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Reforms Towards Ethical Leadership for Effective Public Service Delivery in Tanzania: Perspectives from the Local Government Authorities

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Abstract

Globally, transparent, accountable, and efficient governance for the sustainable development of nations requires ethical leadership. The unethical behaviour among leaders has been widely spread among organizations in recent times and is among the problems facing Sub-Saharan African countries, particularly Tanzania. Trust in leadership is declining, and this is affecting public service delivery. Although various institutions in the public sector have undergone various reforms to address the situation, many African Governments still face leadership and governance challenges that result in poor public service delivery. Most countries, including Tanzania, have seen huge maladministration of public funds and corruption, hence poor service delivery. Although reforms to address challenges of unethical leadership have been done in African countries, most have focused on the private sector, neglecting the public sector, where citizens' lives depend much more. The public sector reforms transform service delivery; however, such reforms have proven ineffective in Tanzania. This chapter assesses the role of ethical leadership in enhancing effective public service delivery in Tanzania. Specifically, the chapter aims to identify the sectoral-wise reforms that have been implemented, their effects on effective public service delivery, the challenges that inhibit their success or implementation, and strategies used to enhance them for effective public service delivery in the country's local government authorities (LGAs). The analysis uses secondary data from document reviews pertinent to the topic, and the generated data is analyzed using MAXQDA qualitative data analysis software. The analysis showed that despite ethical leadership and reforms in the country, unethical practices still exist and significantly affect service delivery in LGAs. The study recommends strategies such as improved salaries, training, motivation, and incentives to

improve the reforms toward ethical leadership for effective public service delivery in LGAs. The highlights in this chapter prompt the responsible authorities to produce effective measures for combating unethical practices and uphold the highest possible ethical standards in the rubric of new public management in Tanzania.

Keywords: Ethical leadership, public service delivery, Local government authorities, Tanzania

1. Introduction

In an era defined by a growing emphasis on transparency, accountability, and efficient governance, the pivotal role of ethical leadership in shaping effective public service delivery cannot be understated. According to Verma (2018), ethical leadership has become essential in considering nations' ability to adhere to universally acceptable democratic standards. It makes sure political, social, and economic priorities are based on broad consensus in society and that the voices of the most vulnerable are heard in decision-making over the allocation of resources (Ko *et al.*, 2018). Ethical leadership in the public sector aims to encourage better service delivery and accountability by creating a standard for good governance in the public sector. The sector is characterized by strong inspection, which puts essential pressure on enhancing public sector performance and tackling misconduct. It also improves management, leading to more effective implementation of the chosen interventions, better service delivery, and better outcomes. The principles of good governance, such as participation, rule of law, transparency, accountability, fairness, and efficiency, enable employees to be more effective and transparent in providing high-quality services (Wells & Walker, 2016). It also protects them from the tendency towards misconduct. However, weak governance and unethical leadership can compromise service delivery and usually benefit the selected elite.

Ethical leadership is important globally; however, public management studies have long documented issues of poor governance and unethical leadership in the African public sector. Considering the fragile nature of governance policies in African public institutions, public service delivery in many African countries is riddled with bureaucracy, corruption, selfishness, and favouritism that usually benefit the privileged few at the expense of the impoverished many (Akuffo & Kivipöld, 2017; Metz, 2022). This has continued to affect and undermine the quality of service offered by public institutions in African countries.

In Tanzania, public service delivery faces many challenges, including public money wastage, low revenue collections, low-paid and unmotivated public servants, poor accountability, and generally poor performance on service delivery (Fourie & Poggenpoel, 2017; Nuhu *et al.*, 2020). However, the delivery of services by the public sector is also not properly tailored to customer needs. Significant setbacks to the efficient running of the public organization system include a lack of employee motivation, poor accountability, and accumulated debts due to unethical and inadequate formulation and implementation of policies governing these organizations (Kalonda & Govender, 2021). Effective public service delivery has particularly been elusive in the country's local government authorities (LGAs). Recent evidence shows that even when resources are given to provide services in the LGAs, the bulk of it never reaches the intended public (Mulikuza *et al.*, 2019). Despite broad plans and massive injections of international and domestic resources, public service delivery is still poor in Tanzania (Wild *et al.*, 2012). This is primarily due to poor fund management, which indicates poor governance in the country's public institutions.

