Governance of political-administrative relations in public development projects implementation in local governments, Tanzania

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Abstract

Good governance is a global issue. It is a crucial aspect in new public management as it ensures among others, participation, transparency, accountability and adherence to the rule of law among the parties involved in development. This paper sought to examine governance of political-administration relations in health and educational projects in Morogoro Rural District. Specifically, the study aimed at examining participation, transparency, accountability, and adherence of the rule of law by the elected and the appointed official in the construction of health and educational infrastructures projects. The paper adopted a case study research design and used qualitative data where by Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) were employed to collect data. The study used content analysis to analyse the data. The study found that the relationship between the elected and the appointed officials was poor due to lack of good governance among the appointed officials. This trend affected negatively the relationship of the two parties in the implementation of development projects. The study found that the two parties cooperated much in designing and less in the implementation of development projects. The study revealed further that, there was poor transparency in financial matters among both the elected and the appointed officials, which resulted in financial mismanagement. The relationship was highly influenced by dual accountability of the appointed officials and lack of adherence to the rule of law in project implementation. It is concluded that harmonious relations between the elected and the appointed officials is less likely to be achieved, if the two parties fail to adhere to good governance practices. Therefore, it is recommended that local governments at council level should promote adherence to governance aspects in the construction of health and education infrastructures at local levels. Local governments have to build capacity and awareness among both the elected and the appointed officials on governance aspects. The elected officials should ensure that meetings such as village assembly, village councils, WDCs are conducted regularly as required by law in order to improve participation, accountability, and transparency in the implementation of the projects.

Keywords: *Governance, participation, transparency, accountability, rule of law*

1.0   Introduction

Governance in Local Government Authorities (LGAs) is a critical condition for improving social services delivery to the public (Makorere, 2014; Sigala, 2015). Both the Central Government and international communities insist on adherence to the principles of good governance in achieving sustainable development. The World Bank and International Management Finance (IMF) insist on good governance in fostering development, which is better appreciated at the grassroots level in the third world countries (Yilmaz and Varsha, 2010). The African Union (AU) Agenda 2063 focuses on inclusive growth and sustainable development, good governance, democracy, respect for human rights, justice, rule of law, and people driven development (Sigalla, 2014; Ogbette *et al.,* 2018). As observed by Kabote *et al.* (2017), it is difficult to have good governance in totality. However, more efforts are needed to exercise principles of good governance in order to attain sustainable development. in achieving sustainable development the Government of Tanzania adopted Tanzania Vision 2025, whose main objective is to achieve equality and good life for all, good governance and the rule of law, and building a strong a resilient economy that can effectively withstand global competition. UNDP (2016) set up Tanzania's governance program 2016 – 2021 that focuses on effectiveness, transparency, accountability, and inclusive governance. It is difficult for Tanzania to achieve the Vision 2025 without adherence to the principles of good governance because resilient economy transparency, rule of law, and accountability of all stakeholders (URT, 2000).

Galadima (1998) defines governance as a process of organizing and managing legitimate power structures, entrusted by the people, to provide law and order, protect fundamental human rights, ensure rule of law and due process of law, and provide for the basic needs and welfare of the people and the pursuit of their happiness. In other words, governance is essential to both the elected and appointed officials in guiding their relationship as it ensures transparency, accountability, and the rule of law. Tanzania Framework of Good Governance (TFGG) defines governance as a network and interaction of public (governmental) and private (non-governmental) bodies that have a role to play in the formulation and implementation of public policy and the delivery of public service (URT, 1999). UNDP (1997) identifies nine principles of good governance as participation, rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability, and strategic vision. The purpose of good governance is to stimulate development and reduce poverty, reduce misuse of public funds for self-interests, improve accountability, ensure transparency, and establish equality before the law (Mgonja and Dossa, 2015). Tanzania Development Vision 2025 focuses on the establishment of a higher quality of life, peace, tranquillity, and national unity; good governance an educated society, which is imbued with the ambitions to develop; and an economy which is competitive with sustainable growth for the benefits of all the people.

