

Digital Governance Implementation: Exploring Challenges Affecting Councilors in Shinyanga Municipality and Nzega District Council

Anna Linje¹; Dovhani. R. Thakathi² & Tafadzwa. C. Maramura³,
^{1,2}Department of Public Administration, University of Fort Hare, South Africa
5600, ³Department of Public Administration and Management, University of
the Free State, South Africa 9300

The application of digital technology in governance, has created wider opportunities than ever for councilors and communities to interact and share views regarding development and burning issues in their localities. However, digital democratic governance has rarely been considered by councilors especially when it comes to participatory planning and decision making. This paper, therefore, explored the challenges affecting councilors towards digital governance implementation in Tanzanian Local government authorities. The paper contributes to the ongoing discussion regarding the challenges facing digital governance implementations in developing nations. It presents the outcomes of several discussions conducted with representatives from the two selected local government cases. A qualitative research approach was used specifically, the study used semi structured interviews and documentary review to collect data and then analyzed through the application of an inductive thematic data analysis. The findings indicated that digital governance is constrained by the local councils' reluctance and preferences on the traditional approaches. Their low level of education provides a big obstacle to the digital world. The ongoing spirit of fear, lack of understanding and unwillingness continues to be challenges affecting digital utilization. The study recommends on the importance of leadership commitment to organizational changes. The study further, put forward digital strategies and best practice cases that one can learn from.

Key words: *Councilors; Digital governance implementation; Electronic Governance; Local Governance; Service Delivery;*

1.0 Introduction and background of the study

Digital governance is about the application and utilization of the Information and Communication Technology (ICT) facilities in the organizations. It is the use of internet and social media to far-reaching social, cultural, and technological transformations (Dunleavy & Margetts 2013). It involves fundamental change in the way work is organized, structured, and governed (Seab, 2012). This is based on three major perspectives, first, simplification of processes and decrease of costs; second, simplification and a transformation of relations between the public administration and communities and finally, digitization changes that leads to delivering public services fully online without intermediaries (Bialozyt, 2017).

The ultimate goals of digital governance are to empower and accelerate an agency's ability to make informed digital services decisions and to help an agency achieve the goals (Luciano, Wiedenhof, & Santos, 2018). It also helps to improve the internal and external relationship between and among stakeholders for instance, citizens direct provide their views, suggestions, and concern in forum and online communities; provide information to the communities; empowers community members to become more engaged with their government and transform the quality and quantity of the services delivered (Garg, 2016). That being the case, digital governance calls upon local government actors including councilors to make the use of digital content, channels, and tools with social networks in their operations rather than trying to ignore or prevent it.

Equally, the Tanzanian government is one among the developing countries where digital technology initiatives are being hosted to support good governance and poverty reduction at the local government level. The local government councils were established by the Constitution of the United Republic of Tanzania (URT) in 1977. Article 146 of the 1997 Constitution of the United Republic of Tanzania stipulates the main purpose for the existence of the local government councils are to promote social and economic welfare to all people at the local area. And, to ensure equitable delivery of social services to all people in the council. The mandate of the councilor under the Local Government Acts No. 7&8 of 1982 includes, to promote democratic governance, to facilitate the efficiency and effective utilization of the available resources to improve livelihood of the communities and to ensure that communities are provided with the necessities for sustainability. This may include but not limited to policies on, water distribution and supply, sanitation, education, health, agriculture, and housing. Apart from that, councilors collectively (full council) are the highest decision-making bodies in Tanzania local government councils (URT, 2015).

Connecting to digital governance, the National ICT policy (2016) requires local governments to adopt and utilize the potentials of digital technology that is, using the digital technologies (ICTs) in their operations at all levels of government. To achieve this, every local government in the rural areas is connected to the Rural Communication Access Centres (RCACs). Thus, internet access is provided via access points in offices of the local government offices. The

focus is to improve government responsiveness, transparency, and accountability. For instance, the online discussions about different government initiatives, reports like that of the Controller Auditor General (CAG) using digital platforms (social media) has recently activated citizen's awareness on the government's actor's behavior. These have improved the accountability of public leaders. To add on, the National ICT policy (2016), emphasizes by requiring public officials including councilors to utilize digital technology in their operations rather than sticking on the traditional approaches (the off-line) which have always viewed to be a problem in the current environment (Lufunyo, 2013).