The journey toward ideal public service delivery has been marked with notable accomplishments and formidable challenges that underscore the need for meaningful reforms within the country's LGAs. Although several reforms have been imitated in Tanzania to enhance ethical leadership for effective public service delivery in the LGA, the questions that remain relevant to many scholars and stakeholders are: what has been achieved by these reforms since their adoption and implementation? Have there been any changes in providing basic services to the public? What challenges affect their implementation for effective service delivery in the LGAs? The present chapter is dedicated to a comprehensive exploration of the reforms towards ethical leadership for effective public service delivery in Tanzania with a perspective on the LGAs. The chapter sheds light on the exceptional significance of ethical leadership as a catalyst for the much-needed reforms within Tanzanian LGAs.

This chapter aims to unearth strategies to propel the LGAs toward an era of elevated public service quality and governance efficacy. In these sections, we first explore the theoretical perspectives, the idea of ethical leadership, and its relevance to the challenges LGAs face. We then dig into the specific reforms undertaken in Tanzania to foster ethical leadership and improve public service delivery. Finally, we assess the challenges hindering reforms toward ethical leadership for effective public service delivery in the LGAs and conclude with a

reflection on the strategies for improving reforms for ethical leadership and effective service delivery in the LGAs.

Theoretical Perspectives

This study is guided by three theories: the principal-agent theory, the Social Exchange Theory (SET), and the Diffusion of Innovation Theory. These theories are explained as follows:

The Principal-Agent Theory is a widely used organizational theory that examines the relationship between two parties: the principal and the agent (Braun & Guston, 2003; Gailmard, 2014). The principal delegates certain tasks or decisions to the agent, who acts on behalf of the principal. This theory is relevant where there is a separation of ownership and control, leading to potential conflicts of interest between the principal's goals and the agent's actions. The theory has been used to evaluate accountability by professionalism or managerialism among Swedish and Norwegian local government leaders (Røiseland *et al.*, 2015). In LGAs in Tanzania, the theory was applied to study and address the challenges related to reforms for ethical leadership and effective public service delivery.

This theory explores the relationship between principals (citizens and Government) and agents (public officials) (Braun & Guston, 2003). In this context, the principal refers to the citizens and other stakeholders who entrust LGAs with the responsibility of delivering public services and upholding ethical leadership. The principal seeks efficient, accountable service delivery and ethical conduct among leaders. However, the agent is the leadership and administrative structure within the LGAs, including elected officials, bureaucrats, and managers responsible for implementing public service programs and ensuring ethical behaviour (Malmir *et al.*, 2014). The agent's actions may not always align perfectly with the principal's goals due to information asymmetry, conflicting incentives, or personal motivations. The theory can study how reforms in ethical leadership and public service delivery aim to align the interests of local government leaders, who are the agents, with the expectations and needs of the citizens, who are the principals. The theory helps analyse mechanisms for accountability, incentives, and tracking in reforms.

Social Exchange Theory revolves around reciprocal relationships between individuals or groups (Cook *et al.*, 2013). It's applied to study the dynamics between leaders, employees, and citizens within LGAs. Researchers have used this theory to explore how ethical leadership and effective public service delivery

reforms influence these stakeholders' social exchanges and relationships (Panaccio *et al.*, 2015; Subramaniam *et al.*, 2013). This analysis applied the theory to study the reforms for ethical leadership and effective public service delivery in LGAs in Tanzania by examining how individuals within LGAs engage in relationships and interactions influenced by rewards and costs. So the theory was used to understand the motivations of various stakeholders involved in the reform process. For example, local government officials, citizens, and policymakers engage in reforms based on their assessments of potential rewards (improved governance, better services, and accountability) and costs (resistance to change, resource allocation). In addition, it examined how citizens perceive the rewards and costs of engaging with LGAs. If citizens believe their involvement leads to real benefits (enhanced services, transparency), they are more likely to participate in the reform initiatives. Last, the theory can analyse or evaluate whether reforms succeed based on stakeholders' perceptions of rewards and costs post-reform. Positive outcomes would be associated with increased rewards (better services, improved reputation) and reduced costs (streamlined processes, reduced corruption).

