-quality creative input, resulting in better decision-making and environmental management in the United States of America (USA).

Legislation in Germany is derived from a variety of sources (government programmes, the administration, court rulings, and associations of trade and industry and interest groups, as well as local authorities), but stakeholders are not sharing inputs in public discussion, particularly through the mass media. Low local government through village council members receive and monitor prospective legislative issues and ask interested parties to participate in conversations with the goal of exchanging ideas and information in order to improve education and health services delivery, but they do not take into account the shared contributions for public service delivery (Waweru et al., 2019). Local natives and other local development stakeholders are scarcely involved in African countries, particularly in Ghana, as required in Article 240 (2) (e) of the 1992 Ghana Constitution, "that local people are allowed the possibility to effectively engage in the governance of low local government." Despite the existence of acts directing local government agencies to create a space for involvement, certain critical concerns have been voiced that stakeholders' participation does not always result in favourable outcomes. According to the findings of a cross-sectional research of emerging nations, decentralisation does not increase stakeholders' participation in public service provisions (Liu, 2021).

In Tanzania, literature on participation indicates that village and Mtaa council members do not hold an important of stakeholders position in LGA education and health services delivery. For example, a study by Ngonyani (2019) revealed that stakeholders' weak participation in public affairs as well as inadequate consideration of community-centered forums have reduced service delivery efficacy (Mwankupili and Msilu, 2020). Tanzania's constitution and laws stipulated in the Public Service Act, No. 8 of 2002 and Public Service Regulations, 2003 emphasize effective service delivery through stakeholder engagement but have less contribution towards service delivery (Maganga, 2021). Therefore, participation in local service delivery is not attainable in Tanzania. Meanwhile, to the best of the researcher's knowledge, it was hypothesized that

H₀: There is no significant relationship between stakeholders' contribution and services delivery in Tanzania LGAs.

2.2.2 Gender participation

Gender-responsive service delivery is a tool for realising gender equality as well as being a key requirement for good governance (Rubin and Bartle, 2021). Village and Mtaa council members needed to contribute to women's economic empowerment by addressing the issue of control and sharing of resources by women and men. In addition, gender-responsive service delivery contributes to decisions about the allocation of resources are made explicit, thereby promoting equal service delivery (Koda and Mtasingwa, 2021).

Globally, in India, gender participation, the emphasis is not given to ensuring equity and equality of public service outcomes, wherein consideration is given to the different needs, interests and priorities of women and men, girls and boys, as well as differential impacts of financial expenditure on the lives of women, men, girls and boys rather than their contribution to health delivery provision (Kale *et al.,* 2021). A study by Cunningham *et al.* (2019) revealed that in Indonesia, at the local level, initiatives to implement gender participation in health services planning process started in 2003. In accordance with the Ministry of Home Affairs' Decree 132, low local governments council members were required to allocate five per cent of their budgets to schemes that specifically addressed the needs of women but were not given an opportunity to share their views on the service planning and its implementation.

In east Africa, particularly in Tanzania, women are unequal provided opportunities in land, agriculture, and public leadership participation. According to a study conducted by Japhet (2020), it was discovered that there is only one woman for every five villages and Mtaa committee members in procurement and tender committees. Furthermore, the study by Matto (2021) revealed that LGAs do not have procurement/tender committees, and eight LGAs do not have any women on the committee at all which resulted to women's needs being denied in education and health services provision.

H_0: There is no significant relationship between gender participation and services delivery in Tanzania LGAs.

2.2.3 Voice of marginalised Group

For efficient service delivery in low LGAs, the village and Mtaa council members must reinforce citizens' values and concerns. Through designate the work programme and funding of the citizens' fundamental rights agency and oversee the roles of national-level freedom of expression for their complaints (Kuteesa *et al.,* 2021). In the United States, the Social Planning Network of Ontario (SPNO) funded the Engaging Marginalized Communities Project, which worked with four local social planning and community development councils in four districts across the provinces, but the number of physical disabilities was limited with supportive infrastructure for participation in public platforms. Also, the same constraint was observed in Ghana since the leanness of people with disabilities concurred with country registration but the low local government have limited access to supportive infrastructure (Gill, 2021).

In Tanzania, people with disabilities are among the poorest; most marginalized, and most socially excluded populations. They are more likely to participate in low LGA education and health service delivery, to be illiterate, to have less formal education, and to have less access to developed support networks and social capital than their non-disabled counterparts (Sabates *et al.,* 2021). Village and council members are not supporting people with disabilities, through their representative associations, are not able to share their thoughts on education and health service delivery processes through LGA assembly meetings and other LGA agreed platforms since they are unable to afford to buy the supportive devices (Madaha, 2021). From the above argument, it was hypothesized that

H$_0$: There is no significant association between voice of marginalised people and LGAs services delivery in Tanzania.

2.2.4 Forums

Community forums are seen as the major LGAs' supportive engines for agreed economic growth, while community groups give their supportive contributions through sharing similar interests for improved public service delivery (Onwujekwe *et al.,* 2021). Experiments in rural areas fail to yield community participation in the planning and monitoring of projects due to a lack of access to ICT-integrated media

in Canada. Combining ICT with community development projects could be used to leverage ICT to fulfill human development goals (Badar and Mason, 2020). LGAs are service delivery groups in African countries that are supposed to interact with their governments on a variety of issues, both individually and collectively, to register grievances, express displeasure, demand services, and influence policy, but limited private forums are allowed to collect public views on LGAs' service delivery in Zimbabwe (Loewe *et al.,* 2021). In Senegal, governance units have attempted to share information in order to engage citizens in the past, but most trials have failed due to low ICT usage since village and Mtaa assemblies mostly used forums (Bourgoin *et al.,* 2019)

Tanzania's Local Government Legislation (Acts Nos. 7 and 8 of 1982) provides a safeguard through the composition of LGAs and the transparency of council proceedings (Ntwenya, 2020). The makeup of the council ensures that policymakers are drawn from the community through a representative democracy. Aside from the composition of the councils, meetings of the councils are normally open to the public and the press, but there are stereotypes in listening to and taking into account the stakeholders' views on education and health services (Obwana, 2019). In addition to the limited transparency of these sessions, the village and Mtaa members of an LGA can invite anyone to come and speak on any issue, or participate in any other way, at any council meeting, while legislation also limits LGAs' ability to make any bylaw without seeking public consultation and opinion from all interested groups; thus, it was hypothesized that:

H_0: *There is no significant relationship between forum and LGAs services delivery in Tanzania.*

3.0 Methodology
3.1 Research Design
The study employed a cross-section survey design. The design is adopted since it allows data collection at a single point in time (Pule et al. 2017). Therefore, the design allowed for the determination of causal-effect relationships between independent variables (stakeholders contribution, Gender participation, Voice of marginalised and forums) and the dependent variable. Also, the design allowed easy

data collection and analysis on village and Mtaa council members influences to stakeholders' participation and services delivery.

3.2 Population and Sample

The study population comprised members of village councils and Mtaa committee from Dodoma city, Kongwa and Chamwino district councils found in Dodoma Region. The selection of Dodoma region was based on the existence of parent coordination ministry President Office Regional Administration and Local Government (PO-RALG) since 1995 in Dodoma, which is responsible for overseeing LGA operations. Therefore, with this experience, Dodoma was in a good position to provide reliable data in order to assess the role of institutional arrangements on LGAs services delivery. The study involved a total sample of 399 respondents who were village councils and Mtaa committee members obtained by using Yamane (1967) Formula.

3.3 Sampling Procedure

A multistage sampling technique was used to select members of village councils and Mtaa committees. In the first stage, three councils out of eight LGAs in Dodoma region were selected purposively based on economic status, rural and urban setup and age of establishment. The selected councils were Dodoma City Council, Chamwino District Council and Kongwa District Council. Dodoma City Council was selected because it performs a peculiar role which is not performed by any other LGAs in Tanzania as it assumes the role of the defunct Capital Development Authority (CDA). Chamwino was selected because it is the newest council in the region, which was established in 2007. Kongwa District Council was selected because it is more rural than the other two councils.

In the second stage, wards were selected from each council. Three wards were selected by using simple random sampling technique. The selected wards were Makole, Chang'ombe and Mnadani (Dodoma City Council), Sejeli, Mtanana and Pandambili (Kongwa District Council), Manchali, Mvumi Mission and Haneti (Chamwino District Council). Stage three involved selection of villages/Mtaa. From each ward, three villages from district council's and Mtaa from city council were selected. In the ultimate stage, committee members were selected using simple random sampling. A list of members for each village and Mtaa was obtained from

village and Mtaa executive officers.

3.4 Data collection methods

The study on which this paper is based used primary and secondary data. Primary data were collected through questionnaires which were collected from 399 Mtaa committee and village council members. In addition to the questionnaire, an interview guide was used to collect data from key informants. Secondary data were collected through documentary review of village and Mtaa meetings log books, council financial reports as well as minutes of previous assembly meetings. It was necessary to use a combination of data sources in order to complement each other and to obtain sufficient and insightful information for the study.

4.0 Data Processing and Analysis

Pre-testing of the questionnaire was done to measure validity and suggestions and recommendations from pre-testing were incorporated in the final questionnaire before final data collection. Data collected were subjected to a reliability test and Cronbach's Alpha coefficient test was done and the internal consistency score was 0.8807 which is higher than 0.70 and hence considered acceptable and a good indication of construct reliability (Kadariya, 2012).

Qualitative data from key informant interviews were analysed using Content Analysis (CA) method. First, interviews were transcribed into a word document. Then, from these transcriptions, key themes, concepts and phrases. This was done in order to organise the information into common themes that emerged in response to deal with specific items. The themes were organised into coherent categories which summarised key results. Qualitative information then was integrated with findings from quantitative information to provide derive meaningful conclusions.

Quantitative data analysis included development of indices, whereby first stage, thematic analysis technique was used to explore and gain an insight into deeper attributes of governance. This is required if there are no reliable quantitative measures of the construct available (Smith and Smith, 2018). The second stage involved scaling development and validation in order to measure constructs that were difficult to be measured directly. A five-point index summated scale was used with statements to each of which the respondents were required to respond strongly

disagree (1 point), disagree (2 points), undecided (3 points), agree (4 points) or strongly agree (5 points) for the variables stakeholders contribution, Gender participation, Voice of marginalised and forums. This was followed by factor analysis so as to summarize and quantify all qualitative information in this study.