In most public development, projects in local governments are implemented with collaboration with local communities. Community participation in the implementation of development activities in the Local Government is essential in bringing sustainable development and increasing commitment and accountability, increasing resource availability to the program, promoting self-help, and improving cooperation and trust between communities and their leaders (Chirenje *et al.,* 2013; Njunwa, 2010;   Muro *et al.,* 2015). Through decentralization by devolution (D by D) during 1990s, the Government initiated a bottom-up development approach

and the transfer of power to the Local Governments in service delivery (Kisumbe et al.,2014) Through Local Government Miscellaneous Amendments Act, NO 6 of 1999, Local Governments through council were mandated to make decisions to improve the delivery of local services. The Local Government (District Authorities), Act No 7 of 1982, clearly stipulates that the Local Government must involve the local people and their representatives in developing plans and activities.

In the implementation of development projects, the issues of accountability and transparency are vital in the performance of local governments. The Local Government Authorities Act No. 7 of 1982 insists on transparency and accountability in social service provision in the Local Governments. Accountability and transparency ensure better service delivery and mitigate abuse of power and corruption by public officials in public offices (Njunwa, 2007: Sigalla, 2014). Through transparency, citizens are empowered to monitor activities and decision of the government and to hold the government accountable. It is not possible for the citizens and the elected officials to hold government officials accountable if they (the elected officials) lack adequate information. According to Okeke *et al.* (2016), accountability is one of the prerequisites of democratic and good governance. Through accountability, it is possible to hold the elected and appointed officials responsible and answerable for their actions, activities, and decisions. It should be noted that accountability might only exist when there is a relationship where an individual or a body and the performance of tasks of that individual or body is subjected to supervision, direction or request that provide information or justification for their actions.

In the implementation of development projects in local governments, the elected and appointed officials play a significance role in ensuring the success of the projects. Therefore, the relations between political and administrative officials are critical and mandatory in increasing the local governments' performance. In performing its mandatory and permissive functions, local governments depend on cooperation between the elected and the appointed officials. Political-administration relations in the Local Government Authorities are essential in ensuring better service delivery to the public. The elected and the appointed officials have to work together and in harmony in order to discharge local government functions (Landa, 2017). It is argued that political-administration relation is important in improving government functions. For instance, Khair *et al.* (2012) holds that bureaucratic responsibility in democracy largely depends on the existing political and administration relationship. Despite that, politics and administration are two separate and analytical components; largely they are still integrated into the same political process. In showing the need for positive relations between the elected and appointed officials, Njunwa (2006) notes the existing relations between the elected and local administrators in the performance of Local Government Authorities (LGAs).

Public development projects in local governments become instrumental in improving public services delivery in local communities. Through public development projects, the local communities implement various development projects, which include educational, health, water and sanitation, and agriculture (Boex *et al.,* 2015). Through decentralization by devolution (D by D), Local Government Authorities (LGAs) have the mandate of providing social services to the public through establishing and implementing development projects in their areas of jurisdiction (Njunwa, 2006; Baletito *et al.,* 2012). This paper focuses on the construction of education and health infrastructures such as classrooms, teacher's houses, laboratories, health centres, and

dispensaries, projects, which are implemented in the local government through communities' self-help system. It should be noted that 70 percent of the total local government's budget in Tanzania is allocated for primary education, 18 percent is allocated for basic health care, and the remaining 12 percent is for road maintenance and agriculture (Boex, 2003). In the financial year 2017/2018 with community self-helps Local Governments were committed to the construction of 2,000 classrooms and rehabilitation and upgrading of the existing facilities (UNICEF, (2018). In the health sector, in year 2017/2018, the government allocated Tshs. 2,222 billion equal to 7.0 of the national budget (Tarimo and Lee, 2018).

Despite the efforts made by the Government of Tanzania to ensure that majority of rural Tanzanians have access to quality education and health services, many rural communities still lack access to these services (Kisimbe *et al.,* 2014; Landa, 2017; Njunwa, 2017;). Most of the public development projects in education and health sectors are characterized by poor accountability, lack of transparency, and poor participation of local leaders and communities at large (Muro *et al.,* 2015; Makorere, 2012; Bratton, 2011). As for supervision process of local councils in Tanzania, REPOA (2008) revealed that local governments' performance suffers from poor access to information and lack of culture of transparency, poor accountability, and poor representation of citizens by their councillors. This is probably a result of lack of adequate information on governance regarding the implementation of the projects.