The Diffusion of Innovation Theory, developed by Everett Rogers in 1962, is a theoretical framework that explains how new ideas, technologies, or practices spread and are adopted within a social system (Kaminski, 2011). This theory provided valuable insights into how reforms promote ethical leadership and enhance public service delivery, which can be introduced and adopted within LGAs in Tanzania. This theory focuses on how new ideas, practices, or innovations spread within a system (Alsharari, 2016). So, it is used to study the adoption and implementation of reforms in ethical leadership and public service delivery across different LGAs in Tanzania. Researchers have used it to analyse factors that help with or hinder the diffusion of reforms (Burritt *et al.*, 2019; Gruenhagen & Parker, 2020). The theory provides a framework to understand how reforms for ethical leadership and effective public service delivery can be introduced and adopted within local government authorities in Tanzania. By strategically engaging with different adopter groups and addressing their needs and concerns, policymakers and change agents can enhance the likelihood of successful implementation and sustainable adoption of these reforms.

2. Methodology

The present chapter used a review of secondary data. The research questions for the literature search and analysis are shown in Table 1. The literature search was conducted in academic databases, online libraries, and research platforms to obtain relevant peer-reviewed articles, reports, case studies, academic papers,

and theses/dissertations on study using the identified keywords. The selected sources were used to retrieve relevant information, key findings, methodologies, and conclusions to identify the trends, commonalities, and differences based on answers to the study questions. This is followed by a critical analysis of the information and a systematic presentation of the findings, which is used to identify the implications, gaps, and perspectives relating to the study.

Table 1: Research Questions and Search Terms for Literature Search

SN	Research Question	Search terms
1.	What is ethical leadership, and what is its significance in effective public service delivery?	Ethical leadership, significance, importance, effective public service delivery, Tanzania
2.	What reforms have been made in Tanzania towards ethical leadership for effective public service delivery in LGAs	Reforms, Tanzania, LGAs, ethical leadership
3.	Which challenges hinder reforms towards ethical leadership for effective public service delivery in the LGAs	Tanzania, Reforms, Challenges, Ethical Leadership, LGAs
4.	What strategies can improve reforms for ethical leadership and effective service delivery in the LGAs	Tanzania, Reforms, Strategies, Improve, Ethical leadership, LGAs

3. Findings and Discussions

3.1 Ethical Leadership and its Significance in Effective Public Service Delivery

Ethical leadership has recently become popular in the literature on ethics and moral decision-making. Scholars define ethical leadership as moral virtues that could be instilled in individuals through practice and learning (Ahmad *et al.*, 2017). Moral virtues influence employees through motives of duty and moral standards to perform their tasks. Other scholars define ethical leadership as actions by leaders to nurture an environment and culture characterized by morals and ethos of service, while others see ethical leadership as demonstrating normatively appropriate conduct through personal actions and interpersonal relationships (Mbandlwa *et al.*, 2020; Nurmayanti, 2018). In this chapter, ethical leadership refers to how leaders communicate and show ethical conduct to followers in delivering agricultural advisory services. So, an ethical leader is

treated as a role model who must demonstrate behaviour to followers and use reward and punishment to stimulate ethical conduct (Brown & Mitchell, 2010).

The idea of moral leadership can be broken down into three categories. The first factor concerns fairness. A leader is considered fair when they make principled and fair choices, is trustworthy and honest, does not practice favouritism, and takes responsibility for his actions (Brown & Mitchell, 2010). So, fairness is seen as a significant form of ethical leadership behaviour in this dimension since ethical leaders perform with integrity and treat others fairly. The second dimension concerns power-sharing, which implies the ability of a leader to permit subordinates to participate in decision-making and listen to their ideas (Kaptein, 2019). The empowerment of subordinates includes giving them a voice and allowing them more control and less dependence on their leaders.

The last dimension concerns transparency, clarifies performance goals, expectations, and different roles and focuses on open communication between leaders and followers (Jaiyen *et al.*, 2020). In this dimension, the ethical leader explains responsibilities, performance goals, and expectations to subordinates. This helps followers understand not only what is expected of them in terms of performance but also reduces uncertain expectations and increases followers' knowledge about their contribution to achieving organizational goals. To be more precise, ethical leadership constitutes three important parts: the personal integrity of a leader, also termed the moral person' part of ethical leadership; the extent to which a leader can cultivate integrity among their followers; and the quality of the leader-follower relationship which bridges the moral person and moral manager parts (Kakavelakis & Edwards, 2022).