Moreover, as the theory of democracy emphasizes on public access to information, in the same vein, before making local government decisions/policies, councilors are required by the policies including Opportunity and Obstacle to Development (O&OD) policy to be well informed about the social, economic, cultural, and political environment of the communities they represent. Indeed, the O&OD guide manual requires councilors to mobilize, consult stakeholders and community members to participate in the planning processes (URT, 2015). In this case, local councils need to consult and share information with the community stakeholders to allow participation, transparency, accountability, and faster decision making in the local areas. To improve services and meet community expectation, the local government as one of the public sectors agencies in Tanzania, is enforced by the e-Government Act, (2019) to comply with the national ICT Policy, related policies, Laws, regulations, standards and guidelines during planning, acquisition, implementation, delivery, support and maintenance of ICT information and systems. Likewise, literatures (Bannister & Connolly, 2012), alerts political elites that even if they might be reluctant to utilize the potentials of digital era governance, it has an indirect role to play in strengthening election and democracy, as it facilitates a wider range of citizen's access to information and make online dialogue on their conducts that can affect their political positions during election.

Generally, the government is making efforts to accommodate communities that are already absorbed in the digital era, however, the expected outcome of such efforts, is hardly to be seen in local governments. Despite the great potential of digital technology to improve government–citizen relations and service delivery (Manda & Mkai, 2017; Lupilya, 2015; Garg, 2016), many local government officials specifically, councilors have been slow in entering this new world, they have not put much effort to the digital technology to improve service delivery (Tanzania National ICT policy, 2016; Manda & Mkai, 2017; Lupilya, 2015). Many critics claim that the municipals public services have until now been primarily guided by supply-side factors rather than citizen needs (Aikins & Krane, 2010). As a result, the lack of utilization of digital facilities leads to local government being unable to be connected to communities (Garg, 2016). Even the trends of citizens' engagement in local governance affairs are declining and less than satisfactory Chaligha (2014). Given all these, while recognizing the contribution of our councilors in local governance, it was the thirst of this paper to understand the challenges faced by councilors in their undertakings to implement digital governance and then provide strategies and best practice cases. The next sections provide the theoretical review, methodology of the

study, findings presentation and discussion and finally conclusion and recommendation of the study.

2.0 Theoretical literature review

2.1 Approaches to digital governance in LGAs

Researchers try to advice councilors and other administrative officers that the government alone cannot do everything hence they need to consider the community they serve by trusting their views and collaborating with them (Schatteman, *et al*, 2012). If well involved into the government processes, community stakeholders can not only provide inputs, but also be well informed and can disseminate information to the wider community including the marginalized ones, (Schatteman, *et al*, 2012). Organization for Economic Co-operation and Development (OECD) identifies three ways to engage the public:

- *Information sharing*: in this case it is believed that community members can engage themselves into the government processes if they are well informed about a particular event. Thus, councilors can make the use of digital technology through online communication to deliver the government information to the community they represent citizens.
- *Consultation*: This involves discussions between the two (government and the community). Before reaching to a particular decision there should be consensus and mutual agreement between or among stakeholders. It is possible when there is presentation of individual concerns, discussions, and timely sharing of feedback among stakeholders. To make this effective happen, councilors can make the use of digital platforms (e-discussion, e-meetings, presentations etc.). However, Schatteman, *et al*. (2012), advises the government not to rely only on online consultations but they should be committed to integrate evidenced based information into policy and decisions.
- *Active participation*: it involves collaboration between the public and government in which the citizens are directly involved in the decision and policymaking process. Similarly, councilors can also initiate and collect views from the community via digital platforms and social networks as it is advised and hoped to bring active engagement of individuals with a particular concern for further discussions at the higher levels, ((Schatteman, *et al*, 2012).

