

**AN ASSESSMENT OF VILLAGE COUNCIL AND ITS CONTRIBUTION TO  
LOCAL GOVERNMENT DEVELOPMENT: A CASE OF IRAMBA DISTRICT  
COUNCIL**

**LYANGWA B'HANGO JANUARY**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT FOR THE  
REQUIREMENT FOR THE DEGREE OF MASTER IN HUMAN RESOURCE  
MANAGEMENT (MHRM) OF THE OPEN UNIVERSITY OF TANZANIA.**

**2019**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommend for the acceptance by The Open University of Tanzania, a dissertation entitled: *“Assessment of Village Council Contribution to Local Government Development in Iramba District Council”*, in partial fulfillment of requirements for the degree of Master in Human Resource Management (MHRM) of the Open University of Tanzania .

.....

Dr. Emmanuel Mgaya Tonya

**(Supervisor)**

.....

Date

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**DECLARATION**

I, **B'hango January Lyangwa**, do hereby declare that, the work presented in this dissertation is original. It has never been presented to any other university or institution. Where other people's works have been used references have been provided. It is here by presented in partial fulfillment of requirement for the Degree of Master in Human Resource Management.

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Signature

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Date

**DEDICATION**

This research report is dedicated to my beloved family for supporting me in different ways, I am truly blessed and appreciate their kindness, wisdom and efforts to ensure my condition and mind are well and continue with studies .May Almighty God bless them.

## **ACKNOWLEDGEMENT**

I would like to give my thanks to our almighty God who gives us strength, obedience and success in our life. Special appreciation goes to my lovely parents for giving me both moral and material support during my whole life of study, and my wife Witness with our four children Faithness, Fredrick, Fidel and Fedorah.

I would like to extend my thanks to my major supervisor, Dr. Emmanuel Tonya, for his assistance, guidance and constructive criticism during my research proposal to the research report.

My exclusive thanks go to Iramba District Council for allowing me to carry out the research at their offices and villages. In addition, I would like to give my thanks to all New Kiomboi, Kinambeu and Kisiriri village councilors for their kindness and support during the period of data collection.

Special thanks should go Dr. Wambuka Range the Director of Open University for Morogoro regional Center for her encouragement and directives for me to join Open University of Tanzania for this course.

In the same way, I appreciate everyone who supported my education morally and materially, my family members, my previous employers (Ulanga District Council and Malinyi District Council) and all staffs of Iramba District council and Open University of Tanzania.

## **ABSTRACT**

This study aimed at assessing village councils and their contribution to local government authorities development. The study investigated planning process at the village, decision making process and attempted to identify factors which influence the contribution of village council to local government development.. The study included all members of village council with the sample size of 23 respondents who were purposively selected . The case study design and purposive sampling were used for the purpose of obtaining detailed information from village councils members. Primary and secondary data were collected whereby interview guide and documentary review applied. Findings were analyzed by using content analysis approach. The study found that contribution of village council to local government development is minimal and the same as before. This is caused by lack of enough knowledge on their roles, shortage of fund to run the village council activities and lack of commitment and willingness of villagers to participate in implementing projects. The study revealed the mostly sectors contributed by village council were health sectors, education sectors, agricultural sectors and water sectors. The study recommends that, the central government should empower village council by providing capacity building on routine training and induction course and district council to improve follow up of the village council performance and community sensitization. It also recommends that village council should improve revenue collection and improve rule of law in order to perform their duties efficiently. In similar vein, recommendations to specific authorities and policy makers asserted in regards to these findings and suggestions for further research were asserted.

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**LIST OF ABBREVIATIONS AND ACRONYMS**

DED	District Executive Director
LGA	Local Government Authority
LLG	Low Local Government
PO-RALG	Presidents Office Regional Administration and Local Government
REPOA	Research on Poverty Alleviation
UN	United Nations
UNDP	United Nations Development Programme
URT	United Republic of Tanzania
USAID	United States Agency for International Development

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The supreme decision makers in local government authority at the village level are members of the general village meeting. Village council are carried all proposed matters and functional activities. The government supplied the policy guidelines to their officers who must work on, these guidelines, which reflect much, or less adequately, the demand and needs of the citizens whom councilors and village committees were elected to represent (URT, 1982; Elock, 1994, Kattanga, 2012).

Empowerment of village leaders, regular follow up and monitoring of district and ward facilitation teams at village level could improve local government development (Mabula 2007, Kabote and John, 2017). Village council established as per Local Government Act. Na.7 of 1982 for the purpose of dissemination of power closer to the villagers. It composes the following members. The village chairperson who always elected by village assembly, the Hamlet (Kitongoji) chairpersons within particular village, elected members by village assembly which require involvement of women to be not less than 25% of all elected members, village executive who is the secretary. Technical staffs within the village will be invited but do not have a vote if decision requires so. For all elected members the tenure is five years and they have to reapply during the election period for local government if they want to continue be village council member (URT 1982, Marcossy and Urassa, 2016).

The village council is the functional body of village development activities and project (URT 1982). Functions of village council involve the followings; to administer and ensuring peace and good governance within the village, to administer and coordinate development activities and social welfare of the villagers. In addition to those include coordinate and discuss reports from different village council committees, to assess the revenue and expenditure reports . The approval of village assembly and administration of development project implementation will be the last (URT 1982, Credo, 2017).

There are three village council committees, which covers all functions of the village. Those are committee for security and defense, committee for finance, economic & planning and the committee for social services and self-reliance activities. Each committee has its functions for ensuring that all daily development activities are well organized and managed (URT, 1982; REPOA, 2008; Kaminyonge, 2008).

Firstly the functions of committee for finance, economic and planning involves organizing of all development planning, to keep records of village revenue and expenditure from village revenue collection, to suggest various village development projects and ensure that all agricultural, livestock keeping and fishing activities are properly managed .Secondly the functions of committee for social services and self-reliance activities involves to ensure that all children who are required to go school are registered and attend primary education in full, to mobilize and sensitize the community on improving classrooms, dispensaries, deep well etc. infrastructures through their initiatives, to provide proper regulations on implementation of self-reliance activities in the village and to sensitize the villagers to attend the general



assembly, national events and ceremonies. Thirdly the committee for security and defense functions is to ensure the strategies for security and defense are well implemented, to improve the security information system within the village and the district level is well established to mention few (URT 1982, Kattanga, 2012).

Management of projects within the village, village land resource ,village financial resource and manpower management is the duty of the village council. If these resources properly managed there will impact on socio-economic development and improvement of live hood of the people. Improvement of village council performance will have significant impact to the local government development .

The village council makes decision through the village general meeting, which is the highest legal organ for making decisions that are to be implemented by bureaucratic. Therefore, how village council committees are contributing to the council development? Therefore, this study aimed to establish the standpoint on the way forward for village committees' play their part to influence community development (URT1982, Nyamanga, 2013).

## **1.2 Statement of the Problem**

According to composition and functions of village council, it has been reported that development of local authorities requires effective and committed village council members. The government of Tanzania has a good Act 7/8 of 1982 establishes the local government authority. Despite having very good Act and polices in place still the livelihood of community is still very poor (Mongula, 2005; Tonya and Mwajombe, 2015; Kabote and John, 2017).

The lower level local government (LLG) does exist in the grassroots level or village level in order to bring impact to the development of local government authorities (REPOA, 2008 and Kaminyonge 2008). Mongula (2005) pointed out that village level planning machinery which were expected to bring about democratic participation has not been perfected well in some areas as they has developed into a state rather than a grassroots planning machinery.

Village council facilitates the annual budget and planning of the respective village with the full involvement of the villagers (Nyamanga 2013). With all positive directives in local government (District authorities) Act No 7 of 1982 on meeting procedures it was found that in Ngara District, 92% of the respondents do not know how the budget process of the village prepared and 86% have never participated in budget formulation. That revealed the inefficiency performance of the village council (Makamilo, 2014). In addition, Makorere (2012) found that citizens created distrust with local government and village council due to existing problem in primary education in Maswa.