The abuse of human rights by public officials is still profound and reported by citizens in service delivery. After two decades of generously and massive donor-funded public sector reform programmes such as the Sustainable Cities Programme and local government reforms as part of public sector reforms, the quality of urban living is deteriorating with a breakdown of critical public infrastructure deterioration and other social disorders. The public service through local government is still far from providing the much-needed service to the citizens. It asserted that public sector reforms would improve the way government institutions operate and hence improve service delivery by making reforms within the public sector. This study is envisioned to be part of the search for the answers to the reforms towards ethical leadership for effective public service delivery in Tanzania, with a perspective on the LGAs.

3.2 Reforms towards Ethical Leadership for Effective Public Service Delivery in Tanzanian LGAs

Local Government Authorities meant transferring decision-making, functional responsibilities, and resources from the central government (Lafta & Abdulal, 2022). LGAs are to transfer authority to the people, empower them to participate, and involve them in the planning and implementation of development programs within their respective areas (Anosisye, 2017; Kesale, 2017). The LGAs in Tanzania function in public service delivery, helping with the maintenance of law and order, promotion of law and order maintenance, and promotion of local development under a participatory process. They are administered through local councils responsible for overseeing local government activities (Rugeiyamu *et al.*, 2021). However, Article 146 (1) of the Constitution of the United Republic of Tanzania of 1977 also clearly mandates powers and resources to all LGAs to ensure service delivery to the people there. This is geared towards making them largely autonomous and democratically governed and deriving legitimacy through services they deliver to people according to grassroots level dwellers priorities as communicated to government decision-makers.

Several reforms have been imitated to enhance ethical leadership for effective public service delivery in the LGAs. Some of these reforms have been made countrywide for the LGAs. In 2000, the Tanzania government started a serious 11-year Public Service Reform Program (PSRP). The program had four core areas: a pay reform that focused on improving salaries, working conditions, and other fringe benefits to government employees to enhance motivation and reduce corruption; downsizing of the Public Sector through privatization to limit government inefficiencies; rationalization of the government bureaucracy and introduction of performance tracking systems to reduce the size of bureaucracy and finally; decentralization of powers to local Government to increase efficiency and effectiveness in service delivery and developmental planning which reflects the needs of the people for their sustainable development and hence improve the social welfare and the economy of the public (Lufunyo, 2013).

The PSRP included establishing a code of ethics and conduct for public service to rejuvenate compliance with ethical codes of conduct and increase quality service delivery in the public sector. Implementing an open performance review and appraisal system (OPRAS) in Tanzanian LGAs is one such initiative (Nchimbi, 2019). The OPRAS was introduced by the Tanzania government in 2004 as an innovation for managing individual performance in the Tanzania public service. OPRAS is viewed as an idiosyncratic tool in the history of Human Resource

Management (HRM) in the Tanzanian public service, among other tools for managing performance in the public service. OPRAS, as proposed by the Performance Improvement Model (PIM), is important in adopting and nurturing the performance management culture in public service. Still, sketchy evidence reveals that despite the Government's efforts to introduce OPRAS, it has not been in a position to develop a real and effective OPRAS.

The Local Government Reform Program in Tanzania is one of the significant reforms in the Public Sector Reform Program, including the Public Financial Management Reform Program and The Legal Sector Reform Program. The Local Government Reform Programme (LGRP) in Tanzania aims to restructure LGAs to respond more effectively to local service delivery priorities sustainably. Various sector reform programs are undertaken in line with the Local Government reforms to complement the LGRP by focusing on specific sectors. These, such as the Health Sector Reform and the Primary Education Development Program, are targeted to improve service delivery directly (Mkoma & Rwekaza, 2021).