The current study examines governance aspects in managing the relationship between the elected and the appointed officials in the construction of health and education projects in Morogoro District Council. The paper focuses on four principles of good governance: - participation, transparency, accountability, and the rule of law. Four aspects were selected because interaction between the elected and the appointed officials in the implementation of those projects depends much on these aforementioned aspects of governance.

2.0   Theoretical Framework

The study is guided by the complimentary model, which was proposed by Svara and Jacobsen (Azunu, 2013). The model came as a critique to the orthodox/classical model, which was developed by Woodrow Wilson who propounded that politics and administration are two separated fields and must be separated from each other, and that political questions are different from administrative questions (Montjoy *et al*., 1995; Siggen *et al.,* 2010; Azunu, 2013). The model encourages involvement, transparency, and accountability for both the elected and the appointed officials in their day-to-day functions. According to the complimentary model, the elected and the appointed officials have to work together, in harmony, and be interconnected in performing their duties (Goel, 2008; Jacobsen, 1999). Svara (1999) supports the partnership model by emphasizing on the complementarities of politics and administration through interdependency, reciprocal influence, and extensive interaction between the elected and the appointed officials.

In order to adhere to the principles of governance such as participation, transparency, accountability and the rule of law and policies, the elected and the appointed officials are supposed to work in harmony and in mutual understanding. The appointed staff must be engaged in the discussion about political issues and strategies. Similarly, the elected officials should provide their opinions on the implementation of political decisions. As Jacobsen (1999)

observes, the level of trust between the elected and the appointed officials is crucial in ensuring transparency and accountability. Distrust between the elected and the appointed officials are likely to affect their relationships and hence lead to poor performance.

2.1   Research Methodology

The study was conducted in Morogoro District Council, Morogoro Region. Eight (8) villages that were actively implementing education and health public development projects were purposively selected from four (4) wards. The districts were selected because the majority of development projects failed to achieve the targets or were below standards (URT, 2015). The selected wards were Mkambarani, Mkuyuni, Kiroka, and Kinole (Morogoro District Council, 2003). The villages include Pangawe, Kizinga, Bamba, Kibwaya, Mkuyuni A, Tandai, Kirundwa, and Kiziwa. The study employed a case study research design, which is employed within the context of its use, that is, within the situation in which the activities take place (Zainal, 2007; Bryman 2008; Creswell, 2014). In this study, purposive sampling procedure was employed to select the key informants and participants in the focus group discussions (FGDs).

Qualitative data were collected using a combination of methods of data collection including key informant interviews, focus group discussions, and documentary reviews. An interview guide was used to collect information from key informants. Interview technique is useful in collecting in depth qualitative information from the respondents (Bryman, 2008; Baxter *et al.,* 2008). Key informants were purposively selected based on their in-depth understanding and knowledge on the study (Kothari, 2005). These included a Member of Parliament (MP), the District Executive Director (DED), Ward Councillors, Ward Executive Officers (WEOs), Village Executive Officers (VEOs), Ward Community Development Officers (CDMs), Village Chairpersons, and Chairpersons of the Development Committees. Focus Group Discussions (FGDs) were also used to collect qualitative data. Four (4) FGDs with 42 participants were conducted in each selected wards. Participants in the FGD, and which ranged from eight to eleven, were purposively selected based on their knowledge and experience in the construction of the projects. Participants in FGDs included school and health projects committees, Head Teachers, local peoples who were involved and had in-depth information about implementation of projects. A semi-structured checklist was used to guide FGDs. The data were analysed using content analysis whereby data from focus group discussions and key informants were interpreted and organized into different themes based on the conceptual description of ideas and concepts.

3.0   Results and Discussion

Governance of political-administration relations in the implementation of public development projects in this paper is based on some pillars of good governance. UNDP (1997) identifies nine principles of good governance as participation, the rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability, and strategic vision. This paper focuses on four (4) principles of governance namely, participation, transparency, accountability, and the rule of law as they are directly related to the projects implementation.

3.1. Participation aspect in the projects implementation
Many respondents in FGDs were positive on the involvement of both the elected and the appointed officials in designing and implementing public development projects. The findings

revealed that the elected officials work together with the appointed officials in designing development projects through internal and outside meetings. They work together in organizing and conducting village assembly to discuss the types of development projects to be implemented in their localities. One of the village executive officers said:

> *"It is not possible to implement any public development project without involving their elected officials who play a great role in mobilizing human and financial resources needed for the projects implementation"* (Key Informant Interviews at Mkuyuni Ward, 16th June, 2017).