Among the function of the village council is to ensure that the community is full participating, engaging in the development process and attending village assembly. However, with all those essential functions the contribution of village council does not provide significant outcomes it is anticipated (Nyamanga, 2013; Kesale, 2017).

In spite of all broad roles of village committees but there is still minimal significant of their contribution in the local government development at the village level (Nyamanga, 2013; Makamilo, 2017).

The existing situation of poor livelihood at village level raises a question, what are the village council contributions to local government development? Although most villages have important resources but majority of villagers do not have access to quality education, good health care and they live under one dollar per day. The study aimed to assess the contribution of village council in development of local government. The study then assessed competency of village council in terms of skills and capability towards development awareness.

### **1.3 Research Objective**

#### **1.3.1 General Objective**

The general objective of this study was to assess the contribution of village council to the development of local government in Iramba District Council.

#### **1.3.2 Specific Objectives**

The specific objectives of the study were:

- (i) To investigate planning process at the village in Iramba District Council.
- (ii) To assess decision-making process at village in Iramba District Council.
- (iii) To identify factors which influence the contribution of village council to local government development in Iramba District Council.

### **1.4 Research Questions**

The research questions were:

- (i) How planning process done at the village in Iramba District Council?
- (ii) How decision making process done at village in Iramba District Council?
- (iii) Which factors affect village council contribution to the development of local government in Iramba District Council?

### **1.5 Scope of the Study**

The study was conducted at Iramba District Council and it covered three villages. Respondents were sampled from members of village councils. The respondents were the key informant. Primary data were collected through interview guide and secondary were collected through documentary review of responsible records available at DED's office. The study focused on investigating planning process done, decision making process by village council and identifying factors, which influence the contribution of village council to local government in Iramba District Council.

### **1.6 Significance of the Study**

Assessing village council contribution to development of local government in Iramba District Council has multiple benefits to profession, the government of Tanzania to policy formulation and implementation as well as to every individual. It was significant to carry out this study, since the village council are still faced by various challenges in decision. The central government, district councils, ward administrators and village leaders can be in the right position of using findings from this study to understand their concern in the whole process of enhancing and facilitating the contribution of village council to the development of local government. The study is peculiar as it assesses the village council contribution to local government development.

### **1.7 Organization of Dissertation**

This dissertation is organized into six chapters .Chapter one is on background of the study, statement of the problem, research objective and research questions. It also covers the scope of the study and significance of the study. Chapter two covers

literature review including definitions of key terms, theoretical literature review ,concept of decentralization and its meaning, types of decentralization ,theory of decentralization, Development list theory, models of literature review ,empirical literature review and gap analysis. Chapter three of this report consist of research methodology. The chapter includes research design, area of the study and population of the study. It also covers sampling size and sampling design, data collection methods, data analysis ,data presentation, reliability, validity, conformability and transferability of research instruments, ethical issues and considerations and data analysis and interpretation. Chapter four covers the presentation of findings and the discussion of findings. Chapter 5 covers summary, conclusions and policy implications. It also consists of recommendations, limitations of the qualitative study and suggestion for future study .This dissertation contains references and appendices.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

A literature review is the process of identifying and engaging with previously published research relevant to the topic of interest (Milanzi, 2013). It involves survey books, scholarly articles and any other sources relevant to a particular issue, area of research or theory and by so doing provides a description, summary and critical evaluation of these works in relation to the research problem being investigated. Reviewing literature on a topic can be one of the most rewarding and even frustrating research activities. It is a task where a range of skills and qualities needs to be employed - including patience, persistence, insight and lateral thinking (Swai,2012).

This chapter covers definition of key terms, the concept of decentralization, meaning and definition of decentralization, types of decentralization and theory of decentralization. The chapter will explain theoretical literature review on decentralization and models on how they applied in village management link with the main objective of the study. Finally the chapter will cover the empirical literature review and research gap (Synthesis).

#### **2.2 Definition of Key terms**

##### **2.2.1 Village Council**

The village council exist in accordance to Local government (District Authorities) Act, 1982 (25).According to URT (1982) and Katanga(2012) village council composed the following members; The village chairperson who always elected by

village assembly, the Hamlet (Kitongoji) chairpersons within particular village ,elected members by village assembly which require involvement of women to be not less than 25% of all elected members and village executive who is the secretary. The village council will be body of corporate of the village. After being issued the certificate of incorporation in relation to the village in question shall, with effect from the date of that certificate is a body of corporate. The village council is the functional body of village development activities and projects .The village council shall have perpetual seal succession and official seal, in its corporate name be capable of suing or being sued and is capable of holding and purchasing, acquiring in any other way, and disposing of any movable or immovable property (URT 1982).

### **2.2.2 Village Assembly**

Village assembly is the statutory organ of the village government .Village government in Tanzania established under section 22 of the Local government [District Authorities] Act of 1982 (Wakasangula, 2015). It involves all ordinary people of a particular age of 18 years and above. This is a statutory organ at the village level which consists of power to convene ordinary meeting in quarterly bases and other meetings whenever needed.

## **2.3 Theoretical Literature Review**

The study intends to assess the contribution of village council to local government development in Iramba District Council. This part provides the concept of decentralization, the definition, types and theory of decentralization. Also it provides models of politics and administration relationship by reviewing the classical/formal relationship model, village-life relationship model and adversarial relationship model.

Also, this part covers the legislation review of the laws which govern the relationship between the two groups. In this study the researcher insisting on examining the contribution of village council to the development of the local government.

#### **2.4 Concept of Decentralization**

Decentralization is the most popular concept in the contemporary period and is linked to development and democracy. In development process, scholars and experts consider decentralization as the most significant one because it eradicates poverty, environmental concerns and spatial imbalances to mention few. This has been part of the worldwide reform agenda since the part of the 20<sup>th</sup> century .Among international organization supported the reform were World Bank, USAID and Asian Development bank (2004).

Decentralization became an integral part of economic development and governance strategies in developing transitional economics (Bahl, 1999; Arzaghi & Henderson 2005).The most important theoretical argument concerning decentralization is that it can improve government by making government more accountable and responsive to the governed ( Faquet, 2011). In pursuit of this ,the scope of authority and resources that many countries including Tanzania have developed to their sub national governments the concept. Tanzania chose decentralization primarily as a means to improve the low level and quality of the public goods (IFAD, 2004; USAID, 2009).

The term decentralization has originated from a Latin word “*deconcetria*’ which means away from the centre .According to Encyclopedia Americana (1992), decentralization in government is the distribution of authority among many organs of



defined geographic or functional competence according to relatively permanent constitutional or legislative provisions (UNDP, 1962). Decentralization is multifaceted concept which transfers the authority from central government to subordinate or quasi independent government organization (World Bank, 2004).

Decentralization defined as a complex process that reaches beyond structural reforms proposed in institutional frameworks (UNDP, 2002). It can address poverty, gender in equality, environmental concerns, the improvement of health care education and access to technology. Decentralization brings decision-making close to the people and therefore deals programmes and services that address local needs.

Danny and Robin (1994) defined decentralization in two senses. Firstly, it refers to the physical dispersal of operations to local offices. Secondly, it refers to the delegation and devolution of authority to lower level of administration or government .It claims to solve the problems faced particularly in developing and under developing nations .The motives of decentralization lies in its ability to enable people to have a feel for power that is the sharing of power in matters relating to multi faceted development of their own area (Prasad N,1971). It provides opportunity for broader participation and representation of all ethnic groups in the political decision making process at the local level.

There four approaches reported by Fester (2003) to understand the term decentralization. Those involve doctrinal approach, political approach, administrative approach and dual approach. The doctrinal approach refers, to the approach, which based on the distribution of political and economic power. Political approach refers to

a shift of power away from centre .The administrative approach is that which takes us to understand the various levels of government and the related conflicting situation between area and function and the dual approach is based on the various needs within local areas.

From the above explanations scholars came out with some facts on the decentralization as follows. Decentralization involves dispersal of authority, power sharing and reduction of hindrances in the path of development administration. Decentralization can succeed through participation of civilized community where there is adequate governing structure and equity sharing.