Tanzania adopted a Code of Public Service Ethics to address the malice of public governance and has been institutionalized in public service to enhance its practice and compliance (Mtasigazya, 2021). According to Lufunyo (2013), Tanzania's code of ethics requires a multiparty country, and public servants require conduct to deliver services without bias on political affiliations. Tanzania's code of ethics intends to promote acceptable behaviour at the workplace through principles of accountability, confidentiality (information control), conflict of interest, diligence, and competence, fairness against abuse of power, impartiality, integrity, and honesty (avoiding corruption), loyalty and public property control (Mtasigazya, 2021). According to Mtasigazya (2021), compliance of public servants with the code of ethics would be an effective tool for qualitative and quantitative service delivery in Tanzanian LGAs as the code of ethics instils discipline in the profession, ensures professionalism and integrity of its members, maintain public trust, and remind the public servants of the acceptable and non-acceptable conducts. Adherence to the public service code of ethics can stop maladministration and corrupt behaviour in the public sector.

Generally, these reforms have significantly affected ethical leadership and effective public service delivery in LGAs. For example, in Dar es Salaam City Council, Lufunyo (2013) showed several impacts of reforms on service delivery. Using a sample size of 120 consisting of ward councillors and employees, the study showed that the reforms had led to increased availability of buildings and equipment for service provision, availability and accessibility of public schools,

availability and accessibility of public health services, availability and maintenance of sanitation services (sewerage systems and garbage bins), and availability of infrastructure (road network) and citizen expectations among others (Table 2).

Table 2: Impact of Reforms towards Ethical Leadership for Effective Service Delivery in Dar es Salaam City Council (N=120)

Impact of Reforms	Per cent strongly agreeing	Per cent Agreeing	Per cent disagreeing
Availability of buildings and equipment for service provision	32.5	57.5	8.3
Availability and accessibility of public schools	54.5	42.5	2.5
Availability and accessibility of public health services	23.3	65.8	1.7
availability and Maintenance of Sanitation Services (sewerage systems and garbage bins)	0.8	53.3	13.3
Availability of infrastructure (road network) and citizen expectations.	17.5	5.8	38.3
Level of Training and Competence of Local Authorities Employees (Professionalism)	11.7	75.8	1.7
Fairness and awareness of procedures for customer grievances handling	25.0	64.2	1.7
Effective and efficient records management systems	2.5	49.2	8.3
Citizen participation in planning and decision-making	15	77.5	2.5
Timeliness and Promptness of Service Delivery	2.5	27.5	7.5
Level of Accountability by Public Employees to Citizens	5.0	30.0	27.5
Reduced corruption, nepotism, and favouritism in service delivery	25.0	12.5	7.5
Level of transparency and giving feedback to stakeholders	10	22.5	7.5
Respect of law, human rights, and dignity by employees to citizens	27.5	57.5	10.0
Quality of public services (public schools and hospitals) and citizen satisfaction	4.2	55.8	15.0

improved service delivery in the city	34.2	61.7	1.7
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Source: Lufunyo (2013)

A study by Maholani (2020) showed that one of the most excellent most significant contributors to improved ethical conduct in Chunya District Council by 36.7% (N = 60) were government measures such as the removal of ghost workers from jobs and the efforts against corruption such as the establishment of PCCB Office, awareness on customers' 'employees' rights. Many public service reform policies, strategies, and programmes are intended to render effective services to the people of Tanzania by public servants. Although the reforms have improved ethical leadership and public service delivery to some extent, public servants still show unethical behaviours, and complaints are still made. So, what are the challenges hindering the implementation of reforms to improve ethical leadership and public service delivery? In section 6, we analyse some of these challenges to pave the way for strategies that can improve the reforms and public service delivery in the LGAs.

3.3 Challenges Hindering Reforms towards Ethical Leadership for Effective Public Service Delivery in Tanzanian LGAs

There are many public service reform policies, strategies, and programmes intended to render effective services to the people of Tanzania by public servants. However, in pursuit of effectiveness in service delivery and the condemnation of unethical conduct in public services, public servants still show unethical behaviours, and complaints about the same are still made. So, where are the missing links? Public service delivery and management are still plunged with inefficiency and unsatisfactory service delivery on all these accounted reforms.

3.3.1 Corruption in the LGAs

Corruption has been and still is a global problem in most countries all over the globe, both developed and developing countries. In Tanzania, the level of corruption in the public sector is still alarming, and it is declared as the main targeted enemy; empowering it by establishing a special institution by law seems to alarm and consolidating its roots and creating a social class of its own in the country (Israel, 2020). Corruption is still widespread despite the national anti-corruption policies and instruments. This condition undermines the service delivery strategies and economic progress generally and retards the growth of democratic values of openness and accountability in using public resources. The claims are shown by reports from the Prevention and Combating of Corruption Bureau (PCCB) (2018) (Table 3).