For examining the influence of village and Mtaa members on stakeholders' participation to LGAs service delivery, stereotype logistic regression analytical model was employed. The model is preferred over partial proportional odds (PPO) model, the generalized ordinal logit model or multinomial logistic regression model because it is an extension of both the PPO model, multinomial logistic regression model. Moreover, stereotype logistic regression uses ordinal response variable for estimation instead of nominal outcome variable.

The dependent variable (service delivery) was categorical. Z test statistics were used to establish the relationship between stakeholders contribution, Gender participation, Voice of marginalised and forums versus services delivery in LGAs. The Stereotype Logistic Regression equation of the following form was estimated.

$$logit[\pi(j,J)] = ln\left(\frac{\pi(Y=j|x_1,x_2,...,x_p)}{\pi(Y=J|x_1,x_2,...,x_p)}\right) = \alpha_j - \phi_j(\beta_1X_1 + \beta_2X_2 + \cdots +$$

$$\beta_pX_P)\ldots\ldots\ldots(2)$$

Where: $j = 1,2,3,...,J - 1, J$ stands for the reference category, Y = ordinary response variable from j to J, α_j = intercepts, $\beta_1, \beta_2, ..., \beta_p$ are logit coefficients, $and \phi_j$= constraints to ensure outcome variable is ordinal if $1 = \phi_1 > \phi_2 > \phi_3 > \cdots \phi_{J-1} > \phi_J = 0$.

Table 4.1: Variables, Measurement and the Hypotheses

Variables	Definition of the variable	Unit of measurement	Hypothesis
γ = Service delivery	Extent to which citizens are satisfied with health and education services delivery	1=Not Satisfied;2=Moderate;3=Satisfied	
x =Participation in terms of			
Stakeholder contribution	The state of village and Mtaa members seeks potential actors, receiving their views, advice, support to and from stakeholders regarding provision of services	1=SD; 2=D; 3=U; 4=A; and 5=SA;	+
Gender participation	The extent to which both gender are equal involved by village and Mtaa members in health and water services delivery.	1=SD; 2=D; 3=U; 4=A; and 5=SA;	-
Voice of marginalised	The right of special groups to be heard their challenges and problems facing them particularly women, children and people with disability by village and Mtaa council members.	1=SD; 2=D; 3=U; 4=A; and 5=SA;	+
Forums	The Meetings or media used by vilage and Mtaa council members in the provision of LGAs health and education services delivery.	1=SD; 2=D; 3=U; 4=A; and 5=SA;	+

SD=strongly disagree. D= Disagree, U= Neutral, A=Agree and SA= Strongly Agree

3.5 Data Analysis

3.5.1 Qualitative analysis

Qualitative data from key informant interviews were analysed using thematic analysis method. First, interviews were transcribed into a word document. Then, from these transcriptions, key themes, concepts and phrases related to performance appraisal and organizational performance were identified. This was done in order to organise the information into common themes that emerged in response to dealing with specific items. The themes were organised into coherent categories which summarised key results. Qualitative information then was integrated with findings from quantitative information to provide derive meaningful conclusions.

3.5.2 Quantitative analysis

Quantitative data were analysed using factor analysis for data reduction and stereotype logistic regression to determine the effects of each variable on service delivery. The study had 17 items, and factor analysis was used to identify which items formed coherent subsets that were relatively independent of one another. Factor analysis was used to produce small sets of variables which were uncorrelated from 17 variables. Factor analysis was adopted to establish the number of dimensions available in a set of variables. The four (4) variables include stakeholder's contribution, gender participation, voice of marginalised and forums. The suitability of data for factor analysis is tested by using Kaiser-Meyer-Olkin (KMO) and Bartlett tests. The test results are presented in Table 2. It can be shown that all four (4) variables were suitable for factor analysis as KMO tests for all variables are greater than 0.5 and p values for Bartlett tests are significant ($p = 0.000$) which was high, indicating good sampling adequacy for running factor analysis.

Table 4.2: Factor Analysis, KMO and Bartlett test of sphericity Results

Variable	Loadings	KMO	Bartlett test of sphericity	Eigenvalue
Stakeholder contribution	0.9096	0.9263	$x_{0.05,6} = 782.017, p = 0.000$	6.833
Gender participation	0.8624	0.9037	$x_{0.05,6} = 807.838, p = 0.000$	3.009
Voice of marginalised	0.7999	0.9245	$x_{0.05,10} = 921.317, p = 0.000$	1.354
Forums	0.7998	0.9470	$x_{0.05,10} = 699.637, p = 0.000$	1.145

Before running the stereotype logistic regression analysis, multicollinearity was tested using VIF to determine whether there was a strong correlation between

independent variables. No collinearity (independent variables are not correlated) because the Variance Inflation Factor (VIF) are less than 10, conditional indices are less than 10 and tolerance below 0.25 could indicate serious relationship between independent variables (See Table 3). On the other hand, the proportional odds or parallel regression assumption was tested using Brant test. The findings showed a significant test statistic $(x_{0.05,4} = 9.64, \; p = 0.047)$ which indicates that the assumption was violated. This implies that relationship between each pair of outcome groups was the same. Because of that, Stereotype Logistic Regression Model was adopted. Stereotype Logistic is recommended model to be used because it relaxes the ordered logistic model assumptions but retains the ordinal information (Liu, 2014).

Table 4.3: Collinearity Diagnostics Results

Variable			Tolerance	VIF
stakeholders			0.7542	1.33
gender				
voice			0.6914	1.45
forums				
(obs=399)	Mean VIF	1.3	0.7027	1.42
				1.18
			0.8455	

4.0 Findings and Discussion

4.1 Stereotype Logistic Regression

Stereotype Logistic Regression model was employed to appraise the contribution of stakeholders' participation to LGA education and health service delivery. Specifically, the paper was set to identify the contribution of stakeholder's contribution, gender participation, voice of marginalised and forums in LGAs services delivery. The overall stereotype logistics model was significant $(x_{0.05,6} = 109.25, \; p = 0.000)$. This implies that the combined effect of the four variables used was able to explain education and health service delivery in terms of village and Mtaa council members' influence on stakeholders' participation. All the variables were negatively related to education and health service delivery.

Table 4.4: Stereotype Logistic Regression

q60	Coef.	Std. Err.	Z	P>|z|	[95% Conf. Interval]	
stakeholders	-1.93415	.2912703	-6.64	0.000	-2.505029	-1.36327
gender	.004241	.2516588	0.02	0.987	-.4890011	.4974831
voice	-.9537061	.2639212	-3.61	0.000	-1.470982	-.43643
forums	-1.357704	.2464415	-5.51	0.000	-1.840721	-.874688

The influence of stakeholder's contribution on Service Delivery

Stakeholders' involvement in LGAs was discovered to be critical for education and health service delivery; hence, this study employed stereotype logistic regression to determine whether village and Mtaa council members at low local government in Tanzania are involving stakeholders effective when delivering of education and health services. Table 4 presented the results.

From Table 4, estimated logit coefficient ($\beta = -1.93415, z = -6.64, p = 0.000$) found significant relationship of village and council members seeking stakeholders' contribution towards education and health services delivery. The relationship is negative. Odds of being in the satisfied with service delivery relative to not satisfied were 0.1445 times less. The findings are in-line with the study by, Mbithi *et al.* (2019) who discovered that seeking stakeholders' supports is limited and that the ensuing influence on decentralized service delivery is negligible. According to William N. Dunn's (1983) Social Network Theory, "local government organizations' ties with their stakeholders are likely to be regarded as network-type partnerships. Furthermore, the findings contradict a study by Juntunen *et al*. (2019), Kersten and Saeed (2019), Yang and Basile (2021), which discovered that the participation of stakeholders is required for effective education and health service delivery in LGAs. Also, their findings indicated that external stakeholder orientation improved the efficacy of ethics and compliance of education programs. Based on the arguments above, it is possible to accept that stakeholder participation is necessary for effective education and health service delivery in village and Mtaa low LGAs, even though this study appears to be negatively effecting education and health service delivery. The negative discovered under this study might be influenced by the absence of clear

guidelines for stakeholders' involvement in the village and Mtaa LGAs, as supported by the key informants, "……*we have by law, which reflects the central government law, but our LGAs do not have a framework showing clearly which stakeholders are to be involved and in what service provision sector in our jurisdiction……..*" (05 March, 2021) Another added that "……..*classes affected the stakeholders' participation in service delivery processes too, as rich and poor are differently invited to participate……..*" (01 March, 2021). For sustainable development, village and Mtaa council members must understand that without stakeholders' involvement in the implementation of public-based projects, the projects will lose a sense of ownership among themselves, which will trigger insecurity about their results. As a result, we do not accept the null hypothesis that there is no significant association between stakeholder engagement and service delivery in Tanzania LGAs. It was also discovered that the lack of a stakeholders' engagement plan continues to impede village and Mtaa council effective seeking stakeholders' participation in low LGAs' service delivery because, unlike village and Mtaa council members, they should initiate progress on the development of stakeholder's engagement plans that will specify who the stakeholders are and what service sectors they must participate in.

4.3.2 The influence of Gender participation on Service Delivery

Gender participation is a core part of equal resource distribution in LGA service delivery processes, as well as a method for equal and sustainable service delivery. The gender participation questions in this survey are aimed to see if village and Mtaa members in low LGAs in Tanzania are responding to this indicator. The results on gender participation are presented in Table 4.

From Table 4, the estimated logit coefficient ($\beta = .0042415, z = 0.02, p = 0.987$). Found that gender participation is insignificant relationship with LGAs services delivery. The relationship is negative. Odds of being satisfied with service delivery relative to satisfied were 1.0042 times more. This finding contradicts with the study by Ahuru (2021) and Orisadare (2019) argued that women with a middle school education or higher were more likely to be encouraged by village and Mtaa council members to participate in LGA decision-making organs than women with a primary education or less. As a result, better educated women are more aware of the significance of local decision making in antenatal care. As a result, gender

participation may be influenced by education level, as noted women with poor education are less likely to be engaged in LGA decision-making organs than those with secondary education. The interviewed key informants noted that "…...... *my husband is enough to represent our family contributions to the village assembly while I remain at home with other household responsibilities……..*" (03 March, 2021) which contradicts the available literature under this study. Another commented that "……..*Although if we engaged in planning as per meeting calling, few women can be heard, considering economic position and education among ourselves, because even an opportunity to contribute is offered, which to some extent, a number of women take advantage of women in our Mtaa dislike attending the assembly……...*" (07 March, 2021). Village and Mtaa council members through their LGAs should adopt more practical approaches to promote education for all in order to have a well-educated and learned society, according to a study conducted by Chukwuma (2020) in Nigeria reveal that women should be empowered to obtain secondary and tertiary education, particularly in rural areas, and participate in public policy-making processes. Thus, we fail to reject the null hypothesis that there is no significant relationship between gender participation and services delivery in Tanzania low LGAs. Therefore, this can be agreed that women do attend and men participate in LGAs' service delivery when are invited in the available platforms.