To accomplish all these, local councils must establish systems that will support digital participation and collaboration practices, accompanied with appropriate institutional environment (security, privacy laws,) to guaranteed citizen trust in the systems (Bannister & Connolly, (2012); Hatuka & Zur, (2019). Indeed, the government actors including councilors must recognize that this digital technology exist, instead of ignoring and preventing it, they need to restructure their traditional governance while supporting the development of digital

capabilities in LGAs to accommodate the fast-moving communities. That being the case, OECD (2016) provides the following requirements; first, government to restructure itself based on stakeholder's expectations, needs and requirements rather than sticking to their own internal expectations. Second, digital governance requires individual initiatives, willingness, and tolerance in the processes. Moreover, it requires the creation of modernized policies and strategies for setting up open approaches to policy-making and public service delivery.

2.2 Digital platforms for transforming political processes; international experience

The digital technology has facilitated easy information flow and specifically the platforms have provided a wider room for participation and thus, has positively impact on government efficiency and effective service delivery, transparency, responsiveness, and accountability (McLoughlin & Scott, 2010). Literature notes that the internet and social media networks, are useful platforms for political actors to engage their communities into the government and possibly also to decentralize decision making (Holzer & Kim, 2007). The digital tools such as cell phones, computers, help to co-ordinate political events and campaigns, and shape news exposure.

For example, according to Hollands (2012), in Tunisia and Egypt have both seen an increased use of social networking media such as Facebook and Twitter to help organize, communicate, and ultimately initiate civil disobedience campaigns and street actions. People could thus use these platforms and voice their solidarity, concerns, and opinions about the issues by having their phone voice messages converted into tweets. In Kenya not only have they improved many online service deliveries but also, the issue of accountability has improved (Pieterse, 2017). For example, they use digital platforms for reporting on corruption and immoral behavior of government actors. Over the past decade, a range of official and non-governmental entities have used the digital platforms to expose and report the lack of completion of many public works (Pieterse, 2017).

Another connected case is from Pacific Island countries, where digital platforms have an important developmental role and transformative impact in the delivery of services and the facilitation of planning and formalization of urban settlements. In this, the use of mobile phones and access to internet have removed the information barriers which promoted political and social change. In November 2012, there were 700,000 Pacific Island Facebook users, translating into a significant online community and a way to engage people in domestic, regional, and international dialogues (Robert & Addison, 2015). Generally, evidence shows that digital technology is challenging the ways people are governed and is improving accountability and transparency. In fact, the use of digital platforms has not only supplemented the dialogue of political processes, but it has also reshaped the processes and individual behaviors.

3.0 Methodology of the study

The focus of the researcher was to explore detailed information on the specific challenges faced by councilors in the processes of digital enhanced governance, hence, to understand such realities, qualitative approach with a case study research design (Nzega and Shinyanga municipal councils) was used. According to literature, the case study is a type of design in qualitative studies which involves an intensive analysis of individual unit be it a person, community, or a particular phenomenon, (Creswell, 2014; Yin, 2014). Administratively, the areas were purposively selected due to poor collaboration and information sharing between the community stakeholders and the local government council cases as reported by the Tanzania Habitant Report (2015). Similarly, the World Bank report (2015) noted that there were insufficient allocation and utilization of the available resources across the councils affecting the quality and quantity of service delivery in the councils.

The population of this study thus, comprises of councilors ICT officials and community members living in the selected case. Specifically, thirty (30) participants were purposively selected based on their experience, understanding and accessibility. These included: eight (8) councilors, two (2) administrative officials (ICT personnel) and five (5) community members from Shinyanga Municipality were interviewed. While, from Nzega district council a total of eight (8) councilors, (2) administrative officials including ICT personnel and the council director, as well as five (5) community members were selected and interviewed. Furthermore, the researcher used observation, and documentary review to collect data. Then, inductive thematic analysis approach was used to analyze gathered information.