#### **2.4.1 Types of Decentralization**

Decentralization is a process through which authority and responsibilities for some substantial government functions are transferred from central government to intermediate and local government and communities. Gupta (2004) described four types of decentralization as follows; Political decentralization, administrative decentralization, fiscal decentralization and functional decentralization.

Political decentralization refers to constitutional or statutory reforms, the development of pluralistic political party, strengthening of legislatures creating of local political units and encouragement of public interest groups (World bank ,2004).It entails the transfer of authorities from Central government to Autonomous and local tiers that have been democratically elected by their constituencies. Administrative decentralization refers to pacing, planning and policy implementation responsibilities

with local units. It involves assigning the roles and responsibilities to functionaries and elected local units (World Bank, 2004).

Fiscal decentralization involves different aspect such self-financing or cost recovery through user charges, expansion of local revenue and inter governmental transfers .Other aspects involves co-financing or co-production arrangement through the users participating services and monitory and labor contribution .Authorization of municipal borrowing and mobilizing of either national or local resources is another aspect of fiscal decentralization.

Lastly, functional decentralization refers to dividing or distributing functions to lower level. Under functional decentralization the state government can devolve functions to local authorities. Decentralization involves four important variables. These are deconcentration, devolution, delegation and privatization. Deconcentration implies handing over limited government power, function and resource field unit. Devolution means transfer of function and authority with greater autonomy in respect of certain defined functions including decision making.

Decentralization through devolution is the approach for encouraging people participation (John and Peterson, 1997). The term delegation implies transferring of responsibilities of especially defined functions to lower organization and privatization is a form of deconcentration which governments may transfer functions to voluntary organization for private enterprises and allow them to perform a certain function (Mark and Hume, 1997).

### **2.4.2 Theory of Decentralization**

Discourse on decentralization started in early 19<sup>th</sup> century and gained an increasing scholarly attention during 1970' and 1980' of which evolved a variety of theoretical perspectives. There are two classification of decentralization based on the area of origin, which are; Western theories and Eastern theories. Eastern Theories includes Gandhian Theory and Ambedker's theory while Western Theories involves Liberal theory, *Developmentalist theory* and Marxist theory to mention few. In case of this study Developmentalist Theory has been applied to support the topic.

### **2.4.3 Developmentalist Theories**

The theory developed by different theorist's .Theorist contributed were Maddick (1963), Cohen (1999), Roninelly (1983), Conyers (1981) and Uphoff (1974) to list few. The theorist considered that development should be people oriented. In the Developmentalist theory, it stated that, through decentralization there will be political, economic and social development. James Manor (1999) argues that there were four factors, which led to latest waves of decentralization. Those were degeneration of patronage system and ruling parties, over centralized of power, influence of people choice approach and failure of the government to increase resources. According to him thereafter it was easier to relax and devote power and resources.

Developmentalist theory emphasized in the favor of decentralization as follows. There are improvement of planning and implementation, local participation in planning and implementation, mobilization of resources, co-ordination, accountability, equity and political stability. The theory strongly agrees that decentralization improve planning and implementation of development activities, brings bureaucracy into closer contact

with citizens promote local participation in planning and implementation of development projects and lastly it helps to mobilize local resources for development purposes.

Diana (1981) observes that by employing decentralization scheme it is easier to produce integrated plans for specific areas and increase the efficiency and flexibility. The theory argues that decentralization undoubtedly leads to greater government accountability. People in decentralized systems have better access to representatives and officials; they can seek clarification from the representatives for their omission and commission (Maddick H, 1963). Theorists explained that decentralization was a measure for meeting the needs of poor. Therefore, Developmentalist argues that if development means the eradication of poverty, inequality and material deprivation, it must engage the involvement and mobilization of the poor.

The theory have closely support the aim of the study, which was to assess village council contribution to local government development. Village council has a duty to execute all daily village activities with the area of jurisdiction (URT1982). The theory argues on planning and decision that involve people in order to bring out the required development to poor people. The village council has to co-ordinate resources mobilization, revenue collection and participatory planning and implementation of development projects.

The strength of the theory involves; it recognizes the important of people involvement and participation for sustainable planning and implementation of development projects. It also supports the ideal of proper utilization of available resource for

development of poor. The opposite is that it ignored discussion on contributing factors for poverty existence and the slow development results. The theory ignores the existing scenario of irresponsible individual in a decentralized community specifically at the village level.

The study will assess the planning process and decision making process as to relate with the theorist arguments. Development of local government will be the result of community involvement planning, decision making and proper implementation of the two.

## **2.5 Models Literature Review**

### **2.5.1 Models of Politics (Politicians) And Administration (Bureaucrats or Managers) Relationships**

The relationship between politics (politicians) and administration (bureaucrats or managers) may be considered one of the most critical intellectual issues in public administration (Svara, 2008). The relationship between the two groups has attracted many scholars to conduct intensively studies, these studies are such as that by Wilson (1887), Weber (1922), Peters(1987), Aberbach and Rockman (1988), Hutchcroft (2001), Mouritzen and Svara (2002), John Nalbandian (2006) and Schreurs *et al.*, (2011). These scholars have come out with different models and views which help to describe the types and nature of relationships exists between the two groups.

Peters (1987) describes various possible elements to portray the relationship between politics and administration by identifying five models; formal model: the bureaucrats are seen as subordinates of the politician, village-life model: co-partnership between

politicians and bureaucrats in which they act with separate roles that are nonetheless joined together by strong cohesion and objectives regarding administrative matters, functional model: co-partnership between politicians and bureaucrats based on specific administrative matters; adversarial model: the bureaucrats and politicians are in competition and are rivals due to their different competences; administrative state model: the bureaucrats dominate the decision-making process and the role of the politicians tends to be limited to giving their approval.

### **2.5.2 Formal Model**

Formal model, also known as classical model, in this model bureaucrats are seen as subordinates of the politicians, whereby politicians are very dominant and they dictate everything to be done by administrators (Schreurs et al., 2011). Politicians become the supreme decision-making body in all matters taking place within the organization, whereby administrators are expected to implement faithfully whatever decisions made by politicians. All decisions taken anywhere in local authorities are officially those of the council and all the staff employed by the authority are at the end of the day responsible for it (Elock1994; Kesale 2017).

The differences in nature of local structure and process of political in which village council come from influences their work relationship and hence decision making (Ndikwiki E, 2017). Power of the village council is to make by laws at the village level. This is highly supported by local government managerial staff from the district (Local Government (District authorities) Act, 1982 No.7 Sec.163). Also, Wildavsky (1987) states that, power is always in the hands of leaders that controls resources and budget. It is leaders (village council) who set priorities and decide how resources are

allocated and utilized. It is leaders who decide what type of development initiatives to pursue, how to attack poverty, how to create more jobs and bring about economic developments (Lasswell, 1958). But Laizer (2016) found that village council decision was not effective and efficient due to lack of knowledge and experience, readiness and commitment in the process of decision making.

Also, in this model, the relationship between the administrators and the politicians occurs from how roles and responsibilities are divided among them. Politicians formulate the policy and the administrator executes it. This was supported by Wilson (1887) when the study states that; “Politicians make policy and officials carry it out” from the Woodrow Wilson’s quote; it shows that politicians and administrator interact to make decisions and control the affairs of the authority.

The roles of politicians and administrators are and must be integrated. Administrators should remain professional to their respective departments in delivering services and politicians should act as advisers on issues like policy and service delivering to the public. Also, politicians should be arbitrators to ensure council business is conducted fairly and in a proper way. When the bureaucrats dominate the model is known as an administrative state model where administrators dominate the decision-making process and the roles of the politicians (village leaders) tend to be limited to giving their approval (Peters, 1987). They overrule the politicians because of the expertise they have in policy affairs.

Generally, based on this model, each part (both politicians and administrators) has separate roles, whereby each part has to perform its roles without interfering with the



roles of another part. This model believes that both administrators and politician have clear roles, responsibilities, knowledge, power, resources and competencies to perform their duties independently. But in developing countries like Tanzania this model is difficult to be implemented, due to the presence of big gap between politicians (village leaders) and administrators in terms of education, power, influence, technical skills, ideologies and experiences. Village council involves members from the village itself therefore if they generate the willingness and commitment to change, the model could work.