In a more recent survey, the possibility of clients asking for a bribe in exchange for services was reported by 3.9% of 1,000 household respondents drawn from 52 LGAs in Mainland Tanzania, and LGAs noted as among the country's top ten most corrupt government institutions (PCCB, 2020). Corruption was also clear in Dar es Salaam City Council as one challenge hindering reforms toward ethical leadership for effective public service delivery, where 55% (N=120) of the study participants were dissatisfied with efforts to address corruption in the public sector. This condition undermines the service delivery strategies and economic progress generally and retards the growth of democratic values of openness and accountability in using public resources.

Table 3: Corruption in LGAs (N=100)

Description	Proportion (%) of citizens
Citizens indicating to have been asked to pay a bribe in the past year	56.6
Citizens indicating to have paid a bribe in the past year	36.4
citizens perceiving that senior central government leaders/officials engage in corruption	78.1
Citizens of the view that public officials are stealing or misappropriating public funds entrusted to them	83.9
Citizens of the view that it is helpful or essential to have a relative or friend to be recruited to a public service job	78.1

Source: PCCB (2018)

According to the PCCB (2018), examples of corrupt practices punished by local government officials included embezzlement of funds meant for development projects, payment of ghost workers, and forging documents to seek employment or promotions, among many others. In Ubungo Municipality in Dar es Salaam City, several factors were identified to promote corruption, which can be true for most other LGAs (Figure 1).

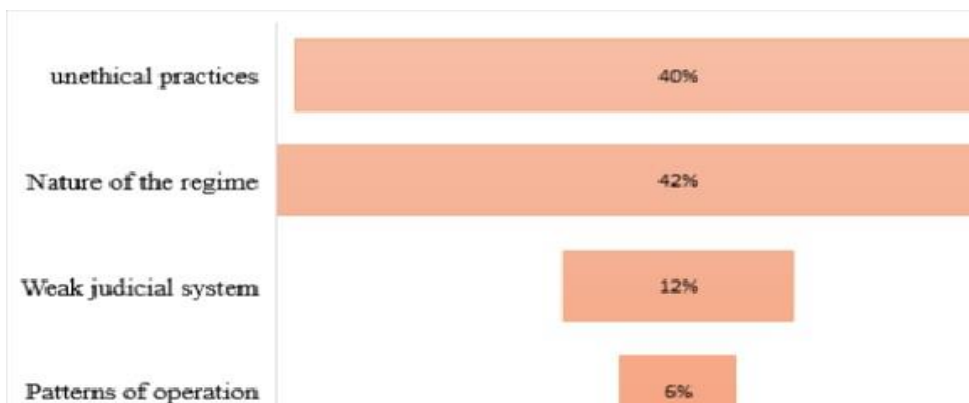


Figure 1: Factors that promote corruption in Ubungo Municipality LGA
Source: Igomole (2019)

3.3.2 Lack of transparency and accountability

Lack of transparency and service delivery has been mentioned as a challenge to making reforms toward ethical leadership for effective public service delivery in Tanzanian LGAs. For example, in Dar es Salaam City Council, about 10% of participants (N=120) agreed that lack of accountability and transparency affected the reforms towards ethical leadership and effective public delivery. In another study, lack of accountability was also mentioned as a challenge affecting the implementation of new public management reforms in six LGAs (Yusuph & Guohua, 2017).

3.3.3 Other challenges

Other challenges also prevail and hinder reforms toward ethical leadership for effective public service delivery in Tanzanian LGAs. Table 4 summarizes some of these challenges for different LGAs in Tanzania. Despite the code of ethics that was adopted as a behaviour-guiding tool for public servants against maladministration practices, the reforms have been hampered by underpay, weak monitoring and evaluation of performance, and the culture of nepotism in the public sector (Nkyabonaki, 2019). This is worsened by the low levels of awareness of the code of ethics for public servants as established in recent studies such as those by Nkyabonaki (2019) for Toangoma Ward in Temeke Municipal Council and Dar es Salaam City Council by Lufunyo (2013).