4.0 Finding's presentation and discussion

4.1 Intimidations from our fellow leaders

The theory of democracy highlights on public access to information, likewise, the model of e-democracy provides leaders with solutions for information sharing through the application of digital forums however, the interview extract indicated that in some cases councilors fear to use the social media because of underground threats that originate from some of appointed leaders, and even some fellows. For instance, the following participants shared this;

"...sometimes we fear to throw some posts that in fact they should be posted on the social media, but some people like the district and regional commissioners and other related will do us wrong, as they don't like such things even though for us it is our role if things seem not to be getting there." (Participant 8).

"Of course, I know that the social media help to control our accountability, but one has to be very carefully. In fact, for me to be safe when using these social Medias, is to post only good things that praise them, while fooling myself that there are no problems in my area. That is all I can, as I also have my family that depend on me" (Participant 11).

This implied that the levels of transparency (what to report, when how and to whom) among actors was not clear and in some cases information sharing would bring some problems among actors.

4.2 Fear of being polluted or made accountable

Compared to the traditional means of participation, this digital mediated approach keeps contributors' speeches on a long-term basis. It also, help the internet users (communities) to trace some of the messages and use them as assets for making their leaders accountable. However, this traceability for making leaders accountable was considered as a threat to some respondents. For example, one of the interviewees (participant 16) shared this

“In fact, for me to be safe when using these social Medias, I prefer to read and observe rather than commenting or contributing anything, as people tend to judge others wrongly”.

Similarly, Lucuano et al (2018), argued that a negative statement of a councilors posted by citizen can easily reach millions of people and receive multiple attentions that may reduce individual reputation and discretion. In some instance, the use of social media may sometimes pollute the image of individuals leading to loss of control. Just like this interview findings from one councilor who went further by saying that

“These social media may frustrate someone, as you may find a cartoon drown expressing behavior or spoiling someone. People even citizen may cook or develop allegations against you just to pollute your personality. Ooh! I do not like this at all, so I would rather not prefer the use of social media” (Participant 3).

Indeed, because of the possible resilience of criticism by internet users against leaders and municipal policies, local councilors were reluctant to utilize the digital technology. This revealed that some councilors were trying to mix their personal doubts to their responsibilities, this also reflected that the leaders were not committed enough to take the responsibilities and be accountable on their misconducts.

4.3 Poor/no access to internet and power supply

While the municipal councilors seemed to make a step toward the digital governance, the district councilors especially, in the rural settings did not prefer to use the digital tools due to poor access to the internet and power supply. Equally, Aikins and Krane (2010) comment that, it is possible that some city government officials may have used digital technology to facilitate some form of electronic dialogue than others. The major reason identified was that the district

council was characterized by rural set ups with poor/no access to internet and power supply. For example, one councilor (Participant 8) had this to say,

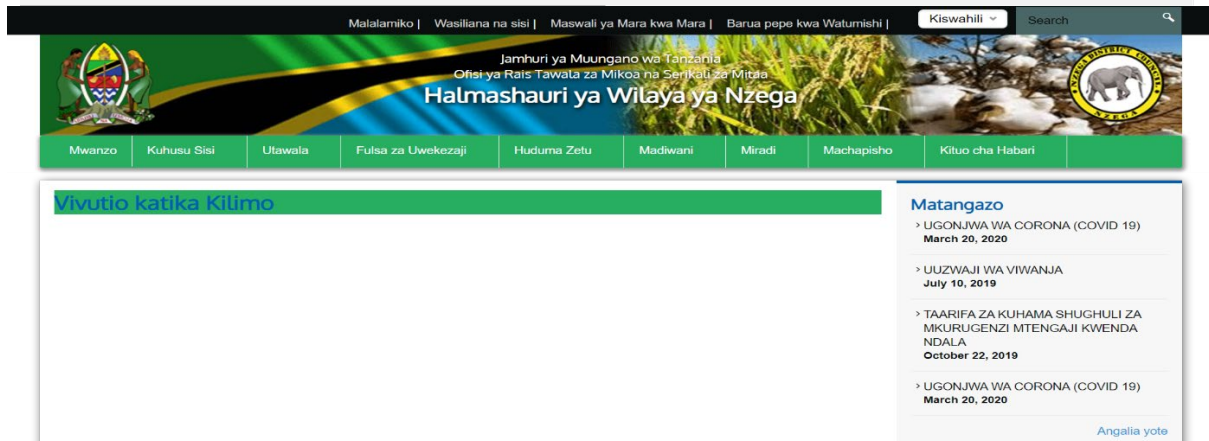
‘I prefer to use this smart phone every time but the problem with this is that the charge doesn’t last long and to recharge I have to take it to the place where there is electricity supply, so I mostly use the small one to get information’.