### **2.5.3 Adversarial Model**

The bureaucrats and politicians are in competition and are rivals due to their different competences and needs they have (Peters, 1987). This model believes that both politicians and administrators are looking to achieve a certain goal. Since politicians (village council) are selected by the people through elections, the aim of politicians is to get trust from people within their localities, recognition from both political parties and the community, maximizing votes and winning elections while administrators perform their duties in order to get promotions, salary, status, recognition from the government, control, career development and getting sponsorship from the government and other development agencies, this also is supported by Downs (1967) and Elock (1994). Development is the result of the right decision agreed with the leaders. The village council (politicians) decision were affected with various factors such as lack of enough knowledge and experience, commitment, motivation and willingness and recognition of village structure in their process of decision making (Laizer, 2016).

Also, this model has been supported by Banfield and Wilson (1966) when they describe the difference in attitudes towards local taxation and service provision between politicians and administrators, they argue that politicians tend to pressurize administrators to keep local authorities' taxes as low as possible based upon views on local interests in relation to social classes and areas from each party draws its electoral support. Politicians are worried about the future of society, as well as their own political staying in power. While administrators are struggling to maximize the budget of the council by imposing different rates and charges on services provided by Local Government Authorities, discover different sources of revenues and minimize expenditures.

Politicians believe that, it is necessary to help the poor and marginalized groups within the society as well as to protect citizens from exploitation of private sectors by increasing expenditure on local services while administrators work depending on the resources and the budget of the council (Elock, 1994). But due to shortage of resources, especially funds it hinders the attainment of this objective in most of LGAs, especially in developing countries like Tanzania. This scenario affects the decision making process to village council. Local government authority development influences the village council decision making process.

Nathan (2007) did a study on natural resource management in a village in Tanzania. The study focused on three domains of power conceived by theorists as critical in natural resource management namely making rules, implementing rules and resolving disputes in relation to these rules by village council. The findings revealed that

Majawanga village council never had any bylaws approved by the District council but communicates and implements rules from higher levels of government.

The study concluded that devolution would however not change the fact that in natural resources the village council depends on backing from the state. Kabote (2017) supported the findings by insisting on holistic community engagement in terms of mass education that focuses on both local government and the communities. The land conflict and natural resources management requires good relationship of the two sides above. Therefore any relationship between administrator and politician at any stage influence the village council contribution to local government development.

#### **2.5.4 Village Life Model**

Peters (1987) argues that in the village life model, there is no dominant actor since the actors are equal. The interaction is based much on mutual interest for better cooperation among the two groups. In this model, there is a co-partnership (shared functions) between the administrator and the politician. Both groups have separate roles that are joined together by strong structure and objectives based on administrative matters (Peters, 1987). All parts have power to decide on matters regarding the running of the council, this means a politician can make a decision as well as administrators and become a final and conclusive decision within the council. Administrators can engage in discussions about political priorities and strategies, also politicians can give their opinion on the execution of their decisions. Here politicians can make strategies and policies the same to the administrators, in this model administrators have the power to make policies and implement them. Also, there are

close interactions between politicians and administrators in the process of formulating policies, making decisions and implementing policies. Overlapping between the two parts open the possibility of the existence of conflicts when things go wrong or strengthening their cooperation when things succeed.

Village model has similar features with Functional Model, the difference between village life and functional model is based on the feature 'style of interaction' but all other features are equal. In the village life, the style of interaction is based on shared norms, values and goals. In the functional model there is co-partnership between politicians and bureaucrats based on specific administrative matters while in village model both parts have separate roles that are joined together by strong structure and objectives based on administrative matters (Peters, 1987).

This model has faced some challenges as follows; since both parts have equal chance to discuss matters concerning politics and administration, such situation may cause difficulties in implementing the principles of responsibility and accountability among the two groups, role ambiguities and frequent collusion may occur. Kesale (2017) found that village leaders [village council] accountability and transparency are largely influenced by civic education level, active participation and accessed of information of village assembly members. In this model, there is overlapping jurisdiction, especially in matters of policy administration, which cause difficulties to come up with a consistent and joined policy on a critical issue occurred within the society. The model also fails to meet the equal chance scenario to the village government structure. Therefore from this model we could see how the roles of village council contribution to development are affected due to equal chance in decision making of the two sides.

## **2.6 Empirical Literature Review**

Different scholars have studied the roles of village council in local government and presented findings based on; participation of citizen in village assembly, impact of decision making process and roles of village assembly influence on village governance (accountability, transparency and participation). The following are various researches conducted by other researchers related to the roles of village council in local government.

### **2.6.1 People's Participation in Village Assembly**

Ndikwiki (2017) investigated on people's participation in village assembly. The sample size involved 18 people from selected two villages. The case study design of Biharamulo District council done where by qualitative approach employed. Documentary review and interview guide were used as data collection tools accompanied with content analysis approach. The study indicated the state of attendance at the statutory village assembly meeting is mainly caused by village leaders themselves especially in failing to implement some core issues which are part and parcel of their duties.

The study revealed also there was lack of awareness among villagers on the important of attending statutory village assembly meetings. It was realized from the study that together with the complaint against irresponsibility of the village leaders even those few villagers who normally attend the statutory village assembly meetings failed to take serious measures like giving the elected leaders particular village chairperson vote of no confidence or in other way to conduct the peaceful demonstration which indicates their concern on the irresponsibility of their leaders. The study concluded

that effective participation depends on the degree of information accessibility which is provided by government officers (Sikika, 2012). It also insisted that provision of civic education to villagers is very important for effective participation of people in the statutory village assembly meetings. The conclusion supports the result from the study on leader's behavior by Wakasangula (2015) which found that, a good leader has to be good communicator and genesis of information. The study fails to reveal how does the status of attendance contribute to the development of that particular local government authority, but it recognizes the role of village leaders how potential they are in the implementation of development planning.

### **2.6.2 Impact of Village Council Decision Making**

Laizer (2016) assessed factors affecting decision making in the village council of Kiteto district council. The study involved total of 117 respondents where by both simple random and purposive sampling applied. A case study design employed with both qualitative and quantitative approach. Questionnaire and interview applied as data collection instruments with descriptive statistical analysis method.

The study revealed that village council decision were affected by the following factors; lack of enough knowledge and experience, readiness, commitment, motivation and willingness, enough freedom, recognition of village structure in their process of decision making. Those factors affect decision made by the village council. Therefore decision made will have no positive impact on socio-economic development, enacting and enforcing by laws, managing village land and monitoring the collection and utilization of revenue. The study concluded that those factors influenced the presence of negative impact on socio economic development of a

respective village. The study failed to report the education status to support the opinion of the respondents.

Kaminyonge (2008) found that ineffective commitment of village assembly to assess; question the village government may reduce the expected village council contribution to village development. The study showed how the village council decision contributes to village development through managing the village land according to the established laws.

### **2.6.3 Roles of Village Assembly to Influence Village Governance**

Kesale (2017) studied on selected experiences of use of the village assembly in the Government at the grassroots level in Ludewa District council in Tanzania. The study concentrated on looking the extent village assembly influences village governance (accountability, transparency and participation) in the selected villages. The sample size of 30 respondents involved, where by both purposive sampling and simple random technique applied. The case study design employed with Questionnaires and interview guide instruments as data collection tool applied. Content analysis was used in analyzing qualitative data gathered basing on specific themes.

The study revealed that villagers turn up to village assembly meeting is not satisfactory because only few members are regular attends of those meetings. In Ludewa rural only 33.18% of villagers attends while in Ludewa urban only 62.4 % attends to village assembly meeting compare to Ludewa urban. The factors found were mostly caused by irresponsible village leader (Nyamanga, 2013); discouragement from blind financial report, unawareness of village assembly dates,

threatened by village leaders if ask question in meetings and village government do not provide important information to villagers, this discourage others to attend village assembly.