4.3.3 The influence of voice of marginalised groups on service delivery

The planning and implementation of public projects at the local level is no longer viewed as a top-down process, but rather as an inclusive process, particularly marginalised groups, are viewed as key stakeholders by sharing their perspectives on service delivery processes. Marginalised people in developed countries are sharing their views and concerns through integrated ICT infrastructure (Coats, 2017). Also, this study assessed if Mtaa and village council members in Tanzania are complying with marginalised group heard their voice towards health and education services delivery. Results are presented in Table 4.

From Table 4, the estimated logit coefficient ($\beta = -.9537061, z = -3.61, p = 0.000$) indicates that voice of marginalised groups had a significant relationship with education and health service delivery in LGAs. The relationship is negative. Odds of being in the satisfied with service delivery relative to moderate were 0.5466 times

more. Studies by Gautam *et al.,* (2020); Chowdhury, (2021), have advanced explanations based on the above findings, by arguing that village and Mtaa council members intentionally have a less caring voice for the marginalised, also pointed out that disadvantaged groups need more information and resources for them to be able to influence LGAs' decisions that affect their lives. Enhancing marginalised groups' sharing their concerns requires more than inviting or simply inducing them to participate in decision-making organs. Moreover people with disabilities in LGAs lack supportive infrastructure to support them to have an equal chance to raise their voice in the service delivery processes, as reported by key informants that: "……….*village council is inviting all citizens through the council noticeboard to participate in a decision-making assembly, particularly for hospital and school building programmes, but I cannot attend since I do not have transportation facilities…….*" (09 March, 2021). Another added that "*………I think we are ignored by our local leaders based on our ability to share opinions on the available development projects, as we are not facilitated to share our views while we are part and partial of planned service delivery programmes, and this situation is negatively affecting our daily life as nothing is planned to reflect our challenges……..*" (01 March, 2021). A study by Chengalur *et al*. (2021) discovered that developed countries, including the USA, adopted online platforms to get information on the voice of marginalised groups while planning service delivery programmes. However, Hayes and Bulat, (2020) suggests that people with disabilities need a supportive system to ensure equal opportunity for sharing their views in service delivery planning and implementation, which a number of developing countries are lacking due to the slow growth of science and technology compared to developed countries. Therefore, we do not accept the null hypothesis that there is no significant relationship between the voice of the marginalised group and service delivery in Tanzania low LGAs.

4.3.4 The influence of forum on Service Delivery

Forums are critical in participatory development because they bring stakeholders together to exchange ideas and perspectives on collective service delivery. Europe's countries benefit from the availability of online platforms by having inclusive stakeholders in all public problems by inviting and taking them into account for improved service delivery, particularly in the United States of America (Sigalla *et*

al., 2021). The study adopted stereotype logistic regression as presented in Table 4 to find out the extent to which the village and Mtaa council members uses forums in contributing to improved education and health service delivery in Tanzania's LGAs.

From Table 4, the estimated logit coefficient $\beta = -1.357704, z = -5.51, p = 0.000$ indicates that forum had a significant relationship with village and Mtaa councils which create a room for education and health services delivery to citizens in the jurisdiction areas. The relationship is negative. Odds of being satisfied with education and health service delivery relative to not satisfied were 0.2572 times less., The findings concurred with William N. Dunn's (1983), Social Network Theory contends that for effective performance, Village and Mtaa council members must use forum to include other stakeholders' perspectives, seek physical resources from stakeholders, listen to and consider the interests of both genders and marginalized groups, and to analyze all stakeholders' problems and interests. The study findings supported by the key informant interviews who added that "……*I know that, as per local government Act No. 7 (District Authority) of 1982, the members of the village assembly are ours, particularly those over 18 years of age, and we conduct such meetings 4 times per year, but with a number of circumstances out of the council's control, the law is not well attained as stipulating*…….." (04 March, 2021). Another added that "……. *Not all can attend the assembly for adhering to participatory planning since a number have physical disabilities and are unable to attend due to a lack of supportive infrastructure. ...." (01 March, 2021).* Another key informant reveals that *".......village assembly is an outdated technique for ensuring all citizen groups are participating in LGAs' service delivery. Other platforms need to be designed to capture all groups of citizens...." (*06 March, 2021). The arguments of the key informant were supported by Axelsson and Granath (2018) who argue that the use of forums in service delivery is a driving force behind Sweden's sustainable development projects. In addition, a study by Rafique et al., (2021) stated that citizens' participation in local government service delivery processes utilizing ICT integrated platforms can boost civic engagement and increase stakeholders' participation in various LGA services delivery. Therefore, we do not accept the null hypothesis that there is no significant relationship between forums and education and health services delivery in Tanzania LGAs.

5.0 Theoretical Implications

From a theoretical perspective, the findings are in line with Dunn's (1983) Social Network Theory, whereby some assumptions of the theory are applicable in LGAs context whereby village and Mtaa council members are required to involve stakeholders for effective service delivery. Also it is believed that, improved service delivery requires solid relationships between village and Mtaa council members and their stakeholders, including civil society, private sectors, and members of the public, by soliciting and accepting their contributions and taking into account their interests. Also, other mechanisms such as stakeholders' engagement plan and effective usage of ICT platforms in LGAs is vital for attracting all potential stakeholders for improved services delivery.

6.0 Conclusions and Recommendation

From the findings discussed above, it can be concluded that there is negative significant relationship between village and Mtaa council members' participation and services delivery in low LGAs. The coefficient between village council and Mtaa committee mbers' participation to service delivery was negative, showing that, they were poorly exercised in the local governments studied. This undermined the local governments' ability to provide education and health services to citizen groups. It is suggested that village council and Mtaa committee members' participation coverage should be strengthen to improve education and health service delivery due to the fact that it helps in gaining diverse ideas and resources required for education and health service delivery in LGAs. The major concern for limited village council and Mtaa committee members' participation in LGAs is due to the absence of a participation' engagement plan and limited usage of ITC platforms in LLLG in Tanzania. It is recommended to the central government, LGAs and other key players that participation engagement plans should be designed to ensure that LGAs has all potential interest groups to ensure sustainable service delivery is attained in the LGA. On the other hand, awareness campaigns should be conducted for women so that they can understand the value of participating in decision-making.

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CHAPTER FIVE

INFLUENCE OF INSTITUTIONAL ARRANGEMENT FACTORS ON LOCAL GOVERNMENTAUTHORITIES' SERVICE DELIVERY IN DODOMA, TANZANIA

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Sciences

Abstract: The study is aimed at examining how institutional arrangement factor fosters service delivery systems, specifically how By-laws, Acts and Policies influence service delivery. A cross- sectional research design was used for the study. The study was conducted in Dodoma City as well as Kongwa and Chamwino District councils in Dodoma Region using a sample of 399 village council and Mtaa committee members. Structural Equation Modelling (SEM) was used in data analysis in order to determine the influence of institutional arrangement factors on local government authorities' service delivery. The study established that By-laws, Acts and Policies were positive predictors of institutional arrangements towards service delivery. Compliance with institutional arrangements increases the propensity of LGAs to serve the citizens in an efficient manner. Based on the conclusions, it was recommended that by-laws should be provided to citizens and all service delivery potential actors in LGAs. The approved national education and health policies and Acts need to be available and accessible to lower local government authorities in order to maintain the facilitation effects of institutional arrangement for sustainable LGA service delivery.

Introduction

Institutional arrangements are regarded to be the most important aspects of providing health and education services to internal and external stakeholders in the public and private sectors (Secundo *et al.,* 2018). The promotion and adoption of the institutional framework has been due to its importance in supporting the concerns and interests of both internal and external stakeholders for health and education services. The promotion and adoption of the institutional arrangements have been due to their importance in supporting the concerns and interests of both internal and external stakeholders for health and education services. Katusiime and Schütt (2020) views the institutional framework as the mechanisms and processes through which citizens or groups create a room for articulating their interests and exercising their legal rights in health and education service delivery provision processes in LGAs. This suggests that the institutional arrangements (policy, acts and by-laws) can assist citizens in meeting their obligations and having a chance to participate in the delivery of health and education services by LGAs.

In the United States of America, observed achievement in education and health services delivery is due to strong established and reformed key institution education and health services delivery acts and policies. In British cities, education and health services delivery have reached high levels due to the well-established health and education by-laws in every LGA (Horak & Doyon, 2018). Most local government authorities in Northern Asian countries still struggle to coordinate the planning of education and health services delivery processes. Services are inadequate due to the fragmented and uncoordinated national service delivery institutional framework (Zwet, Clark, Dempsey, Mamattah &Pautz, 2020).

In African countries, institutional arrangements are needed for efficient health and education service delivery provision. For instance, in Nigeria, resources are severely constrained, making it nearly impossible to manage urban development, particularly health and education, leading to the haphazard growth and development that results in an unfair distribution of resources for essential services among local authorities (Akongwale, 2020). In Tanzania, the local government reform program (LGRP) of 2000s was intended to be a tool for the government to encourage and push decentralization in the direction of efficient education and health service delivery.

Through its provision to local government authorities' mandate to enact by-laws, education and health service delivery were expected to be closer to users, and political power would be transferred to lower levels as much as was practical and possible by stimulating citizens to participate and contribute their resources on an equitable basis (van, 2019). The center still has a strong degree of control over the planning of service delivery targets and priorities, contemporary health

and education health services are remarkable unsatisfactory to citizens while the empirical studies show that the established by-laws had a positive impact on citizens' participation (Ngumbela, 2022; Lameck & Kisoli, 2022; Mwachiyaba, 2022).