Basically, it was true that some village locations had poor communication network systems. They used solar energy (from very few villagers who owned) as the major source of electricity hence communication using smart phones was not given much priority although they utilized them especially for getting national wide information on government actions. This indicated that there was unequal distribution of digital infrastructures which led to digital gaps. Consequently, this had caused both citizens and government leaders to be isolated and increased digital illiteracy, which then could be one of the factors affecting the realization of the digital potentials. For example, the telecommunication location centers were found mostly in urban areas where business activities could be found, this led to poor network connectivity to some areas, hence uneven adoption and use of the digital technology by the case communities.

4.4 Lack of digital interest and trust

While digital governance emphasized on stakeholder’s inclusion through the provision of information access and other resources via the internet, many local actors considered the internet and the digital related platforms as culturally inappropriate. For instance, one of the councilors during the interview argued that putting local issues on the social media platform for discussion was like exposing yourself nakedly. *“I can’t and I have no courage of putting things there, I have been a leader for more than ten years, I have not applied this, and I don’t think I will.”* (Participant 6). It was also, argued by some councilors that local matters need to be solved locally, they should not be left discussed by externals through modern forums.

The Accesses to information Act (2016) provides a guide to government actors to facilitate information sharing. This can be through traditional and digital (sounds, visual images, recorded written transcripts etc.) means as stipulated in section 17 (a-e) of the Act. However, the lack of interest in digital forums implied that councils are still seeing the digital platform as unethical and strange approach. For example, in Nzega district, majority of the community members are small scale farmers who need frequent information related to agriculture such as, agriculture marketing centers, agriculture opportunities and projects yet, the website could provide none of the above as depicted in the picture below.



Website page portraying agriculture information in Nzega district council (2020).

4.5 Lack of awareness on the government digital services

Even some councilors were not sure whether they could make the use of their smart phones to collect information, download forms for a particular service that were already available in the websites. The literature cements that although communities are aware of the digital technology benefits in government service delivery, yet there are some who are not willing while others are not sure whether government can facilitate the online services via the cell phones without their physical contact, (Lubua & Maharai, 2012; CIPESA, 2015; OECD, 2016). In a nutshell, despite the available efforts towards digital democratic governance, yet the utilization of the digital tools in decision and service delivery processes in the cases, seemed to be limited by insufficient capacity of both the councilors and the local government at large but also poor interest on digital use. The application of this digital technology was based on different benefits and costs to individual councilors and the local government council at large. That means, readiness and preferences for digital tool, depended on the councilors' characteristics. This could also, suggest that they do not value online forums as places for sensible debate.

More pointedly, digital participation was viewed as a threat to our councilors' ability in some areas that is why, it was not given a priority even at the council level. Moreover, it sounded like having leaders with low level of education was a big barrier, as they couldn't think of formulating themes and topics for discussion in the forum which would bring massive attentions and inputs. Instead, they expressed fears related to cultural damage, such self-regarding resistance also, contributed to the failure of digital governance. The researchers believe that, nowadays people are more sensitive to issues concerning their everyday lives and environment. They are ready to contribute especially, through social and multimedia platforms, unfortunately, councilors seemed to be reluctant to digital governance while other had no interest at all. The findings revealed that the intention of councilors to fulfill democratic governance was within an individual's will. It was the decision of a councilor to be responsive and accountable to the community. In the same vein, Denters & Pieters, (2012), had the same

observation that councilors who are motivated by the desire to serve their party were not less but more inclined than other councilors to consider openness and responsive to the community as their obligatory role.