The study discovered that the influence of village assembly depends on the situation of the village. In Urban village assembly is more influenced compared to rural village assembly. Village leaders tend to be much accountable and transparent in areas where members of village assembly are active participants have high civic education are aware of village issues. The study insists on civic education level, active participation and left behind the factor of village leaders irresponsible on giving information as Ndikwiki (2017) pointed.

## **2.7 Gap Analysis**

Village council as broad concept in local government development has been a key factor which invited number of people to examine on that. Most studies associated with the roles of village council in local government researched on how the village council contributed to decision making or factors affecting those decision made, influence of general assembly to village governance or how people should make decision which finally would help the village council to be accountable. The roles of village council contribution to local government development have not been done in Iramba District council.

Based on the studies as it has been explained above it was expected to see more significant local government development if village council performed their role effectively and efficiently. From adversarial model, it seems that politicians dominate



things done by administrators (Peters, 1987). The village council is comprised up with members from political parties. Sometimes they are tempted to adhere with political influence rather than public influence. Marcossy and Urassa (2016) did a study on social accountability in the aspect of good governance that link development and governance. The crosses sectional study involved 320 respondents who were randomly selected from ward and villages.

The study used interview and question introduction analysis (QIA) tools. Generally the study showed social accountability monitoring (SAM) positively empowers local people not only to engage their government but does also influence decisions and the confidence of public officials in service provision. In this study like any other the researcher did not investigate on the village council contribution to development of local government. This study employed an interview guide tool and check list for documentary review (secondary data collection).

In the village life model, the scholars discussed on equality between the bureaucrats and administrators. Peters (1987) explained that there is interaction based on shared norms, values and goals. All actors are equal. The theory does not support the existing situation at the village level. Njunwa (2010) asserts that education and awareness are very important in influencing people to participate in development activities.

Village council is the corporate body of the village which has vested execution function on behalf of the village assembly (URT, 1982, Kesale, 2017). Formal model explained that bureaucrats seen to be subordinates of politician (Scheursal, 2011). At the village level during decision making at the general assembly the model could be

applied. Nyamanga (2013) commented that village council commitment contribute to poor participation of citizen in attending and participate planning meeting of the village. Anderson (2015) said that those are the tools for development decision of village and local government as whole. Many researchers indicate that local leaders do not have commitment, willingness and are irresponsible to perform their duties. Kesale (2017) researched on the extent village assembly influence village governance by comparing two villages. That study did not ignore the contribution of village council to the attendance rate. Therefore there is a need to investigate on the contribution of village council towards development of local government mainly in Iramba District Council.

There are studies which somehow near close to this study like that of towards trust in local government authorities in socio –services provision, overcoming the constraints of natural resource management in a village in Tanzania and local government and challenges to rural development. In spite of those study there is no researcher specifically investigate the roles of village council contribution to development of local government authorities.

Laizer (2016) did a study to assess the factors affecting village council in decision making at Kiteto District. The case study employed both quantitative and qualitative approach. The study findings reveal the applicability of Adversarial model. It was concluded that more 50% of respondents disagreed on village council to have enough knowledge and experience in decision making. Laizer did not assess the extent the village council as an authority contribute to the development of that particular District. The researcher used questionnaires and interview guide while this study will employ

interview guide and checklist. Therefore, considering the above explored research gap the researcher found it is useful to conduct a study which will find out village council contribution to local government development.

The study seek to investigate to what extent the existing village council contribute to the development of local government .Other studies explore factors which affects decision making process at the village government and factors influencing villagers participation in general assembly .In spite of all those affecting and influencing factors of village council functions but this study will specifically assess the contribution of village council to the local government development. From the literature and empirical review the researcher found out that there is a methodological gap.

Firstly, in the study done by Laizer(2016) both qualitative and quantitative approach were applied while in this study only qualitative approach will be employed. Also in the study done by Laizer involved all residents while in this study only village council members will be involved. Secondly, in the study done by Ndikwiki (2017) both questionnaire and interview guide tools were employed in two different villages within Biharamulo District while in this study only interview guide tool will be employed. Thirdly, in the study done by Kesale (2017) the study involved both village council members and residents while in this study only village council members will be involved. From that analyzed research gap, this study will assess the contribution of the village council to the development of local government in Iramba District Council.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Overview**

This chapter defines various means of acquiring data information. Research methodology refers to the ways that were used in conducting research (Kothari, 1990). It enables researcher to collect relevant information about research topic. It explains the research methodology that used in data collection in response to the objective of the study. It will include area of the study, research approach, research design and population of the study, sample size, sampling technique; research instruments and data collection procedures, validity and reliability, data analysis and expected research findings.

#### **3.2 Research Design**

The study used a case study design. Yin (2003) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within real life context when the boundaries between phenomenon and context are not clearly evidence is used. The study aimed to examine the contribution of village council to the development of LGA in Tanzania. The aim was to study how the roles of village council within the village affect local government development. Since the study allows exploring individual or organization, simple through complex interventions, relationships, participation, communities or programmes, therefore case study design found to be fit for the study objectives (Saunders, Lewis and Thornhill, 2009). The study which involved case study design enhanced data credibility through the use of multiple data sources .Evidences was collected from interviews and documentary review.

### **3.3 Study Area**

This research was conducted in Iramba District Council which is located in Singida region, Tanzania. This area was suggested because it has a variety of units with diverse characteristics which enabled a researcher to get reliable information about the topic under study. Iramba District was established in 1983 therefore the local government managerial staffs experienced some ways in the areas of managing development projects with village council. It has seventy (70) villages with village councils, twenty (20) wards with councilors and twenty-one (23) council management team members.

### **3.4 Study Population**

Target population is defined as the entire group of people, objectives or events which have at least one characteristic in common (Burns, 2002; Msabila & Nalaila, 2013). Research population refers to the elements of research. The target population for this study comprised 1750 village council members from village level in Iramba District Council.

### **3.5 Sampling Size And Sampling Design**

#### **3.5.1 Sampling Size**

Cherry (2012) defines a sample as a subset of a population that is used to represent the entire group as a whole. When doing research, it is often impossible to survey every member of a particular population because the total number of people is simply too big. In order to make inferences about characteristics of a population, researchers can use a sample. The sample of this study involved twenty three (23) respondents whereby 23 village council members were selected. The study aimed to assess the

village council contribution to local government development therefore the respondents involved village council members.

In this study 30 respondents were expected to be interviewed but finally only 23 respondents were interviewed due experienced saturation principle at the field work. Patton (1990) asserts that qualitative approach uses small samples, in depth or rich descriptions to capture the complexity of lived experiences. The use of small sample was also determined much by saturation principle where there is repetition of data and no new information was collected from the respondents. All respondents required to provide information which will adhere to the hypothesis if there is an impact of village council existence to the local government development.

The purposive sampling technique was convenient for the researcher to capture important aspects from respondents (Saunders, 2006).The researcher purposively selected three villages found in Iramba District council to enter the study. The names of all villages were Kinambeu, Kisiriri and New Kiomboi. Purposive sampling was one of the most sampling strategies, group participants according to pre-selected criteria relevant to a particular question (Mack et al, 2011). Therefore, those three selected villages were employed in the study by involving their village council members in the study.

**Table 3.1: Study Sample Size**

<b>Position held by respondents</b>	<b>Number of respondents</b>	<b>Sampling design</b>	<b>Data collection tools</b>
Village council member	23	Purposive sampling	Interview guide
<b>Total</b>	<b>23</b>		

### **3.5.2 Sampling Design**

This study used purposive sampling technique, the technique was imperative since the population relevance included informants of the similar stratus such as village council's members. Purposive sampling was one of the most sampling strategies, group participants according to pre-selected criteria relevant to a particular question (Mack et al, 2011). This was properly presented the precise sample population of the study being expected.

Purposive sampling employed to select respondents from the study population. Purposive sampling needs a researcher to think critically about the parameters of interest and select respondents on this basis (Creswell and Clark,2007;Kunkuta ,2011).The study used purpose sampling by selecting key informant (village council members) .This method applied simply because the researcher has knowledge on kind of respondents who could enrich the study by providing the in-depth information. Those respondents participate in daily village developments activities which involve various projects implementation task force.