Rugeiyamu, Shayo, Kashonda and Mohamed (2021) noted that ward and village leaders in Babati, Lushoto, Muheza and Mkuranga Districts frequently criticized their district council directors for failing to address local priorities, citing a few diseases that residents believed to be major problems in their respective communities but were either not included or given low priority in district plans. Anselmi (2021) reached a similar conclusion, noting that despite the bottom-up approach to planning being the foundation for councils' plans, community participation in service planning and delivery is very limited because many LGA service plans do not reflect identified community needs.

Literature by Homsy and Warner (2019) which has been a source of heated debate about institutional arrangement factors on LGAs services delivery suggests that increasing the size of local government has a negative impact on the effectiveness of local policies and frameworks towards service delivery. These divergent viewpoints are largely due to the inherent difficulty of assessing an institution's impact on service delivery in local government areas. This paper aimed to close a knowledge gap by looking at the role of institutional framework in LGA service delivery in a few LGAs in Tanzania's Dodoma Region. This would assist local government officials in developing effective strategies to improve service delivery. These findings are critical for developing strategies to achieve Tanzania Development Vision (TDV) 2025, Goal No. 3.2, which focuses on good governance and the rule of law, as well as peace, justice, and strong institutions, as stated in Sustainable Development Goal No. 16.

Institutional Theory by John Meyer and Brian Rowan

Institutional theory gives us a way to understand how organizations might navigate the rules and norms of the system in order to appear legitimate and survive. When organizations try to make their actions consistent with the expectations of the institutional environment, Institutional theory as applied to politics posits two distinct forms of institutions' influence over policy and political action. Institutional arrangement factors (Acts, Policy and Bylaws) can be constraining, superimposing conditions of possibility for mobilization, access, and influence services delivery (Mwendah, 2020).

Institutions limit some forms of action and facilitate others (Langley et al., 2019). Institutional theory is applied in this study for readers to understand the LGA's institutional frameworks, including policies, acts and by-laws and their influences on the LGA's general performance. Furthermore, institutional theory used to address the development process of the local institutional framework within which LGAs' services are processed and channeled through administrative units. Hence, by-law and policy development are related to the performance of LGAs. Hence, service delivery outcomes to the public. This theory has been widely used to predict institutional arrangements in central government and local government policy implementation (Nurdin, 2018) as well as in public-private partnerships (PPPs) in the new public governance (NPG) paradigm, where an institutional maturity perspective is an important factor to consider(Casady, Eriksson, Levitt & Scott, 2020).

Empirical Literature Review and Hypothesis Development

By-Law

In order to effectively meet local priorities from a constitutional standpoint, by- law as subsidiary laws are enacted by LGAs and emerge to ensure community autonomy (Chaudhary, 2019). The adoption of bylaws can frequently be used to complete community initiatives like urban planning, legislative action and regulation, administrative guidance and assistance and information provision, even though providing physical services almost always requires effective jurisdiction by-laws (Reis, Gonçalves, Lopes & Antunes, 2021).

In Tanzania, local government By-laws as subsidiary legislation are enacted as per vested mandate provided by urban and district local governmentsActs No. 7 and 8 of

1982. LGAs are required to abide with the By-law making process. For instance, LGAs have to provide a notice of intention for citizens to give their views, comments and recommendations or to lodge their objections in case there is any queerly concerning the intention of By-law which is going to be made but observed inadequate health and education services delivery (Fute, 2019). As the study by Godwin (2020) indicated, Chamwino and Kongwa Districts as well as Dodoma City Council enacted the education fund board and environmental cleanliness by-laws. Despite the presence of these by-laws, citizens continued to claim they are receiving inadequate education and health service delivery. Hence, it is hypothesized that:

Ho1: By-law does not influence services delivery in Tanzania LGAs.

Acts

In order to implement service delivery in LGAs, harmonized acts as principal legislation are required with beneficiaries to play a central role in the development process. Many countries are developing Number Acts with only a small number of beneficiaries participated in the process (Cashin *et al.,* 2018) while Right to Information (RTI) Act of 2005, which is contrary to laws enacted in the United States (1966), prohibits citizens from asking the government for information on any subject other than national security, active legal proceedings or cabinet discussions. Additionally, the government of India does not operate on any beneficial platform (Rattan & Rattan, 2022).

According to the national Education ACT of 1978, District Development Council established under section 7(2) for strengthening education services delivery also the National Health Policy 2017 states that local government officials are answerable for health services delivery in LGAs but education and health services are not well concerns are not well addressed as number of citizens claiming on receiving insufficiency education and health as well as inequality provision services provision system (Shitindi, 2020). Hence, it is hypothesized that:

Ho2: Act does not influence services delivery in Tanzania LGAs.

Policy

Policies could also enable implementation of specific interventions by promoting and creating the structures to implement specific LGAs' service delivery. To achieve its work-oriented education objectives, the United Republic of Tanzania passed a number of educational policies, including Education for Self-Reliance policy (1974) and Education and Training Policy (1995) but a number of its workforce are self-dependent. Also, the Health Policy of 2017, which emphasized the need for increased community involvement in health development as well as improved access and equity in health services has been criticized by citizens for inadequate services (Massawe, 2019). Hence, it is hypothesized that:

Ho3: Policy does not influence services delivery in Tanzania LGAs.

Figure 5 1: Relationship among key variables

Independent variables (IA)   Dependent variable (SD)

```
┌─────────┐                                              ┌──────────────┐
│ Bylaw   │        ╭────╮        ╭────╮                  │ Consistency  │
├─────────┤ ←─────│ IA │───────→│ SD │─────→            ├──────────────┤
│ Policy  │ ←──   ╰────╯        ╰────╯      →            │  Accuracy    │
├─────────┤                                              ├──────────────┤
│  Acts   │ ←──                                   →      │  Efficiency  │
└─────────┘                                              └──────────────┘
```
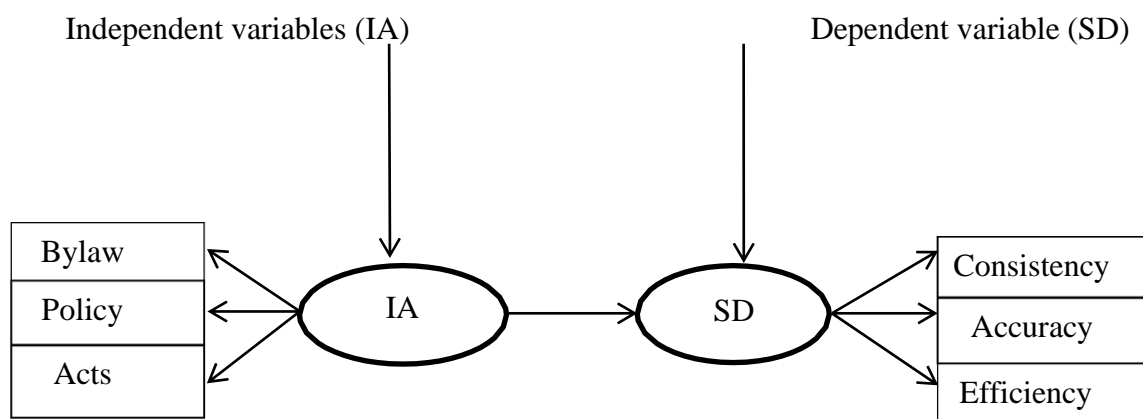
IE: Institutional Arrangement; SD: Service delivery

Methodology

Design

The study used a cross-sectional research design. The design was adopted because it allows data collection at a single point in time. Additionally, the design allowed for the use of a variety of analytical techniques and data collection techniques.

Population and Sampling Procedure

The study involved a total sample of 399, obtained by using Yamane (1967) Formula from the population of 6182 village council and Mtaa committee members who were

simple randomly sampled from Dodoma City, Kongwa and Chamwino District Councils found in Dodoma Region. The region was selected purposely based on the existence of President's Office Regional operations. Therefore, with this experience of Administration and Local Government (PO-RALG) within Dodoma since 1995; the ministry is responsible for overseeing and coordinating LGA. Dodoma being closer with the parent ministry, it was in a good position to provide reliable data.

Data Collection Methods

The study used primary and secondary data. Primary data was collected through a questionnaire and interviews. The questionnaire was used to collected data from 399 Mtaa committee and village council members while key informants such as council human resources officer, medical officer, legal officer as well as primary and secondary school education officers were interviewed to supplement the information collected through the questionnaire.

Table 5 1: Fit statistics of the structural model for IA and SD

Fit statistic	Index	P value
Chi2	11.816	0.160
RMSEA	0.035	
CFI	0.997	
TLI	0.995	

Statistical Treatment of Data

Structural Equation Modelling (SEM) was used in data analysis in order to determine the influence of institutional arrangement factors on local government authorities' service delivery. The Institutional arrangements examined included by- laws, acts and policy. Service delivery was measured in terms of consistency, accuracy as well as effectiveness and efficiency. Data collected through questionnaire was in 5-point Likert scale. Because the data was categorical, confirmatory factory analysis was used to formulate the constructs. The constructs were formed by items with factor loading factor of 0.6 and above as suggested by Sudiana, Sule, Soemaryani & Yunizar, 2020). Before the analysis of structural relation between variables, the

measurement model was tested for determining the mode fit. In analyzing the model fit, Chi 2, RMSEA, CFI and TLI were tested. The results are as shown in table 5.1.

From the table, all the model fit tests met the minimum criteria. Chi square is nonsignificant which indicates a good model fit. i.e. predicted and observed values are equal. RMSEA is lesser than 0.05 and CFI and TLI are close to 1.

Collinearity among independent variables was tested using the Variance Inflation Factor (VIF) as presented in Table 2. A VIF of lesser than 5 for an indicator suggests no potential collinearity among indicators (Hair et al., 2017). The results for collinearity test shows that all indicators have the VIF of lesser than 5. Thus, there is no sign of multicollinearity among reflective constructs that might affect the estimation and evaluation of the structural model.