5.0 Strategies and best practices for councilors in playing their roles in a digital era

5.1 Councilor's commitment

Literature reminds that changes and innovations are easier to develop in an environment where individuals are ready to activate themselves, take responsibility, face mistakes, learn quickly and off course rejoice with their progress (Alrawi, 2011). Likewise, based on the findings, there are certain issues on the leadership aspect that need individual actions, responsibility, motives, and attention to learn as far as this digital age is concerned. The researchers believe that when an individual is committed and understands the importance of transparency, inclusiveness, effectiveness, efficiency, accountability, and the rule of law, it becomes easy to put them into practice through the use of multiple methods including the digital ones. The findings remind on the importance of leadership commitment to organizational changes. As noted by Berry, Ansell Portney & Thomson (1993), that there is a need for additional commitment of individual leaders to make this happen.

5.2 Rethinking of local leaders' selection criteria

There is the need for not only individual councilors but also, communities to accept the realities that, the digital governance requires a certain level of understanding, just like the observations were made by Manda and Mkai, (2017); Lupilya, (2015); Aikins and Krane, (2010) and Garg, (2016), that lack of competent and technical knowhow put political actors behind the digital governance era hence become fearful and reluctant to these modern leadership approaches. That being the case, the need to restructure the leadership selection/appointment criteria become crucial. The community members must vote for councilors who are active initiators and willingly to accommodate transformations and the realities using their basic knowledge and understanding.

5.3 Local councils to set a holistic approach for digital governance

Bearing in mind that there are general legal directives under the ministry of information and communication, similarly, each local government requires to put some ground rules for online debates and discussions, which should, identify online spaces/forums; define the freedom of internet users when they try to express themselves; motivate community stakeholders to get involved into the online discussion forums. The aim is to make it formal, while responding to the general national norms shaping. Hence the need for accepting the holistic approach that focuses on transparency and its interrelations can constitute the foundation of digital democratic governance.

5.4 Investing in the digital technology

Apart from that, the study advice both the local government and individual councilors to invest on this digital technology. Not only does it need enough funds to establish/improve the digital infrastructures and buy the new digital tools, but also it requires investment of time and willingness to frequently apply the technology in the daily operations. Similarly, the council should fight against digital exclusion, which can deepen inequalities. The council should focus on the quality of access, digital literacy, and the effective use digital platforms in a formal setting.

5.5 Best approaches to digital governance cases

For example, we can apply the strategies used by the Milton Keynes local government in the United Kingdom, who intended to increase youth involvement into democratic process. When they realized that the traditional common practice proved insufficient, the local government council then decided to team up with the ICT business industry in the area. The council then started to utilize the technology such as the use of Facebook and twitter to share information focusing at engaging and inspiring youths. They positively made a progress through the council website that allowed interactions and empowerments as a result a good number of youths were able to participate in the council democratic and political processes, (Freeman & Quirke, 2013).

Another example is Iceland; it is well positioned for digital democratic governance practices according to the world statistics Iceland and United Nations report (2012). The selected constitution reform council adhered to e-information, e-consultation, and e-discussions. The whole processes of the constitutional reform for example, was facilitated using active website, social media platforms that enabled the council to frequently and easily approach the general population to collect and offer their ideas. Some citizens commented on the website, while others joined discussion on the council's Facebook page, via twitter. This has led a rapid increase of online engagement initiatives. But also, the successes were due to the application of both digital and traditional approaches in the whole process while adhering to the principles of democratic governance. The individuals who had no access to the digital technology tools put their opinions into writings (traditional letters), this contributed to more comprehensive information to be incorporated. This observation provides the importance of combining both approaches in the democratic reform governance processes. (Freeman & Quirke, 2013).