## **3.6 Data Collection Methods**

The researcher used two types of data in the study which were primary data and secondary data.

### **3.6.1 Primary Data**

Primary data was collected through in interview method. The primary data employed interview guide tool by interviewing the respondents. The individual in interview was used to seek information from village council members in Iramba District Council.

Some of those information included; planning process in the village level, how decision making reached in the implementation and who were the supreme to make it ,how village statutory meetings were conducted and factors that influence village council contribution to local government development. This helped the researcher to get required data because during respondent's talk the researcher was very careful to make sure that the respondent is not deviating from the main theme.

### **3.6.2 Secondary Data**

Secondary data is information that individual gather from other previous studies such as published material and information from internal sources such as a raw data and unpublished summaries (Gimbi, 2012). Use of secondary data saves times and cost for researcher and provides insights on outcomes from similar research. In the study the researcher used check list during documentary review of village council statutory meetings minutes.

In the study minutes of statutory village council meetings and statutory village assembly meetings were reviewed. The assessed areas were people involvement and commitment of people to participate in planning, decision making and implementation of development projects. Not only that but also how statutory meetings conducted, implementation of development projects discussed and rate of attendance of members' information were collected. The information collected has been used in the study to show the commitment of the village council with the statutory requirement. Legal decision making is done through the statutory meetings. Therefore statutory village council meetings influence the development of local government authority (Nathan, 2007).



### **3.7 Data Analysis**

Data analysis means, interpreting the data provided by the respondents and relating it to the main objectives of the study into useful information. Kunkunta (2011) define a data analysis as a process of bringing order, structure and meaning to the mass of collected (raw) data. The study was qualitative research; therefore the data collected from the study has been analyzed by using content analysis approach. Data analysis involved the process of editing, reduction, tabulation, coding and interpretation of findings to ensure that, they were accurate and relevant to the study.

This was the basic way of analyzing and interpreting the text (narrative data). Narrative data were collected through the well arranged summary from interview guide and check list of documentary review. It involved explanation which was well arranged based on the research specific objectives. Those were like description of the facts, logical interpretation, comparison and explanation of the findings. Data collected were analyzed by preparation and organization of raw data (data management stage). This was done by summarizing documentary data and transcribing of interview data. Transcription of interview data involved transcribing field information of interviews. The field information (text) was obtained during the interview.

After data management, the analysis proceeded by reviewing and inspecting all data and involved editing to rectify errors that found in data. The process of data inspecting and data editing were very crucial because it helped the researcher to remove irrelevant information from required information. All data was categorized into theme in connection with research objectives. The next process was coding the themes and

condensing them to provide large meanings and the last stage was associated with putting data in an organized way, squeezing of information that admitted the accurate conclusions. The study noted that respondents' talk obtained from interview was also used to explain the meaning of data.

### **3.8 Reliability, Validity, Conformability and Transferability**

Demscombe (2010) argued that instead of assessing validity, reliability, generalizability and objectivity as in quantitative data ;in qualitative research it focus on data credibility, dependability ,transferability and conformability of qualitative data. When conducting research, reliability and validity of research instruments and information are very crucial (Msabila and Nalaila, 2013). Reliability refers to the degree to which a research instrument can be able to elicit consistent results or responses from the respondents while validity refers to the accuracy or truth of information collected by the instrument (Mason, 2002; Msabila and Nalaila, 2013). In order to ensure that the research instruments could collect the required data, reliability and validity will be determined.

#### **3.8.1 Validity (Credibility)**

This was important in developing and evaluating measuring instruments. The focus of views of validity was not on the instrument itself but on the interpretation and meaning of the score from the instrument. The researcher ensured that data collected relate with the investigated topic and have to be measured correctly. A test had validity in one situation and for one purpose may not be valid in different situation or for different purpose. In this study the researcher used instrument such as interviews and documentary review guide. In that case one instrument covered the area in which

another instrument fails to capture. More than that, the researcher conducted a pilot study in two working places which were not in the main area of the study.

### **3.8.2 Reliability (Dependability)**

The researcher ensured that research instrument should produce different research on different occasion. In the qualitative analysis research, the researcher reflected the procedures and decisions documented by other researchers. If the procedures and decisions of the current research were credible it can be used by other researchers too. To ensure reliability in this study, the researcher gauged the questions in the instruments to the study objectives to ensure that, all important aspects were taken into consideration.

In the study application of reliability criteria the questions of major issues of research problem will be asked to all categories of respondents and also the sample of the study included representative from each category of village governance. Furthermore the researcher clarified well the statement of the problem as well as research objectives as well as adhering to ethical issues.

### **3.8.3 Conformability (Objectivity)**

Data objectivity describes the absence of bias meaning that results are free from influence (Robert, 2015). Despite the facts that the analysis of qualitative data depends on identify, value and beliefs of the researcher, the researcher needed to analyze the qualitative data with open mind. In the study the researcher ensured that all of the scenarios should be confirmed. That means the result can be confirmed or corroborated by others.

### **3.8.4 Transferability (Generalization)**

Transferability is the possibility of applying findings from the qualitative research to explain the similar phenomena or instances. Kitula (2012) pointed that survey strategy used in studies of large samples aiming at producing generalization about population. In the study the researcher ensured that findings could be transferable. The results can be transferred to other context.

### **3.9 Ethical Considerations**

The conduct of researcher involved the data collection process and these data were collected from people. In order to enhance the validity of research findings the researcher needed to consider the ethical issues by adhering to research codes of conduct, rules and ordinances. Silverman (2006) pointed that when doing research, researcher comes into relationship with respondents.

The researcher adhered to that through respect for persons whom he related while conducting research, to ask consent before any collection of data and encouraging involvement and dignity of participant. The research has a duty to protect both individual values, interest of the community as a whole and protect community from harm. The researcher adhered to the following to ethical issues:

Firstly the researcher was given the compliment from Open University of Tanzania to continue with data collection to the area of the study .This was given before going to the field.

Secondly researcher asked permission from the Executive Director of Iramba District council before data collection from field (see Appendix II) .

Thirdly, the researcher allowed continuing with data collection task to those assigned villages in the respective wards (see Appendix III).

Fourthly, the researcher was very open to respondents by educating them the aim of the research before soliciting information from respondents. This was done to build confidence so that they participated freely.

Lastly, the researcher maintained privacy and anonymity of respondents so that respondents were in a right position to provide their opinion without fear. Anonymity refers to that scenario where by the researcher was not recognize the respondents .The researcher adhered to research codes of conduct, rules and regulations whereby the names of respondents was not included in the report in order to maintain confidentiality. The scenario did not allow the irresponsible individual to guess who responds what.

## **CHAPTER FOUR**

### **FINDINGS AND DISCUSSIONS**

#### **4.1 Overview**

This chapter presents research findings and discussions on assessment of village council and its contribution to local government development at Iramba District Council in Singida region, Tanzania. It presents the findings and discussion of first, second and third research objectives of this study . The objectives seek to (1) investigate planning process at the village (2) assess decision making process at the village and (3) identify factors which influence contribution of village council to local government development. The data under this study collected from three villages selected in Iramba District Council. Based on explanation of qualitative data analysis indicated in the methodology, the analysis of data in this chapter use content analysis approach. All the information collected were presented base on specific objectives and research questions that guided the study.

Data collection methods such as interview guide and documentary reviews were used to collect the information. It is all about the analysis, presentation and interpretation of what has been extracted from the findings of the study, which provides a logical picture of the general objectives of the study. The results were presented on both tables and description for further clarification. The findings followed by discussions of the results.