Table 5.2: Collinearity Diagnostics

Variables	VIF	SQTR VIF	Tolerance	R-Squared
By-Law	2.85	1.69	0.351	0.649
Acts	3.01	1.73	0.3326	0.6674
Policy	3.02	1.74	0.331	0.669
Mean VIF	1.6			

Figure 5 2: Influence of Institutional Arrangements in LGAs Services Delivery
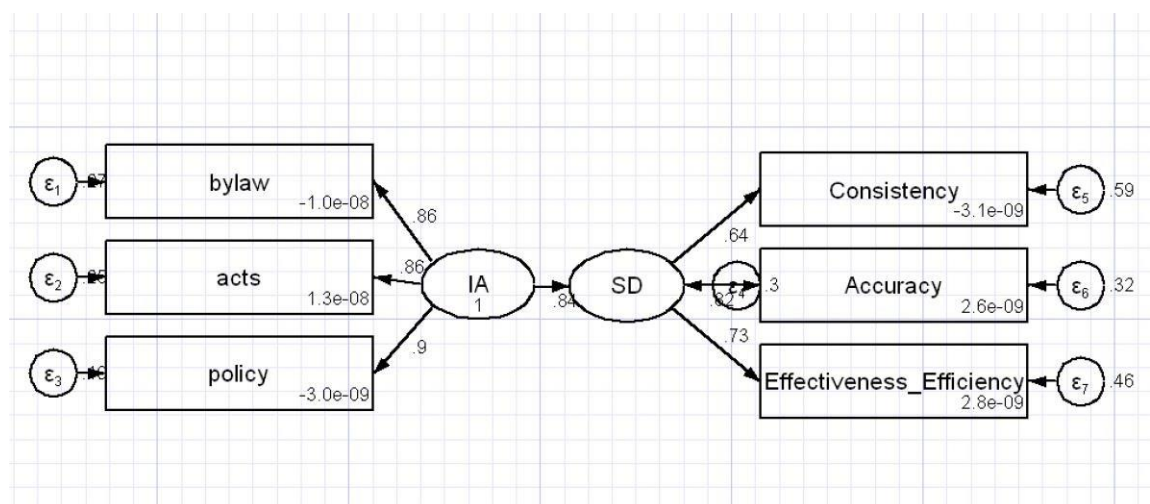
Results and Discussion

This section presents the findings and discussion of the structural model and hypothesis testing. The study examined the relationship between the institutional

arrangement and services delivery, institutional arrangement and its variables (By-law, Act and Policy) as well as services delivery and its variables (Consistency, Accuracy and Efficiency) whereby general results found that institutional arrangement had a positive relationship with Services Delivery as seen in figure 2.

Institutional Arrangement and Services Delivery

Institutional arrangements positively correlated with Service Delivery (SD). In the beta coefficient value which is linked to the arrows that move from the corresponding predictor variables to service delivery, the dependent variable reflects effects. Three predicting variables were found to be responsible for 84% (0.84), on service delivery in LGAs. This implies that compliance in institutional arrangements especially in terms of By-law, Acts and policy will enable LGAs to achieve their mandated roles and responsibilities of delivering quality services due to clear guidelines through institutional arrangements. This is supported by the study of Tsai, Bui, Tseng & Wu,(2020) which demonstrated how social acceptance and the incorporation of governance norms are factors that influenced municipal solid waste management in Vietnam.

Institutional Arrangements and ServicesDelivery (By-law, Act and Policy)

Results for the hypotheses testing are presented in Table 3.The overall results reveal that the null hypotheses have to be rejected due to the factor that the p value was lesser than .05. This implies that the combined effect of the three variables used was able to explain service delivery.

Table 5.3: Results for hypothesis testing

Construct B	Z	P	Remarks
H1: BL - 0.855 > SD	50.22	0.000	Not Supported
H2: ACT 0.864 -> SD	53.08	0.000	Not Supported
H3: POL 0.899 -> SD	63.29	0.000	Not Supported

The findings demonstrate that education and health by-laws as subsidiary piece of legislation had a positive influence on the institutional arrangements toward services delivery with a beta coefficient of 0.855 and $P<0.001$. This implies that LGAs

having by-laws and putting them into effect as guidelines can enhance the LGA's to regulate a broad range of activities relating to services as per LGAs vision and mission. Therefore, the first null hypothesis, which states that By-law does not influence services delivery in LGAs, is rejected. The results are consistent with the study by Voorn, Van Genugten & Van Thiel (2020) which found that by-laws had a beneficial impact on the provision of services.

Education and health Acts as principal legislation were found to have positive and significant effects on institutional arrangements towards services delivery at a beta coefficient of β 0.864, and $P<0.001$. This indicates that the presence of Acts provides the basis for the mechanisms to be used in offering services since the law requires them to deliver services in an efficient and consistent manner. Based on this finding, the null hypothesis which states that "acts do not influence services delivery in LGAs" was rejected. Similarly, a study by Maluleke, Worku & Muchie (2022) found that the South African Schools' Act No 84 (SASA 1996) influenced teachers and citizens to have active participation towards high performance for primary schools in rural areas. Moreover, a key informant (KI, 2021) said, "presence of appropriate Acts for education has contributed to improved school performance, low absenteeism rate and now we are not in the last position in Dodoma region......."

Moreover, the findings indicate that Policies pertaining to education and health was found to be a predictor of institutional arrangements toward services delivery at a beta coefficient of β 0.899 and $P< 0.001$. This implies that, policy will increase the likelihood that LGAs will have direction for their plans, objectives and a foundation for decisions on service delivery that have an impact on the entire community. The null hypothesis, which stated that "policy does not influence services delivery in LGAs," was therefore rejected. This is in line with study findings by Mironga and Namilonga (2021) that effective health and education services in lower local government in Zimbabwe are well addressed due to the presences of the country's education and health policies, which are well implemented in Zimbabwean lower local government. Furthermore, one key informant (KI, 2021) "we thank our Government for making pre-primary and primary education free; waiving all registration and examination fees which *parents* had to pay in the past and removing the financial barrier as per education policy…."

Theoretical Implications

It is important to note that, the findings of this study supported the institutional theory that was adopted by this study. The implication is that, the by-law, acts and policy enhance LGAs services delivery operations. Thus, whenever LGAs incline a huge trust in health and education services delivery, citizens will receive efficient services.

Conclusions and Recommendations

It is concluded that By-laws, Acts and Policies were positive predictors of institutional arrangements towards service delivery; Service delivery was measured in terms of consistency, accuracy, effectiveness, and efficiency. Therefore, compliance with institutional arrangements increases the propensity of LGAs to serve the citizens in an efficient manner. Based on the conclusions, it is recommended that by-laws should be provided to citizens and all service delivery potential actors in LGAs. The approved national education and health policies and Acts need to be available and accessible to lower local government authorities in order to maintain the facilitation effects of institutional arrangement for sustainable LGA service delivery.

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CHAPTER SIX

6.0 Summary, Conclusions and Recommendations

6.1 Summary of the Key Findings

The study was conducted in Tanzanian LGAs Dodoma City, Kongwa and Chamwino District Councils. The overarching objective was to assess the role of governance in services delivery in Tanzania. The study focused on four specific issues namely to examined transparency in LGAs services delivery in Tanzania, determined the effects of accountability on ensuring LGAs services delivery in Tanzania, determined the impact of village and Mtaa (Mtaa) members' participation in influencing LGAs services delivery in Tanzania, established institutional arrangement factors affecting governing and service delivery in LGAs and investigated the moderating effect of institutional factors on the relationship between governance and service delivery in LGAs.

The reasons that inspired the present study to be conducted was inadequate mechanism for transparency, accountability, participation. Nonetheless, institutional arrangements add to it by not accommodating the room for interactions among the key players and/or authorities in the governance as far as service delivery is concerned. Despite the government efforts, but remained unclear when it comes to effective utilization of governance principles on service delivery. It has been reported that many African countries, including Tanzania, have been consistently ranked poor on governance indicators such as corruption, inadequate rule of law, low accountability, transparency and poor public involvement in running the public affairs.

6.1.1 Transparency in Local Government Authorities' Service Delivery

The contribution of transparency on LGAs services delivery examined at five aspects openness and honesty of local government officials, extent of free and pluralistic media, citizen information accessibility and the influence of open decision-making in LGAs services delivery. Government officials openness and honesty was estimated using logit coefficient (β=-1.610824, z= -5.29,p=0.000) which indicated that openness had a statistically significant negative relationship with transparency,

which implies that services delivery was inadequate in LGAs, under this aspect, the study found that the negative relationship between openness and honesty of local government officials was due to low technology growth in LGAs which still hinders effective openness among LGAs officers.

Free and pluralistic media was estimated using logit coefficient (β=-0.8108991, z= -2.8, p=0.005) which indicates that media had a negative significant relationship with transparency towards service delivery. Therefore, concluded that citizens have little room to provide and air their views on LGAs' service delivery. On citizen information accessibility was estimated using (β=-0.7505091, z= -2.48, p=0.013) which indicates that information accessibility had a negative significant relationship with council transparency for motivating sufficient service delivery in LGAs due to the closed system adopted on LGAs services delivery. On open decision-making estimated logit coefficient β=-0.182387, z= -0.67, p=0.504 indicates that open decision-making had no relationship with council transparency which narrowed down the room for services delivery to citizens in their jurisdiction areas due the absence of e-citizens' decision-making participation in Tanzania LGAs.

6.1.2 Accountability in Local Government Service Delivery

The study focused on examining how indicators of accountability predict services delivery in local government. The studied indicators included regular reports, achieved goals and proper use of funds produced statistically significant while learning from mistakes, Treasury rules and regulations, promptness, misconduct and wrong doing. Therefore, the results on regular reports found that a unit increase in regular reports decrease 1.444 in the log odds of a customer being satisfied by service delivered by LGAs given other parameters constant. An increase in a unit for regular report, the likelihoods of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 0.236 greater when other variables are constant with a 95% CI of 0.000 to -2.086.

Also, an increase for regular reports, the chances of the joined satisfied moderate against not satisfied are 0.236 times greater as the other variables held constant. Therefore, regular reports have influence to LGAs services delivery. On Learning from mistakes, the results found that a unit increase in learning from mistakes

decrease 0.432 in the log odds of customer being satisfied by services delivery by LGAs given other parameters constant. For a unit increase in learning from mistakes, the odds of satisfied against combined moderate and not satisfied are 0.650 times lower if all other parameters are constant. Similarly, an increase in one unit for learned from mistakes, the possibilities of the joined satisfied moderate against not satisfied exist 0.650 times lower as other parameters are constant. The findings imply that there is less learning from mistakes among the LGAs officials. On goal to be achieved a unit changes in established goals increase by 1.309 the log odds of a customer being satisfied by service delivered by LGAs. An increase in one unit for established goals, the probabilities of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 3.703 greater as the other parameters are constant with a 95% CI of 0.542 to 2.077. Equally important, for a unit increase in established goals, the chance of the united satisfied and moderate against not satisfied are 3.703 times greater as other variables held constant. This implies that the goals set are more achieved as planned; there is more likelihood of good services in LGAs.