The elected officials "Village Chairpersons" normally chair village meetings while Village Executive Officers (VEOs) serve as secretaries to the meetings. A Village assembly is a legal organ, which was established under section 24 of the Local Government (District Authorities) Act, No 7 of 1982, and meets four times in a year, after every three months. The study found that, further that after the deliberations in the village assembly, the appointed officials discuss and approve budgets and the projects as a whole in the village councils or Ward Executive Committees (WDCs). It should be noted that both village councils and the WDCs constitute both the elected and the appointed officials as members. Village councils are composed of the elected and the appointed officials who are responsible for designing development projects and preparing budget for the projects through Village Finance and Planning Committees (URT, 2012).

During the implementation of the projects, the elected and the appointed officials work together in influencing and mobilizing the local people into participating in the implementation of the projects. The findings of this paper revealed that, village chairpersons and hamlet chairpersons were the ones responsible for collecting financial contributions from the households. In case, there are any challenges in the projects implementation, the elected, and the appointed officials work together to find the solutions.

These findings imply that, the designing and implementation of the development projects were highly dependent on the involvement of the local people, local leaders, and the appointed officials. Each side contributed to the success of the projects implementation through working together. In this case, the involvement of both the elected and the appointed officials in decision-making and implementation is congruent with the complimentary model as advocated by Svara, which insists on the involvement of both parties**.** The study findings are in line with the findings in a study conducted by Sigala (2015) in Mbeya District Council who revealed that there was a high level of participation of the local people and their representatives in decision-making and implementation of development activities in their localities. The study by Sigala (ibid) showed that the elected officials participated in the village assembly, Village Council, various Village/Ward Committees, and Ward Development Committees (WDCs). The findings revealed further that the elected officials mobilize people in self-help activities including the collection of financial contributions and mobilizing people to provide physical labour to facilitate the implementation of the projects.

3.2 Transparency aspect in projects implementation

Transparency plays an important role in establishing a strong relationship between stakeholders in any development projects. High level of transparency increases trust and confidence between the elected and the appointed officials. The study findings revealed that transparency between the elected and the appointed officials in projects implementation varied from one village to another because of many factors. It was observed for example that, at Kiziwa, Pangawe, Kiroka, and Tandai, both the elected and the appointed officials adhered to the principle of transparency as stipulated by the Local Government (District Authorities), Act No. 2 of 1982. Ward Executive Officers (WEOs) provide information about the funds directed to development projects to the elected members through WDCs and Village Councils. Together with the elected officials and Development Committee's members, they, discuss how to spend the financial resources for development purposes. This was reported by a hamlet chairperson who had the following to say:

> *"Our Village Executive Officer gives us all information about money that has been collected for development projects implementation through village council and village assembly meetings, and we are happy with his commitment and faithfulness"* (Key Informant Interviews at Kizinga Village, 17, July,2017).

However, in other villages such as Mkuyuni A and Bamba, the study found that the appointed officials were not transparent on financial matters. The appointed officials were not exposing the exact amount of revenues and expenditure. They had the tendency of colluding with project development committees to misuse project funds. During key informant interviews, one of the elected officials emphasized that:

> *" We always come into conflict with Ward Executive Officers/ Village Executive Officers because they are not transparent when it comes to expenditure of project funds, and they are not providing reports in time"* (Key Informant Interviews at Bamba, 12.July, 2017).

Similar findings were reported by participants in one of the focus group discussions at Kinole and Mkambarani wards who insisted that the appointed officials (WEO and VEO) were always for self-interest and were not releasing financial information to the public. During key informant interview, members of the project committee had this to say:

> "*We are supposed to conduct village assembly meetings three times in a year, and one of the objectives of the village assembly meetings is to receive financial reports. We are very disappointed with VEO who is not conducting the assembly and providing reports to us as it is required*" (Key Informant Interviews at Mkuyuni A Village 14th June, 2017).

The findings from focus group discussion were supported with data by Mkuyuni A and Bamba Villages, which showed that only one village assembly was conducted in the year 2016 and., no reason was provided as to why they conducted only one village assembly. Villagers complained that people were not interested in meetings. In this case, the findings are in contrast with the complimentary model, which affirms that, the elected and appointed officials have to work in harmony, trust, and transparency in order to have better performance.