#### **4.2 Characteristics of the Respondents**

The personnel information explored in this study-included age, gender (sex), place of birth, duration of stay and level of education. These are critical for provisions of

general information of the whole respondents in which validity and reliability will be obtained. The Table 4.1 represents general characteristics of village council members in Iramba District Council:

**Table 4.1: Characteristics of Respondents**

Variables	Characteristics	Frequencies	Percentages (%)
Gender	Male	14	60.9
	Female	9	39.1
Age	18-28	3	13.04
	29-38	6	26.09
	39-48	9	39.13
	49-58	3	13.04
	59+	2	08.70
Duration of stay (years)	0-1 Years	1	04.35
	2-5 years	0	0
	6-9 years	5	21.74
	10 +	17	73.91
Education	No formal school	0	0
	Standard VII	10	43.48
	Form IV	7	30.43
	Collage after form IV	4	17.39
	Collage after form VI	1	4.35
	Diploma	0	0
	Higher education	0	0
	Vocational /Adult education	1	04.35
Occupation (Designation )	Pastoralists	2	08.70
	Farmers	12	52.17
	Entrepreneur /Business	4	17.39
	Retired Govern /Private	5	21.74
	None of the above	0	0

Source: Surveyed Data, 2019

#### **4.2.1 Sex of Respondents**

The respondents' sex indicated that 60.1% and 39.9% of the surveyed respondents were male and female respectively. This entails that there were majority (i.e. more than 50%) of the surveyed male village's respondents in Iramba District council. The number of male respondents is bigger than the number female respondents. This indicates that male dominated most of the activities of village council in Iramba District council.

#### **4.2.2 Age of Respondents**

Table 4.1 show that ,respondents that, respondents between 18-28 years old were 13.04%, between 29-38 years were 26.0%, between 39-48 years old were 39.13% ,between 49-58 were 13.04% and above 59 years old were .70%. On the other hand, the surveyed respondents with ages from 39 above years were 60.87%. This ranges might maintain that, the majority (i.e. more than 30%) of the surveyed respondents had 39-48 years. This implies that majority of the village councilor are strong and energetic. Therefore we expected to have lively and effective performance than what was found. Having majority of that range of age may suggest unfair decision due to fight for power scenario rather than fight for development of the poor . Supervision and maintenance of natural resource require individual with commitment and wisdom. In our case the decision and planning process is dominated by youth.

#### **4.2.3 Respondents' Duration of Stay**

The duration of stay of the surveyed respondents show that those stay between 0-1years were 4.35%, between 2-5years were 0%, between 6-9 years were 21.74% and respondents' stay above ten (10+) years were 73.91%.This ranges may maintain that



the majority (i.e. more than 50%) of the surveyed respondents stayed over ten (10) years. The study found that majority (more than 50%) of the surveyed of the village council members have stayed in Iramba district council for more than ten years.

There both advantages and disadvantages for this. One if they use their experience in the area for bringing up changes that will sound perfect. In the other hand having individual stays in the area for so long in most cases they are stagnant and rigid for changes. This has an impact in both planning process and decision made by village council. This results implies that the stay of the village councils members does not have significant impact to the local government development specifically in Iramba District Council.

#### **4.2.4 Respondents' Level of Education**

The educational level of the surveyed respondent show that 43.48% had standard seven levels, 30.43% had formed four levels, 17.39% had certificate after form four, 8.7% had certificate after form six and 4.35% had vocational educational/adult education after standard seven. From the result shows that, the majority (i.e. more than 40%) of the surveyed respondents had standard seven level of education in the surveyed villages in Iramba District council . This means that majority (i.e. more than 40%) of the surveyed respondents were primary school leavers.

Also about 30.43% of the surveyed respondents were form four leavers. This implies that most of the village councilors had little knowledge on planning process, decision-making and good governance. This affects their planning process outcome, decision making capacity and implementation of development project ability. The results above

suggest the need to review the criteria for village council members in the existing system.

#### **4.2.5 Occupations of the Respondents**

In identifying the occupation of the respondents in the surveyed villages of Iramba District Council, the data show that 8.7% of them were pastoralists, 52.17% were farmers, 17.39% of them were entrepreneurs/business, and 21.74% of them were retired from employment. From the result shows that, the majority (i.e. more than 50%) of the surveyed respondents were farmers in the surveyed villages in Iramba District council.

Regarding the position of village council members, majority (i.e. more than 50%) were farmers and about 21.47% were pastoralist in the surveyed village council members. This may entail that village council activities dominated by farmers and pastoralist in Iramba District council. Therefore, someone may assume that during cultivation and harvesting season those members concentrating in their personal economic activities than those of the village council. It affects the effectiveness and efficiency of the village council in Iramba District Council.

#### **4.3 Planning Process Conducted by Village Council**

This section explored how planning process conducted by the village council. It included knowledge, experience, in planning process level, involvement in planning process ,participation in planning process and how do people involved in planning process by village council .This section also discussed the results of the study with the implication to Iramba District Council.

#### **4.3.1 Knowledge on Planning Process**

Before identifying the contribution of village council to the development of local government it was important to ask the village council members if they understand the meaning of planning process. After asking question, the results indicated that, 83% of them responded yes while 17% responded no. The results indicated that the majority (i.e. more than 50%) of village council members in surveyed villages of Iramba District Council understand the meaning of planning process.

This entails that majority of the respondents know the important of participating in the planning process of village council. That understanding enforcing them to participate actively and effectively during planning process. This finding supported by the study done by Even(2015) which found that, decision maker's value is very important as decision made are vital for the people and the quality of any decision made depends on decision makers knowledge ,experience and perception of the situation. With that percentage the study still insisting in their performance to improve village council contribution to local government development.

#### **4.3.2 Village Council Members' Participation in Planning Process for Development Project**

Apart from evaluating village council involvement of people in planning process in the surveyed villages in Iramba District Council, their participation in planning process in past five years also evaluated. In so doing, the surveyed village council said yes by 93% and 7% said no. Those who responded yes asked on how they were participated they answered that, through attending statutory meeting.

The majority of village councilor responded that:

By attending the statutory village council meeting I have my legal right to present my suggestions officially on means of improving community participation in development project implementation.

The quotation above concurs with view aired by most of villagers' councilor of all villages (Kinambeu, Kisiriri and New Kiomboi). They agreed that through active participation in statutory village council meeting and village assembly meeting was a legal method to play their role in planning process. The majority of hamlet chairpersons from three villages said the following during interview:

In village council meeting is where we are preparing the development issues to be presented to the general assembly for final decision. It is where we suggest methods for revenue collection and self-reliance activities planned. For example the renovation of secondary school student's hostel.

From those results it is generally found that, majority (i.e. more than 50%) of village council members participated in planning process in past five year by attending and participating actively village council meeting and general assembly. The findings from interview is contrary with the findings from the documentary review. The study found that in the three villages only 58.3% of statutory village council meetings were conducted in the financial year of 2018/2019. Note that the financial year started 1 July, 2018 and end 30 June, 2019. The accepted statutory meetings should be not less than 60%. Although the statutory village council meeting exceeded 50%, it implies

that the conduction of statutory meeting does not adhere to the regulation stated (URT, 1983).

#### **4.3.3 View on the Village Council on Conduction Planning Process**

The involvement of people in planning process is so important and has an effect on the results of development of particular community. The respondents asked their view on how village council conducting planning process. The results indicated that 11% of them responded village council involve people in planning process for development the best they can while 89% of responded village council involve people in planning process for development and perform in minimum level. The results indicated that majority (i.e. more than 50%) of village council in the surveyed villages of Iramba District Council viewed that the village council involve people in planning process for development in minimum level.

During documentary review the study found that in all the villages only 58.3% of statutory village assembly meeting were conducted in the financial year 2018/2019. When assessing the notification letter to hamlet chairperson the study found that only 47% of the surveyed minutes documented the notice of the respective village. This findings supports the results from interview that individual are involved in minimal level. The acceptable statutory village assembly meeting is 60% but in this study it was found to be 58.3% of statutory village assembly meetings conducted.

Majority of the village councilor identified the way they involved people in planning process through their leaders and participating in statutory meeting. This was evidenced by village councils' members from who said;

People are being involved through getting information their leaders. In our village people are involved through statutory meeting from hamlet meeting and set their decision to village council. People are part of decision making process through participation in these statutory or had hoc meeting.