On Treasury rules the result found that the unit increase in treasury rules decrease 0.207 in the log odds of customer being satisfied by services delivery by LGA as other parameters are constant. It implies that treasury rules and regulations are less adhered which leads to poor services delivery and satisfaction. An increase in one unit in treasury rules, the chance of great overall satisfaction i.e. satisfied against united moderate and not satisfied are 0.813 greater when other parameters are constant with a 95% CI of 0.0855 to 0.441. Similarly, for a unit increase in treasury rules, the odds of the combined satisfied and moderate against not satisfied are 0.813 times less as other parameters are constant. On proper use of fund, unit increase in proper use of fund decrease 1.713 in the log odds of customer being satisfied by services delivery by LGA given that all of the other variables are held constant.

This implies that when fund is properly used leads to good delivery of services hence customer satisfaction. A unit increase in the proper use of fund, the odds of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 0.180 greater when other variables are held constant with a 95% CI of 2.528 to 0.898. Likewise, for a unit increase in proper use of funds, the odds of the combined

satisfied and moderate against not satisfied are 0.180 times greater as the other variables held constant. The study finding informs that proper uses of funds are contributing to services delivery in LGAs

On influence of Misconduct, a unit changes in misconduct increase by 0.332 the log odds of a customer being satisfied by service delivered by LGA. This implies that misconduct of LGA's officials have more contribution to LGAs services delivery satisfaction. A unit increase in misconduct, the odds of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 1.394 greater as other parameters are constant with a 95% CI of -0.096 to 0.760. Additionally, an increase in one unit in misconduct, the probabilities of the joined satisfied and moderate against not satisfied are 1.394 times less as the other variables held constant.

On investigation of wrong doing a unit change in investigation of wrong doing increase by 0.171 the log odds of a customer being satisfied by service delivered by LGAs. A unit increase in investigation, the odds of high overall satisfaction that is satisfied against united moderate and not satisfied are 1.186 less as other parameters are constant with a 95% CI of -0.232 to 0.574. Similarly, an increase in one unit in investigation of wrong doing, the probabilities of the combined satisfied and moderate against not satisfied are 1.186 times less as the other parameters are unchanging. This implies that wrong doing are not investigated which leads to inadequate services delivery.

On financial scrutiny, a unit changes in financial scrutiny increase by 0.476 the log odds of a customer being satisfied by service delivered by LGA. This implies that there is less financial scrutiny leads to poor services delivery. A unit increase on financial scrutiny, the chances of high overall satisfaction i.e. satisfied against combined moderate and not satisfied are 1.609 less as other parameters are constant with a 95% CI of -0.246 to 0.197. Equally important, for a unit decrease in financial scrutiny, the odds of the joined satisfied and moderate against not satisfied are 1.609 times less as the other parameters are unchanging. The study findings revealed that financial scrutiny has less influence to LGAs services delivery.

6.1.3 Village Council and Mtaa committee members' participation

Village council and Mtaa (Mtaa) committee members have diverse interests in service delivery in lower level Local Government Authorities' (LLLGA) and examined the extent to which members consider stakeholders contribution, gender participation, integrated voice of marginalized and use of forums in health and education service delivery. On stakeholders contribution, the results found significant relationship between village and council members seeking stakeholders' contribution towards education and health services delivery with estimated logit coefficient (β=-1.93415, z= -6.64, p=0.000). It was also discovered that the lack of a stakeholders' engagement plan continues to impede village and Mtaa council effective seeking stakeholders' participation in lower level LGAs' service delivery because unlike village council and Mtaa (Mtaa) committee members, they should initiate progress on the development of stakeholder's engagement plans that will specify who the stakeholders are and what service sectors they must participate in.

On gender participation, the result found that gender participation is insignificant relationship with LGAs health and education services delivery with the estimated logit coefficient (β=.0042415, z= 0.02, p=0.987). The study informed that equal gender participation in LGAs services delivery. On voice of marginalized, the results found that voice of marginalized groups had a significant relationship with education and health service delivery in LGAs with estimated logit coefficient (β=-.9537061, z= -3.61, p=0.000). Influence of forum, indicates that forum had a significant relationship with village and Mtaa councils which create a room for education and health services delivery to citizens in the jurisdiction areas with estimated logit coefficient β=-1.357704,z= -5.51,p=0.000, also the study observed that citizens' participation in local government service delivery processes utilizing ICT integrated platforms can boost civic engagement and increase a tendency of members to engage stakeholders in lower level LGAs health and education services delivery.

6.1.4 Influence of Institutional Arrangements Factors

The study examined how institutional arrangement fosters service delivery systems. Specifically, studied how by-law, acts and policies influence services delivery whereby, structural equations modelling (SEM) was used to estimate all variables by testing null hypotheses. The results exhibited that institutional arrangements had an

84% positive association with service delivery, with institutional arrangements in terms of by-law, acts and policy contributing to LGAs services delivery in terms of consistency, correctness, effectiveness and efficiency. The study shows that conformity with institutional arrangements boosted LGAs' tendency to serve citizens efficiently. This occurs because LGAs like other service providers owe it to the community to meet expectations.

Moreover, the findings demonstrate that the education and health by-law as subsidiary piece of legislation, had a positive influence on the institutional arrangements at beta coefficient (=0.86, P 0.000). Also, education and health acts as principal legislation were found to have positive and significant effects on institutional arrangements at beta coefficient ($\beta = 0.864$, $p < 0.000$). However, the findings indicate that policies pertaining to education and health were found to be a predictor of institutional arrangements with a favorable effect at beta coefficient (= 0.9, p 0.00). The findings demonstrate that consistency in subsidiary legislation had a positive effect on service delivery with a beta coefficient of (=0.64, P 0.000). It suggests that residents will depend on LGAs services because staff members are more likely to treat residents fairly each time, they deal with them in the course of providing services.

Additionally, the results demonstrated that accuracy value had a positive effect as a predictor of services delivery (= 0.822, p 0.00). When LGAs provide accurate information, citizens are more likely to trust them when making decisions about the delivery of services and to be satisfied with the level of service they received. Effectiveness and efficient were found to have positive and significant effects on services delivery at ($\beta = 0.733$, $p < 0.000$). This indicates that LGAs objective and targets are more likely to be achieved at minimal cost since services will be offered in an efficient manner and value for money will be observed.

6.2 Conclusions

There is a negative significant relationship between transparency and service delivery. The coefficient between transparency and service delivery was negative indicating that transparency indicators were poorly exercised in the local governments studied and thus it weakened the ability of the local governments to deliver the required services to the citizens. This suggests that an increase in the utilization of transparency elements will improve service delivery because it helps in reducing the corruption and holding officials accountable. However, this cannot deny the revelation that there is some degree of relationship between the variables and service delivery. The major concern for low transparency in LGAs might be due to inadequate adherence to the LGAs' legal framework and the low level of technology used in local governments in Tanzania.

Accountability framework is partially exercised. Since the influence of accountability in LGAs services delivery were able to be explained by goal to be achieved, regular reports and proper use of fund parameters. The study observed negative significant relationship between village and Mtaa council members' participation and services delivery in low LGAs. The coefficient between village council and Mtaa committee members' participation to service delivery was negative, showing that they were poorly exercised in the local governments studied. This undermined the local governments' ability to provide education and health services to the citizen groups. It is suggested that village council and Mtaa committee members' participation coverage should be strengthen to improve education and health service delivery due to the fact that it helps in gaining diverse ideas and resources required for education and health service delivery in LGAs. The major concern for limited village council and Mtaa (mtaa) committee members' participation in LGAs is due to the absence of a participation' engagement plan and limited usage of ITC platforms in LLLG in Tanzania.

By-laws, acts and policies were positive predictors of institutional arrangements towards service delivery. Service delivery were measured in terms of consistency, accuracy, effectiveness and efficiency. Based on those findings, this study concludes that compliance with institutional arrangements increased the propensity of LGAs to serve the citizens in an efficient and effective manner.

6.3 Recommendations

6.3.1 Transparency in LGAs Services Delivery

Transparency indicators were poorly exercised in local governments. Thus, it is recommended to the central government, LGAs and other local government stakeholders that the Regulatory framework should be adjusted to ensure that information about finance, procurement and project execution is availed to the citizens. On the other hand, awareness campaigns should be conducted to citizens so that they can understand the value of demanding information from officials as well as participation in decision-making. ICT innovation in LGAs should be installed to increase transparency in LGA for improved service delivery

6.3.2 Accountability in Local Government Service Delivery

Accountability is considered paramount as one of predictors of services in local government authorities. But some of its indicators were not well exercised in LGAs services delivery included learning from mistakes, treasury rules and regulations, promptness, misconduct and wrong-ding. Thus, the central ministry (PO – RALG), RS and LGAs should improve its accountability mechanisms by ensuring proper use of funds by making sure that more than one person should authorize payment. Also, more emphasis should be made on regular report and goal achieved because has a major contribution in measuring services delivery. This can be done by setting accountability measures and imparting knowledge and skills to the LGAs (elected and appointed members), for improved services delivery. Also, LGAs to have clients' services charters to ensure accountability is well observed in LGAs.

6.3.3 Village Council and Mtaa (mtaa) committee members' participation in LGAs Service Delivery

While village council and Mtaa committee members have diverse interests in service delivery in lower level Local Government Authorities' (LLLGA). It is recommended to the central government, LGAs and other key players that participation engagement plans should be designed to ensure LGAs have all potential interest groups to ensure sustainable service delivery is attained in the LGAs. On the other hand, awareness campaigns should be conducted to enable both gender to understand the value of participating in decision-making rather than attending when invited.

6.3.4 Influence of Institutional Arrangements Factors

Institutional arrangements believed as a way for LGAs to fulfill their mandated primary role of service delivery through a well-established structured unit of governance operations. This has proven factual and therefore, it is recommended; to the LGAs that by-laws should be provided to citizens and all service delivery potential actors in LGAs. The approved national education and health policies and acts need to be available and accessible to lower local government authorities in order to maintain the facilitation effects of institutional arrangement for sustainable LGA service delivery.

6.4 Contribution of the Study

The present study offers vast contributions ranging from theoretical, policy and development vision, debate in the literature and finally on analytical methodology.