In the villages of Yogyakarta, Java in Indonesia for example, before the adoption of digital enhanced governance, villages found it difficult to undertake their own development planning, as they lacked accurate and up-to-date data on the locally available resources and even demographics. Further, the village data that was recorded was usually stored as hard copies (e.g., printed reports). This led to the application of digital enhanced governance, specifically, through the programme known as Village Information System pioneered by the Combine Resource Institution in a series of villages in the Special Region of Yogyakarta, Java. The



programme aims to strengthen village-level governance by improving the citizen-based data-collection system at the village level (Fatimah, Christian, Nurfadilah, Widianti & Rangkuti, 2017)

6.0 Conclusion

Generally, the findings suggest that the digital governance is constrained by the local councils' reluctance and preferences on the traditional approaches. Their low level of education provides a big obstacle to digital world. The ongoing spirit of fear, lack of understanding and unwillingness continues to be challenges affecting digital utilization. The study hinges on the importance of leadership commitment to organizational changes.



REFERENCES

- Aikins, S. K. and Krane, D. (2010). Are Public Officials Obstacles to Citizen Centred E-Government? An Examination of Municipal Administrators' Motives and Actions. *State and Local Government Review* <http://slg.sage>
- Alrawi, K. (2011). Effects of motivation on employees' perceptions, behavior and psychological orientation, *World Review of Entrepreneurship, Management and Sustainable Development*, Inderscience Enterprises Ltd, 7 (1): 77-97.
- Banniaster, F. and Collony, R. (2012). The Trouble with Transparency: A Critical Review of Openness in e-Government. <https://doi.org/10.2202/1944-2866.1076>
- Bass, B.M. (1999) Two Decades of Research and Development in Transformational Leadership. *European Journal of Work and Organizational Psychology*, 8: 9-32. <http://dx.doi.org/10.1080/135943299398410>
- Berry, J. M., K. E. Portney, K. E. and Thomson, K. (1993). *The rebirth of urban democracy*. Washington, DC: Brookings Institution.
- Bialozyt, W. (2017). *Digital Era Governance: A new chapter of public management theory and practice*. Faculty of economic science, University of Warsaw.
- Chaligha, E. A. (2014). *Community participation and local governance in Tanzania: Policy Research for development*. REPOA.
- Christopher, A. and Torfing, J. (2017). Strengthening political leadership and policy innovation through the expansion of collaborative forms of governance. *Public Management Review* 19: 37–57.
- CIPESA, (2015). *ICT in Governance in Tanzania- policies and Practices. Promoting Effective and Inclusive ICT Policy in Africa*. Research Series No. 07/15.
- Collis, J. and Hussey, R. (2014). *Business research: A practical guide for undergraduate and postgraduate students* (4th Ed.). Publisher. Palgrave Macmillan
- Creswell, W. J. (2014). *Research Design. Qualitative, Quantitative and Mixed methods approaches*, (4th Ed.) Los Angeles: Sage.
- Denters, B and Jan Klok, P. (2014). *Citizen Democracy and the Responsiveness of Councillors: The Effects of Democratic Institutionalisation on the Role Orientations and Role Behaviour of Councillors* Institute for Innovation and Governance Studies, University of Twente, Enschede, The Netherlands.
- Denters, B., and Pieter-Jan, K. (2013). Citizen democracy and the responsiveness of councilors: the effect of democratic institution on the role orientations and role behaviour of councilors. *Local Government Studies*, 39(5):665-680 DOI:10.1080/03003930.2012.670747.
- Dunleavy, P., Margetts, H. (2015). *Design Principles for Essentially Digital Governance*. Conference paper, paper at the 111th Annual meeting of the American Political Science Association, San Fransco, 3-6.
- Fatimah, S., Christian, M., Nurfadilah, A., Widiyanti, S. and Rangkuti, Y. R. (2017). *Connecting Citizens to their Government: Lessons from ICT-based governance*