These findings imply that there is a need for regular meetings of the local people with the elected and the appointed officials to provide and discuss information about projects' funds. Lack of transparency and communication creates poor relations between the elected and the appointed officials with regard to project implementation. In most cases, conflicts between the elected and the appointed officials usually arise when there is lack of transparency on the expenditure of the project funds. The study observed that legal meetings were not conducted in time to provide information to the elected officials.

Similar observations are reported by Ogbette *et al.* (2018) and Muro *et al.* (2010) who reveal that the appointed officials in the Local Governments are not transparent enough to the people and to their elected officials, and they refuse to provide information on the exact amount of revenues received from the Government and on community participation in public development projects. The findings in a study by Muro *et al* (ibid.) reveal further that misuse of financial resources and corruption is a major source of lack of transparency on the implementation of the projects. The appointed officials have a tendency of failing to disclose information that may prove potentially harmful to them and concerns that politicians would use such performance failure against them. Similar findings are reported in other studies (e.g. Sarwatt *et al.,* 2014; Sigalla, 2015; Kesale 2017) which showed that sufficient information about incomes and expenditures on public development activities was not provided to the local people and their elected representatives.

3.3 Accountability in the project implementation

The findings revealed that there was dual-accountability on the part of the appointed officials in the implementation of the projects; this as a result, influenced the relationship between the two. In reality, the appointed officials have to be accountable to the District Executive Director (DED) and report on their performance. However, in the field, the appointed officials are also accountable to the elected officials and receive orders and directive from them (the elected officials). The appointed officials such as WEOs and VEOs are accountable to the elected officials through providing development reports to the latter before submitting it to the village councils or village assembly meetings. During key informant interviews, one of the Village Executive Officers had this say:

> *"When it comes to accountability, the appointed officials are highly confused on who is exactly supposed to be accountable to, because the elected officials want appointed officials to be accountable to them as their bosses"* (Key Informant Interviews at Mkambarani Ward, 16 May, 2017)'.

The study found that the elected officials increased accountability of the appointed officials through supervising and scrutinizing their performance in project implementation. If the appointed officials underperform, the elected officials would report this underperformance to the higher authorities such as Heads of Department or DED. These findings are in line with the findings in other studies such as Landa (2017) and Kesale (2017) who report that in the structure of local government system councillors act as watchdogs of the performance of the local government personnel in improving social-economic development through social service delivery. The findings by Landa (2017) and Kesale (2017) studies revealed further that the appointed officials have to provide regular reports on the implementation of development projects to the elected officials who act as leaders and representatives of the local people.

The success or failure of the projects is largely dependent on the accountability on the part of the elected officials (Kironde *et al.,* 1997). As it was stated earlier, most of the public development projects are initiated by local people through the support of their elected officials. The findings of the current study revealed further that the elected officials play a major role in determining and supervising the implementation of development activities and public development projects. In the local government structure, at ward and village levels, the elected officials "Councillors" act as Chairpersons and WEOs act as Secretaries in the Ward Executive Committees (WDCs); while at the Village Council, the village chairpersons act as chairpersons and VEOs act as secretaries to the Council.

The study findings are in line with the findings in a study conducted by Mafuru *et al*. (2015) who revealed that at Mvomero District Council, the elected officials complained that the appointed officials were not accountable in the implementation of development projects. This is because the latter were not residents of their localities. The elected officials believed that the local people were not responsible for the employment of the appointed officials. Therefore, the elected officials considered the appointed officials as individuals who lacked patriotism, selfish, and embezzled the project funds to pay themselves undue overtimes and allowances. During one of the key informant interviews, one of the elected officials said:-

> *"The elected officials are neither committed nor accountable to the success of our projects because they are not living in our villages and even their children are not studying in our poor village schools and getting services in our poor health centres"* (Key Informant Interviews at Kiroka Ward, 14 March, 2017).