6.4.1 Theoretical contributions

This study was guided by Mercy Corps Good Governance Framework Mode (1979) and Creative Chaos' Theory (1990). The model and theory focus on governance principles towards improved services delivery. Democracy and rule of law, inclusive and accountable decision-making, equitable civic participation, effective public service delivery and government responsibility. Furthermore, the study adopted Stereotype logistic regression for data analysis. The study finding contributes to the validation of the stereotype logistic regression as the best model to analyze the social relationship since bring ordinal information. Also, the study findings are in line with the Mercy Corps Good Governance Framework Model, since they validate and observed that, for transparency to work effectively, there is a direct need for regulatory framework to be adjusted for ensuring LGAs officials are more transparent.

Regarding, Public Value Theory (PVT) which requires LGAs to establish goals to be achieved, proper use of funds, prompt services delivery as well as learning from the mistakes as the best accountability measures which used to evaluate the public officials' answerability towards services delivery which is sufficient indicating high public value. The results of the study validate the assumptions of the framework because accountability in LGAs services delivery were able to be explained by goal

to be achieved, regular reports and proper use of funds parameters

From a theoretical perspective, the findings are in line with Dunn's (1983) Social Network Theory whereby, some assumptions of the theory are applicable in LGAs context whereby, village and Mtaa council members are required to involve stakeholders for effective services delivery. Also, it is believed that, improved service delivery requires solid relationships between village and Mtaa council members and their stakeholders, including civil society, private sectors and members of the public, by soliciting and accepting their contributions and taking into account their interests. Also, other mechanisms such as stakeholders' engagement plan and effective usage of ICT platforms in LGAs is vital for attracting all potential stakeholders for improved services delivery.

Also, the findings under objective four supported the institutional theory that was adopted by this study. The implication is that, the by-law, acts and policy facilitate LGAs services delivery operations. Thus, whenever LGAs incline a huge trust in health and education services delivery, citizens will be expecting services to be of efficiency with minimum barriers to access within their locality.

6.4.2 Implications to the policy makers

The Sustainable Development Goals (SDGs) and National Development Vision (TDV) 2025 which focus on improving livelihoods among households together with education and health policies aimed at increasing access to basic education for all children, regardless of their background as well as increasing the well-being of the population by providing essential public health services respectively, in reflection of the national aspirations statement under SDGs and TDV, 2025. Findings under this study revealed that governance is the common direction, policies and rules that LGAs use to deliver and maintain their services. Therefore, the government of Tanzania needs to establish a framework for LGAs for effective stakeholder engagement plans and participatory services delivery charters development as well as ICT infrastructure improvement for effective integration of governance as the strategic effort towards services delivery for realizing SDGs and TDV 2025.

6.4.3 Debate on governance and services delivery

The present study contributes to a long-time and heated debate about governance influence on LGAs' service delivery in the literature. Governance has not been contradicted on either nor could it be considered a key predictor of LGAs' service delivery by scholars at international and local level. On the other hand, since inconsistent opinions with regard to governance and its influence on service delivery were empirically found, governance contributes to quality service delivery. Furthermore, other scholars found no impact of governance on service delivery. The findings of this study added to the literature that governance has an influence on LGAs' services delivery for the null tested governance indicators whereby, transparency, accountability, stakeholders' participation and institutional framework have an influence on LGAs' services delivery but in advance the study found that for sustainable governance on LGAs' services delivery, stakeholders' engagement plan, LGAs services delivery charter, updating LGAs' ICT infrastructures need to be in place.

6.4.4 Analytical methods

The methods of analysis used in studying governance versus service delivery in LGAs sufficiently determine the validity of the inferences to be drawn. For the quantitative approach, first-generation models have been popular methods of analysis. With some analytical models, it could be challenging with a huge sample size of 399. It would also be challenging to handle the complex variables in estimating complex theoretical models. Advanced analytical methods have received less consideration in governance studies.

Apart from using first generation models, the current study has added to the analytical debates by investigating hybrid models that are combination of stereotypical logistic regression and structural equation modelling (SEM). Multiple independent and dependent variables can be estimated simultaneously using the models. It supports both moderators and mediators at the same time. It has a great predictive strength, making it one of the most dependable models for consistent outcomes and it provides a number of confirmatory advanced analytical choices. While SEM and stereotyped logistic regression have not yet been fully incorporated

into governance research, from here the models appear to be a game changer in executing complicated issues in governance and service delivery studies.

6.5 Areas for Further Research

Generally, it is impossible to capture all the aspects of good governance on services delivery in a single study. Therefore, the following areas are suggested for further researches: -

    (i)   There is a need to study more local government authorities status differences on effective governance implementation towards services delivery

    (ii)   Comprehensive governance principles and practices on local government authority's services delivery

    (iii)   There is a need also to study the challenges facing local government authorities on adopting ICT for services delivery processes

    (iv)   It is vital to undertake a study that estimates how engagement plan and services delivery charter has helped LGAs services delivery processes.

6.6 Limitations of the Study

In the process of undertaking this study, several limitations encountered. During data analysis, the first generation model failure to run the data under this study. Since this study has a huge sample size of 399, resulted failure to handle the complex variables under this study. In responding to this challenge researcher used hybrid models whereby stereotypical logistic regression and structural equation modelling (SEM) employed under this study.

APPENDICES

Appendix I: Questionnaire

MOSHI CO-ODEPARTMENT UNIVERSITY

A Questionnaire for Governance and Services Delivery in Selected LGAs, Dodoma Tanzania

By

Rose Likangaga

(Reg. No. HD/T/MoCU/038/19)

PhD Student

Mobile : +255784505491, E-mail : likangagar@yahoo.com

QUESTIONNAIRE FOR VILLANGE COUNCIL AND MTAA COMMITTEE MEMBERS

Dear respondent,

I am Rose Likangaga, a Doctoral Degree of Philosophy (PhD) student from Moshi Co-operative University (MoCU). As part of my degree requirements, I am conducting a research titled "The role of *Governance practices on LGA Services Delivery, in Selected LGAs, Dodoma, Tanzania*". I kindly, request your willingness to participate in the study as your council is one of the selected councils in the study area. I assure you that all the information provided will be used purely for this academic research and I guarantee utmost confidentiality of your institution and responses thereto. Please feel free to express your opinions as required by questions in each of the sections provided in this questionnaire.

Questionnaires Identification:

S/N	Item	Response
1	Date questionnaires filled	
2	Name of Council	
3	Designation position	

SECTION A: GENERAL INFORMATION

1. Sex (select one): Male = 1 ( ) Female = 0 (   )

2. Your age in years:

    18 – 30 years

    31 – 45 years

    46 – 55 years

    56 – 60 years

    Above 60 years

3. Position: a. Chairperson ( ) b. Elected member ( ) c. Appointed member ( )

        d. Others Specify ………….

4. Experience at your position (tenure): ………………….…

5. Membership experience(s) (years): ……………

6. Level of Education : a. Non formal ( ) b. Standard VII ( )   c. Form IV ( ) d.

   College e. Bachelor Degree and above ( )

SECTION B: CONTRIBUTION OF TRANSPARENCY IN LGAs SERVICE DELIVERY IN TANZANIA

1.   Are you open and honest in LGAs services delivery?

1. **Yes 2. No** (cycle the appropriate answer)

2.   The following items shows the openness and honest indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with**.** Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Openness and honest	1	2	3	4	5
O1	All citizens are treated equal					
O2	Public servants are using polite language					
O3	Information is provided with evidence					
O4	Citizens views are respected and all concerns answered					
O5	Citizens have opportunity to express anything related to services delivery in the public meetings					

3. How do you rate the level of free and pluralistic media in LGA services delivery?

   1. **Yes 2. No** (cycle the appropriate answer)

4. The following items shows the free and pluralistic media indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not

Free and pluralistic media	**1**	**2**	**3**	**4**	**5**
F1 We allow citizens to express themselves through accessible media					
F2 We allow media to report our practices in services					
F3 We have by-law which protect the citizens for their freedom of expression					
F4 We encouraging media to portrayal all citizens groups about services delivery concerns					
F5 Media accessibility to citizens groups					
F6 Media content and services address needs and interest of citizens					

much agreed; 5. Not at all agreed

5. How do you rate Information accessibility in LGAs services delivery?

1. **Low 2. Moderate 3. High** (cycle the appropriate answer)

6. The following items shows the information accessibility indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

Information accessibility   1   2   3   4   5

I1   We use friendly channels for information sharing with

citizens

I2   The information shared are considering local language

needs

I3   The shared information contains key outcomes of LGAs

plans

I4   Citizens are getting appropriate information on services

delivery

I5   Citizens are satisfied with information sources

7.   Is your decision-making open? 1. **Yes 2. No** (cycle the appropriate answer)

8.   The following items shows the open decision-making indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not

Open decision-making   1   2   3   4   5

D1   All of our decisions are made in Mtaa/village assembly

D2   All groups of citizens such as women, youth and people

with disability are invited to participate

D3   Citizens' views are highly considered

D4   Marginalized groups are encouraged to share their views

D5   We explain all agenda to the participant for discussion

towards agreed decision

much agreed; 5. Not at all agreed

9.   Are you publishing your plan in LGAs services delivery? 1. **Yes 2. No**

10. The following items shows the published plan indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with**.** Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Published plan	1	2	3	4	5
P1	All published reports contain public concerns					
P2	Our reports Providing clear sources of income					
P3	Kiswahili language are used to write LGA reports					
P4	Published to citizens-oriented media					
P5	We have regularly session through media to receive citizens feedback after reading our reports					

11. How do you rate the citizens' right to know in LGAs services delivery? 1. **Low 2. Moderate 3. High** (cycle the appropriate answer)

12. The following items shows the presence of citizens' right to know indicators in LGAs services delivery system. Indicate to what extent the LGAs services delivery comply with.   Rating system: 1. Strongly agreed; 2. Agreed; 3.