Other challenges include the reluctance of some employees to accept changes. In Chunya District Council, various institutions were established to affect the implementation of reforms for ethical practices because they defend some immoral by having individuals rescue them from disciplinary action (Maholani,

2020). Eleven 11 (18.3%) respondents out of sixty agreed this was a challenge in the LGA. The study also observed the influence of poor motivation and lack of rewards due to 'workers' conduct as among the barriers to managing 'employees' ethics in public offices. The study indicated that poor motivation and lack of rewards due to workers' unethical conduct constrained the management of ethics in the LGA. About 13% of the 60 respondents perceived poor motivation and lack of rewards to be the main course of unethical conduct in the LGA (Maholani, 2020).

Table 4: Challenges facing reforms in ethical leadership for effective public service delivery in LGAs

LGA	Challenge(s)	Reference
Temeke Municipal Council	Poor monitoring and evaluation of performance, nepotism, low incentive levels, and promotion of ethics in the public sector	(Nkyabonaki, 2019)
Dar es Slaam City Council	Inadequate facilities, Delayed allocation of resources, low public awareness, lack of political will, inadequate staffing, corruption	(Lufunyo, 2013)
Kigoma Municipal Council, Kigoma District Council, Tarime District Council, Karagwe District Council, Misenyi District Council, and Tarime Town Council	Shortage and underdeveloped human resource capacity, limited financial resources,	(Yusuph & Guohua, 2017)
Arusha City Council	Lack of interest to participate in decision-making, misuse of resources, and environmental pollution, corruption, and insufficient funds.	(Mshanga & Kimburu, 2021)
Bukombe District Council	Low salary, lack of motivation and incentives, bad administration, political interference, corruption	(Mtasigazya, 2021)

Chunya District Council	Lack of will to implement measures among employees, presence of various trade unions, conflict of interests, technology, and individual education level. Poor motivation and lack of rewards	(Maholani, 2020)
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3.4 Strategies for Improving Reforms for Ethical Leadership and Effective Service Delivery in LGAs

Literature suggests that the mechanisms or reforms used to enhance ethical practices for effective public service delivery in LGAs have not been effective (Mtasigazya, 2021). There is a need to establish strategies that can improve these strategies. In the study by Lufunyo (2013) for Dar es Salaam City Council, strategies such as training of employees and councillors, increased public awareness on the participation of various stakeholders, need for political will and leadership commitment on reforms, timely allocation of resources to help with reforms, and the need for separation between government and politics were proposed by the respondents as some strategies for improving reforms for ethical leadership and effective service delivery. Still, the need for training was the strategy most often mentioned by the participants.

According to Maholani (2020), in-service training also contributes to improved ethical conduct among employees in Chunya District Council by 8.3% (N = 60). Such strategies have also been established by Mtasigazya (2021) to enhance ethical practices in Bukombe LGA, which can apply to other LGAs (Table 5). Based on the presented data, increasing workers' salaries in LGAs and strengthening watchdog institutions can be the best strategies for improving ethical leadership for effective public service delivery. A motivation or reward system can encourage workers in LGAs to build good ethics and deliver efficient public service, as Maholani (2020) reported in Chunya District Council. In recent years, there has been a notable shift in the discourse surrounding ethical leadership and public service delivery in LGAs in Tanzania. This evolving landscape is marked by a growing awareness of ethical leadership's critical role in shaping effective and accountable governance, as well as the realization that reformed approaches are essential for sustainable development and citizen-centric services.

Table 5: Strategies to enhance ethical practices in Bukombe LGA (N = 60)

Strategy	Frequency	Percentage (%)
Improving salary and working conditions	27	45
Strengthening watchdog institutions	13	22
Minimizing political interference	12	20
Provision of motivation and incentives	8	13
Total	60	100

Source: Mtasigazya (2021)

One of the foremost emerging views is the recognition that ethical leadership serves as the bedrock for transparent and accountable governance. Local government authorities increasingly acknowledge that ethical leaders set a precedent for integrity, honesty, and responsible decision-making. This shift in perspective emphasizes the need for leaders to adhere to legal frameworks and show a strong commitment to upholding moral values that align with the best interests of the citizens they serve. In applying the principle-agent theory, current and future reforms can focus on creating incentives that encourage ethical behaviour and improved service delivery. Performance-based incentives, recognition, and promotion opportunities can motivate agents within LGAs to focus on the principal's goals.