- initiatives from Indonesia. A Research Report, Making all voices count; A Grand Challenge for Development.
- Freeman, H. Wicks, P., and DeColle A. (2010). Stakeholder Theory: The State of the Art, Cambridge, U.K.: Cambridge University Press.
- Freeman, J. and Quirke, S. (2013). Is E-Democracy a Myth? Civic Participation & Democratic Reform. CeDEM13 Conference for E-Democracy and Open Government Revised Edition. Danube University Krems, Austria
- Freeman, R.E. (1984). Strategic management: A stakeholder approach. Boston: Pitman Publishing Inc.
- Garg, H. (2016). Digital governance. International Journal of Humanities and Management sciences (IJHMS), 4:2020-4044.
- Hatuka, T. and Zur H. (2019). Who is the 'smart' resident in the digital age? The varied profiles of users and non-users in the contemporary city. Urban Studies Journal Limited. Sage
- Local Economic Leadership. (2015). Better Policies for Better Lives: Secretary General of the OECD. Manchester.
- Lubua, E. (2014). *Adoption of E-Transparency in the Public Sector of Tanzania*. Durban: University of KwaZulu Natal.
- Lubua, E., and Maharaj, M. (2012). ICT Policy & E-transparency in Tanzania Public Sector. *IST-Africa 2012 Conference Proceedings*. Dar es Salaam: IIMC International Information Management Corporation.
- Luciano, E. M., Wiedenhof, G. C., Santos, F. P. (2018). Promoting social participation through digital governance: Identifying barriers in Brazilian public administrations. DGO: Netherlands.
- Lufunyo, H. (2014). Impact of Public Sector Reforms on Service Delivery in Tanzania. *International Journal of Social Science Tomorrow*, Tanzania Public Service College. 2 (2):1-26,
- Lupilya, E., C. (2015). E-government Strategic Plan Implementation in Tanzania: Learning from challenges and experiences from Kenya, Korea, India, and Malaysia. GSPA Scoul National University. *The Korean Journal of Public Studies*. 30 (2): 147-175
- Manda, P. A., Mkhai, E. (2017). ICT Access and Use in Local Governance in Babati Town Council, Tanzania University of Dar es Salaam, Dar es Salaam.
- Pieterse, P. (2017). Tech for governance programmes in Kenya: what is left of the conducive tech environment, and where to next? Making All Voices Count Kenya- Programme Learning Report.
- Robert, B. H. and Addison, M. (2015). Application of Collaborative Urban Governance as a Tool to Improve the Management and development of Asian Pacific Cities. A revised version of a Discussion Paper on Collaborative Urban Governance: A better way to improve the Management and Development of Cities prepared by the authors for the Economic and Social Commission for Asia and the Pacific (UNESCAP).
- Sabo, O. (2012). E-government in Tanzania: Current status and future challenges. University of Agder, Norway.



- The World Bank report (2015). Preparing the Next Generation in Tanzania: *Challenges and Opportunities in Education*. Washington DC.
- United Republic of Tanzania (2015). Habitat National Report Tanzania. Ministry of Lands, Housing and Human Settlements Development. Dar es Salaam.
- United Republic of Tanzania (2016). National Information and Communications Technologies (ICT) Policies. Ministry of Works, Transport and Communication.
- United Republic of Tanzania (URT). (1982). The Local Government (District Authority) Act N0. 7 of 1982 Revised 2000. United Republic of Tanzania.
- United Republic of Tanzania (URT). (1982). The Local Government (Urban Authority) Act N0. 8 of 1982 revised 2000. Dar es Salaam. PO-RALG.
- United Republic of Tanzania (URT). (2007). The Opportunities and Obstacles to Development: A community Participatory planning methodology training manual (PMO-RALG). Dar es Salaam. PO-RALG.
- United Republic of Tanzania (URT). (2010). Prime Minister's Office Regional Administration and Local Government. Dar es Salaam. PO-RALG.
- United Republic of Tanzania, (1970), National Security Act.
- United Republic of Tanzania, (1976), Newspapers Act.
- United Republic of Tanzania, (1977), Constitution of the United Republic of Tanzania, as amended from time to time.
- Yin, R. K. (2014). Case Study Research Design and Methods (5th Ed.). Thousand Oaks, CA: Sage.