	Right to know	1	2	3	4	5
R1	We inform all citizens about general assembly schedules					
R2	We have information sharing system with citizens					
R3	We initiated by-law enforcing sharing pf our practices shared to public					
R4	We provide report through village or Mtaa noticeboards on assembly discussed after every meeting					

Somewhat agreed; 4. Not much agreed; 5. Not at all agree

13. What is your opinion towards improving transparency in LGA services delivery?

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

SECTION C: EFFECTS OF ACCOUNTABILITY ON ENSURING LGAS SERVICE DELIVERY

14. Are you offering regular reports in LGAs services delivery? 1. **Yes 2. No** (cycle the appropriate answer)

15. The following items shows the presence of regular reports indicators in LGAs services delivery system. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat

	regular reports	1	2	3	4	5
R1	We provide financial expenditure reports published on village or Mtaa noticeboard					
R2	Citizens have chance to read and provide comments on the published reports					
R3	LGAs are preparing reports of internal audit results					
R4	LGAs officials are preparing reports of program evaluation results					
R5	Working departments providing periodic reports					

agreed; 4. Not much agreed; 5. Not at all agreed

16. How do you perceive employees learning from their mistakes in LGAs services delivery? 1. **Low 2. Moderate 3. High** (cycle the appropriate answer)

17. The following items shows the learning mistakes indicators in LGAs services delivery system. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

		Learning mistakes	1	2	3	4	5
L1	LGAs officials are sharing update records on their performance					
L2	Local government officals are taking lesson from their mistakes					
L3	LGAs They're established mechanisms to monitor official performance					
L4	LGA official are not repeating their past mistakes in their performance					

18. Are there clear goals to be achieved in you LGAs? 1. **Yes 2. No** (cycle the appropriate answer)

19. The following items shows the presence of established clear to be achieved indicators in LGAs services delivery system. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Established clear goals to be achieved	1	2	3	4	5
E1	We collect stakeholders' views to set goals					
E2	We offer equal chance Citizens have equal chance to views and arguments					
E3	All our goals are achieved as established					
E4	We explaining to citizens how goals achieved and reasons for not attained					

20. Are you following treasury rules and regulations in services delivery? 1. **Yes 2. No** (cycle the appropriate answer)

21. The following items shows the following treasury rules and regulations indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Following of treasury rules and regulations	1	2	3	4	5
FT1	Holders of public office are accountable for their decisions and actions to the public and submit themselves to whatever scrutiny is appropriate to their office					
FT2	Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest					
FT3	Public servants are not engaging in corruption while providing public services					
FT4	LGA established servant periodic check up on their performance					
FT5	Citizens have awareness on public servant codes of conducts while providing services to public					

22. How do you rate LGA in using public fund? 1. **Low 2. Moderate 3. High** (cycle the appropriate answer)

23. The following items shows the proper use of fund indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Proper use of fund	1	2	3	4	5
P1	Citizens are requesting financial statements through village assembly					
P2	All citizens are participating in developing budget implementation plan					
P3	expenditure takes place in accordance with the approved estimates					
P4	Financial reports available to the village or Mtaa noticeboard and used friendly language					
P5	Citizens have representatives in public expenditure					

24. Are you providing prompt services? 1. **Yes 2. No** (cycle the appropriate answer)

25. The following items shows the prompt services delivery indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Prompt services delivery	1	2	3	4	5
PS1	We provide LGAs services charter which developed through village assembly					
PS2	We have special desk citizens requests					
PS3	We offer efficient-cases are processed quickly					
PS4	Timely citizens services request progress feedback					

26. How do you rate your misconduct in services delivery? 1. **Low 2. Moderate 3. High** (cycle the appropriate answer)

27. The following items shows the officials misconducts indicators in LGAs services delivery. Indicate to what extent the LGAs officials comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not

	Misconduct	1	2	3	4	5
M1	Are you asking payment for providing quick services					
M2	Are you neglecting your duties in the offices					
M3	Are you breaching public trust					
M4	Are you adopting officials code of conducts					

at all agreed

28. Are your LGA dealing wrong doing performance of among officials? 1. **Yes 2. No** (cycle the appropriate answer)

29. The following items shows the investigation of wrong doing indicators in LGAs services delivery. Indicate to what extent the LGAs officials comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Investigation of wrong doing	1	2	3	4	5
WD1	Presence citizens-based council conflict reconciliation committee					
WD2	presence of official discipline committee at your Mtaa or village					
WD3	Presence of mechanisms to personnel in the public offices					

30. How do you rate LGA financial scrutiny? 1. **Low 2. Moderate 3. High** (cycle the appropriate answer)

31. The following items shows the financial scrutiny indicators in LGAs services delivery. Indicate to what extent the LGAs officials comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not

	Financial scrutiny	1	2	3	4	5
F1	value for money provided by local public services is well assessed					
F2	Village or Mtaa assembly reviewing draft financial plans (medium term financial plan) to challenge the forecasts, affordability, risks, clarity and feasibility of what is proposed.					
F3	Citizens have understanding of how the spending matches against financial policies					
F4	Mtaa or village council has established participatory financial committee					

at all agreed

32. What is your opinion on contribution of accountability in LGA services delivery?

SECTION D: IMPACT OF STAKEHOLDER'S PARTICIPATION TOWARD INFLUENCING LGAS SERVICE DELIVERY

33. Are you inviting stakeholders to contribution in LGAs services delivery? 1. **Yes 2. No** (cycle the appropriate answer) if yes go to question 30 if no go to question 31

34. The following items shows the stakeholders' participation indicators in LGAs services delivery. Indicate to what extent the LGAs comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not

	Stakeholder contribution	1	2	3	4	5
S1	Private sector invited to share their efforts in services delivery					
S2	LGAs established clear mechanisms for attracting stakeholders' participation					
S3	Civil organizations participation is simplifying services delivery					
S4	Stakeholders are willing to continue share their efforts towards services delivery					
S5	Local government authority offers equal chance all development stakeholders' participation					
S6	Citizens value more stakeholder's participation in services provisions					

at all agreed

35. Are women participating in LGAs services delivery1? 1. **Yes 2. No** (cycle the appropriate answer)

36. The following items shows the gender participation indicators in LGAs services delivery. Indicate to what extent the LGAs comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Gender participation	1	2	3	4	5
G1	Women have equal representation in village or Mtaa council					
G2	Presence of gender policies as a way of making visible the role of local governments in bringing about services delivery					
G3	Women are encouraged to participate in development dialogue					
G4	Village or Mtaa have established clear mechanisms for women participation services provision initiation intervention					

37. Are you considering marginalized groups' voice in LGAs services delivery? 1. **Yes 2. No** (cycle the appropriate answer)

38. The following items show the voice of marginalized indicators in LGAs services delivery. Indicate to what extent the LGAs comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at

	Voice of marginalized	1	2	3	4	5
V1	Are contributing towards high range of LGA services provision					
V2	Are available policy and law for ensure that voices of the most marginalized are heard					
V3	Are participating in decision making organs in LGAs					
V4	Are their needs and wants answered accordingly					

all agreed

39. Are you using of forums in LGAs services delivery? 1. **Yes 2. No** (cycle the appropriate answer)

40. The following items shows the forum uses indicators in LGAs services delivery. Indicate to what extent the LGAs comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Forums	1	2	3	4	5
F1	Bring highly constructive views from range of citizens					
F2	LGAs take forums as the services provision performance feedback					
F3	Allow all participants to be heard and their views taken into account					

41. What is your opinion on the impact of stakeholders' participation in LGA services delivery?

SECTION E: INSTITUTIONAL ARRANGEMENT FACTORS AFFECTING GOVERNING AND SERVICE DELIVERY

42. How do you make By-laws and applicable in LGA services delivery? 1. **Yes 2. No** (cycle the appropriate answer)

43. The following items shows the presence and applicability of By-law indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat

	By-law	1	2	3	4	5
B1	LGA are making participatory by-law					
B2	Are influencing LGA services delivery					
B3	Are supporting transparency and accountability of LGAs officials					
B4	Are respected and adhered with all services provider actors					

agreed; 4. Not much agreed; 5. Not at all agreed

44. Are acts applicability of Acts in LGAs services delivery? 1. **Yes 2. No** (cycle the appropriate answer)

45. The following items shows the applicability of Acts indicators in LGAs services delivery. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much agreed; 5. Not at all agreed

	Acts	1	2	3	4	5
A1	Citizens are aware on the acts stipulating their participation in services delivery					
A2	Are strictly empower LGA officials accountable for their actions					
A3	Are stakeholder participating in developing acts dealing with core public services					

46. Are you participating in policy formulation and its reforms in LGAs? 1. **Yes 2. No** (cycle the appropriate answer)

47. The following items shows the good policy formulation indicators for LGAs services delivery. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not

	Policy and its reforms	1	2	3	4	5
P1	Are consider the citizens' needs and wants					
P2	Are developed by listening and accounting all stakeholders' views					
P3	Citizens get access to the policies dealing with public core-services					
P4	Are public services provision adhere policies statements					

much agreed; 5. Not at all agreed

34. Citizens' satisfaction with LGAs services delivery

Please indicate how do you rate your LGAs services provision satisfaction. Please use the table below, which have satisfaction indicators. Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much

Area	Rates				
	1	**2**	**3**	**4**	**5**
The services delivery in LGAs is consistency					

LGAs services is more accuracy					
Citizens received services is not effectives					
LGAs services delivery are not reflecting citizens needs					
LGAs services delivery are not provided on time					

Indicate to what extent the LGAs services delivery comply with. Rating system: 1. Strongly agreed; 2. Agreed; 3. Somewhat agreed; 4. Not much

THANKS FOR YOUR PARTICIPATION

*********END********

Appendix II: GOVERNANCE AND SERVICES DELIVERY IN SELECTED LGAs IN DODOMA REGION, TANZANIA. KEY INFORMANTS Interview Guide

1. Preliminary questions

    (a) Interview Questionnaire Number: …….

    (b) Date of interview: ……….

    (c) Interviewee's contacts: ……….

    (d) Name of the Department: ………...

    (e) Position of interviewee in the Department: ….….……

Guiding Questions for the Interview on governance and services delivery in LGAs:

2. How do you describe services delivery in Tanzania local government Authorities?

3. How do you ensure services provision are fulfilling the citizens' demand?

4. How do you to ensure your services provision are open to clients?

5. Do you think there is any important of transparency in LGAs services delivery?

6. From your department, how are you answerable for your actions?

7. In your opinion, how citizens can hold LGA officials accountable for their actions?

8. From your working experience, do you think accountability has any positive contribution to LGAs services delivery?

9. How do citizens, religious groups, civil society organizations, Media involved in LGAs services delivery?

10. Is there any influence of stakeholders' involvement on services delivery in Tanzania LGAs?

11. What mechanisms/framework do your LGA use for effective services delivery?

12. How institutional framework influence governance and services delivery in your LGAs?

THANKS FOR YOUR PARTICIPATION

*********END***