This implies that is accountability problem among the appointed officials in the projects implementation in the local governments. The elected officials fail to hold appointed officials accountable due to weak internal and external control systems, corruption, and low level of education and awareness on issues of policies and laws (World Bank, 2016; Kironde *et al*., 1997). Various studies (e.g., Lyatonga *et al.,* 2015 Mafuru *et al.,* 2015; Kesale, 2016) show that the appointed officials have been misusing development projects' funds for personal interests

On other hand, the findings revealed that, appointed officials also complain on poor accountability of the elected officials in the implementation of the projects. The elected officials say that the appointed officials get salary and allowances to implement projects, therefore it the appointed officials and not the elected officials who should be accountable to the projects. During one of the key informant interviews, one of the WEOs said:

> *"We are not getting support from politicians during implementation of the project simply because they complain that we are getting salary and allowances while they get nothing the project"* (Key Informant Interviews at Kinole Ward, 25th April 2017).

3.4 Adherence to rule of law and policies in the projects implementation

The Rule of Law in the implementation of development activities in the Local Government is highly crucial in ensuring that justice and fairness prevail. The Public Service Act No. 8 of 2003 requires public servants to adhere to the rule of law, respect for human rights, government policies, and government circulars. Local governments have been given power to establish their own by-laws, and all parties (the elected and appointed officials) have to adhere to these by-laws. In the implementation of development projects, both parties need to adhere to policies, guidelines, and agreed decisions. The study findings revealed that the elected officials were more influenced by personal and political interests than by adherence to the laws and policies. This finding was confirmed during a key informant interviews with one of Village Executive Officer who said:

> *"Politicians always do not adhere to the rule of law guided by government policies; they are always for political interests and not otherwise, they support law or policy if only it helps them to remain in power (Key Informant Interview, Konole Ward, 22 April, 2017)*

The appointed officials accuse the elected officials of not adhering to the decisions, policies, and by-laws that were approved by the village assembly meetings. For example, if it is agreed that any person who refuses to contribute for the projects should be taken to court, in most cases the

elected officials obstruct the implementation of such measures for political reasons. During a key informant interview, one of the head teachers had the following to say:

> *"It is impossible for the elected officials to implement a policy or a by-law which negatively affects their voters; the only desire of politicians is to remain in power, build trust to the electorate, and be r-elected* (Key Informant Interviews at Mkambarani Ward, 22 May, 2018).

These findings imply that personal and political interests influence the elected officials' decision to adhere to the policies and to the rule of law in the implementation of the projects. Therefore, it is important to consider various factors before establishing the by-laws or policies and check out on their implication on the performance of the elected officials. These findings are in line with the findings in a study by Mafuru *et al.,* (2015) in Mvomero District Council who revealed that despite the existence of code of conduct that provides a clear demarcation of the roles between the elected and the appointed officials, the former do not respect the realm of and the latter. This is something, which influences negatively the implementation of development projects. The authors revealed further that the elected officials sometimes perform the roles of an administrator in the projects, and these include collecting money for construction of roads or supervising project works without the consent of the appointed staff. These findings were supported by one of appointed officials who had this to say:

> *"In most cases, politicians who are supposed to work as policy makers and representative of local people, also intervene in our responsibilities such a collecting revenues, selling land and supervising projects and sometime prohibit us from performing our professional* duties (Key Informant Interviews at Kiroka Ward, 16 March, 2017).

3.7 Conclusion and Recommendations

The implementation of public development projects in Local Government Authorities (LGAs) in developing countries is a serious problem. The implementation of development projects depends much on the good relationships between the elected and the appointed officials and adherence to the principles of good governance. The extent to which the elected and the appointed officials improve participation, adhere to the rule of law, transparency and accountability increase the chances of success in the implementation of development projects. The study concludes that there is low level of transparency, accountability, and adherence to the rule of law in the implementation of development projects in the local governments. The statutory meetings such as village councils, village assemblies, and WDCs are not conducted regularly; therefore, the elected officials and the local people do not receive any information about the implementation of their development projects. The appointed officials lack the culture of transparency, especially on matters related to expenditure in the implementation of the projects.

The study recommends that local governments at the district level should monitor adherence to good governance of the elected and appointed officials in the construction of health and education infrastructure projects. Local governments should build capacity and awareness among both the elected and the appointed officials on good governance aspects and its importance on the successful implementation of the projects. This would ensure effective use of the public funds directed towards improving social services in the Local Government Authorities (LGSs). The study recommends further that, the elected officials who are responsible for organizing

meetings should ensure that meetings such as village assemblies, village councils, and WDCs are conducted regularly. This would guarantee transparency and accountability of the appointed officials in the implementation of public development projects.

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