In tandem with the emphasis on ethical leadership, a broader perspective is emerging that views public service delivery as a catalyst for community development and improved livelihoods. The notion that local government authorities are essential service providers is gaining prominence, underlining the responsibility to ensure efficient and citizen-centric service delivery. This perspective underscores the significance of reforms prioritising inclusivity, accessibility, and quality in providing public services, directly affecting the lives of Tanzanian citizens.

The areas that may need a special focus include the existing legal framework and other laws addressing corruption and other unethical conduct, which retard the efforts and impact of the reforms toward improved service delivery (Lufunyo, 2013). Increasing awareness of the interconnectedness between ethical leadership and effective public service delivery shapes reform agendas. Many stakeholders now view these two elements as inseparable parts of good governance. This perspective emphasizes the need for leadership that adheres to ethical principles and actively drives innovations in service delivery

mechanisms. Reform efforts are pivoting toward integrated strategies that address ethical considerations and optimise service delivery processes.

Another noteworthy perspective is the growing role of technology in helping with ethical leadership and efficient service delivery. With the proliferation of digital tools, local government authorities are exploring technology-driven solutions to enhance transparency, accountability, and citizen engagement. This transformative view recognizes the potential of digital platforms in fostering open communication, enabling real-time tracking, and helping with data-driven decision-making, thus contributing to a more accountable and effective governance structure.

The evolving views and perspectives regarding ethical leadership and effective public service delivery in Tanzanian local government authorities underscore the need for comprehensive reforms. These reforms reflect a shift toward a more holistic understanding of governance that integrates ethical considerations, citizen participation, and technological advancements. As these perspectives gain traction, there is a renewed sense of purpose in making sure local government authorities uphold ethical principles and deliver services that resonate with the needs and aspirations of the Tanzanian populace. Providing incentives and promotions for public servants who show exceptional ethical leadership can help strengthen reforms towards ethical leadership for effective service delivery in LGAs. This was also established in Toangoma Ward in Temeke Municipal Council by Lufunyo (2013).

4. Conclusion and Recommendations

4.1 Conclusion

This section focused on the reforms towards ethical leadership for effective public service delivery in Tanzania with a perspective on the LGAs. The analysis has shown that the government of Tanzania has led advocating for good governance by holding seminars and workshops for its public servants to improve service delivery to the public. It is concluded that the adoption and implementation of public sector reforms in Local Authorities for improved service delivery in Tanzania has had many positive results despite a few challenges. The effective delivery of services in Tanzania is guided by formal rules that define the roles and responsibilities of LGAs. The roles and responsibilities are given by national-level guidelines written by the central government. The LGAs should establish ethical leadership procedures and strategies founded on ethical foundations to offer effective leadership. The ethical values of duty, accountability, fairness, and transparency should be established.

4.2 Recommendations for Policy Implications

The present analysis has several recommendations regarding the reforms towards ethical leadership for effective public service delivery in Tanzania with a perspective on the LGAs. First, LGAs such as Wards and the Council should create awareness among the people on participating in different development activities, from planning to implementation. This can inculcate a sense of ownership and belongingness to the community of the respective Wards.

Second, there is a need for LGAs to make sure people receive civic education and are educated about the importance of participation and choice of their leaders democratically and transparently. Similarly, Ward Officers should make due attention to providing Ward information by ensuring they are accessible to the public. The practice of accountability and participation can be enhanced through the collaborative and deliberate action of village members and ward leaders.

Third, there should be collaborative and deliberate action by both village members and ward leaders. The LGAs should promote effective financial accountability by addressing the mentioned challenges. LGAs in Tanzania should review their existing internal controls and strengthen them through policy implementation. Likewise, it is imperative to establish an ethical code of conduct for all LGAs' staff to promote ethical councils in delivering their services to customers. Equally important, routine tracking and performance evaluation should be encouraged to reduce or eliminate errors and misappropriations.

Last, LGA staff should have skills and knowledge on the relevance of patriotism, leadership, and ethics for the effective management of resources necessary for inclusive development in the country.

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