The findings of the study implies that village council contribution to local government development is also minimal. The findings does not concur with the Developmentalist theory as discussed in chapter two. The theory strongly agrees that decentralization improve planning and implementation of development activities, brings bureaucracy into closer contact with citizens promote local participation in planning and implementation of development projects. Developmentalist theory helps to mobilize local resources for development purposes. The findings from this study is nearly the same as the study done by Kesale (2017) on utilization of village assembly meetings in Ludewa vijijini village. In that study it was found that only 60% of the residents involved in planning process through statutory village meetings in Ludewa vijijini village. The results in the study entails that people involvement in planning process was minimum .In addition to that the community involved through statutory and had hoc meetings in the village is minimal.

#### **4.4 Decision Making Process by Village Council**

This section explored decision making process by village councils included who controls ,how village council evaluated ,who makes the supreme decision and how do people involved in decision making process.

#### 4.4.1 Knowledge and Experience in Decision-Making

The knowledge and understanding of village council is very important to influence the decision-making and development and welfare of the community at local government. It is necessary to understand policy and policy process that result in certain decisions at various levels including the village councils (Mattee, 2007). Judging if the village council has enough knowledge and experience in decision making in the surveyed village of Iramba District council, the response results were as follows in the Table 4.2.

**Table 4.2: Who Supposed to Control all Matters in the Village Responded by Village Council**

Scale	Frequency	Percentage	Validity	Cumulative Percentage (%)
Village council	12	52%	52	52%
Village assembly	11	48%	48	48%
Managerial staff	0	0%	0	0%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>100</b>	<b>100%</b>

As in Table 4.2 show the respondents to who supposed to control all matters in the village responded by village council, the results indicated that 52% of them responded village council and 48% responded village assembly. The results indicated that majority (i.e. more than 50%) of village council in the surveyed villages of Iramba District Council understood that the village council supposed to control all matters in the village.

The results entails that there was lack of knowledge on roles to some of the village councilors concerning who supposed to control all matters in the village in Iramba District. This imply that there some misunderstanding among village councils'

members on their entire roles especially in controlling all matters at the village level. This misunderstanding affects their routine performance as a village government. It reduces the team work spirit among themselves, therefore reduce the speed towards implementation of development projects.

**Table 4.3: How Often Does Village Council Evaluated by Local Government Staffs in terms of Development Decision Made, as Responded by Village Council Members**

Scale	Frequency	Percentage	Validity	Cumulative Percentage (%)
Monthly	05	21.7%	21.7%	21.7%
Quarterly	11	47.8%	47.8%	47.8%
Annually	05	21.7%	21.7	21.7
None	02	8.8%	8.8%	8.8%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>100</b>	<b>100</b>

As in Table 4.3 show the respondents to how often does village council evaluated by local government staffs in terms of development decision made in the village responded by village councils' members, the results indicated that 21.7% of them responded monthly, 47.8% responded quarterly, 21.7% responded annually and 8.8% responded none. The results indicated that majority (i.e. more than 45%) of village councilors in the surveyed villages of Iramba District Council understood that the village council evaluated quarterly by local government staffs in terms of development decision made.

In addition to that it was found that less than 50% of surveyed village councilors doesn't know how often village council should evaluated by local government staffs in terms of development decision made. This imply that there some misunderstanding



among village councils' members on their entire roles and when to be evaluated in Iramba District Council. In the end of day it affects the contribution of village council to development of local government in Iramba District Council .

**Table 4.4: Who Makes Supreme Decision in Village in terms of Development and Resource Allocation Responded by Village Council Members**

Scale	Frequency	Percentage	Validity	Cumulative Percentage (%)
Village council	05	22%	22%	22%
Village assembly	12	52%	52%	52%
District council	06	26%	26%	26%
Central government	0	0%	0%	0%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

The findings in Table 4.4 show the respondents to who make supreme decision in village in terms of development and resource allocation in the village responded by village councils' members, the results indicated that 22% of them responded village council, 52% responded village assembly, 26% responded district council and 0% responded central government.

The results indicated that majority (i.e. more than 50%) of village councilors in the surveyed villages of Iramba District Council understood that the village assembly makes supreme decision in village in terms of development and resource allocation responded in the village. Above findings are also linked to previous study (Maskari and Sanderson, 2011) which discovered that the understandability of decision makers in terms of cognitive ability, knowledge, experience, expertise ,stable and shared norms, professional skills and leadership skills are not promising especially when it came to the leaders of local population.

The results implies that decision made at the village level will adhere to stated rules and procedures. While assessing the findings it was find out that 26% of the village councilors responded District council. This small amount represented few village councilors who has wrong interpretation on the decision making procedure in the village council.

#### **4.4.4 People Involvement in Decision-Making Process**

Involvement of people in decision making by village council is very crucial in achieving goals on development project implementation. If the community involved properly in making decision for their development they will participate positively, effectively and efficiently in project implementation.

In documentary review the study found that in the three villages only 58.3% of statutory village council meetings were conducted in the financial year of 2018/2019. Note that the financial year started 1 July, 2018 and end 30 June, 2019. The accepted statutory meetings should be not less than 60%. Although the statutory village council meeting exceeded 50%, which means that the conduction of statutory meeting does not adhere to the regulation stated (URT, 1983).

This was evidenced by village councils' members from one of the village who said:

People are being involved through getting information their leaders. In our village people are involved through statutory meeting from hamlet meeting and set their decision to village council. People are part of decision making process through participation in these statutory or had hoc meeting.

This implies that involvement of people in decision making process is not efficiency. During interview the majority of respondents responded that they involved through participating in statutory meetings.

Majority of respondents said people are involved in various decisions making concerning development and resource allocation. Village councils fulfill the statutory requirement but the effectiveness of those decisions requires more inputs for development achievements. The hamlets chairperson from one of the village agreed that village council involves people in decision-making process in order to attract the community awareness and participation on implementation of development projects. This was evidenced by hamlets chairperson from one of the village who said:

We shared some burning issues at hamlet meetings in order to present the opinions of villagers to the village council meeting. If people are actively participating to the statutory meeting therefore any decision made shall be their decision.

Therefore the data provided above indicated that the village council involve people in the decision making process particularly by inviting them to actively participation in statutory meeting. Lastly, the results showed that people involved in decision making through statutory and had hoc meetings. The other way was to get information from their leaders .People were invited to participate actively from hamlet statutory meeting level to the village level.

The above results linked with Theorists who explained that decentralization was a measure for meeting the needs of poor. People in decentralized systems have better

access to representatives and officials; they can seek clarification from the representatives for their omission and commission (Maddick H, 1963).

#### **4.5 Factors Affect Contribution of Village Council to Local Government Development**

This section explored factors which affect the contribution of village council to local government development included the comparison of the village council contribution , sectors which are likely to be contributed, sectors which are not likely to be contributed, factors affects the contribution of village council to local government development and what to be done to improve village council contribution. It also discussed the implication of the findings to the existing situation.

##### **4.5.1 Sectors of Local Government which are More Likely Contributed by Village Council**

Before identifying the factors affecting contribution of village council to local government development it was crucial to ask the village council members sectors of local government that were more likely contributed in terms of development .In so doing the results indicated that 60.87% of them responded health sector, education sector, agriculture sector and water sector. Twenty-six point zero nine percent (26.09%) responded health sector, water sector and agriculture sector while thirteen point zero four percent (13.04%) responded administration and good governance sector.

The findings from the study noted that the village councilors in the surveyed village of Iramba District council responded that health sector, agriculture sector, education

sector and water sector were likely to be contributed by village council. The results showed that majority (i.e. more than 50%) of village councilors said that health sector, agriculture sector, education sector and water sector were mostly contributed by village council (Table 4.5). The results implies that the village council should have enough knowledge and capacity on natural resource management as suggested by Nathan *et al.*, (2007) where the study on overcoming the constraints of natural resource management in Tanzania. It was found that failure to manage land as natural resource led into conflicts among villagers due to insufficient land for agricultural activities in Majawanga village. If the land is properly managed agricultural activities and other infrastructures projects will be well allocated without disturbing socio-economic activities. Kabote (2017) found that despite the land reforms that have taken place in Tanzania there is a need to involve efforts of local governments, stakeholders to manage land conflicts were hampered by serious challenges.

The study found that (13.04%) responded administration and good governance sector. This implies that the government has minimal investment on the infrastructures of the villages government offices compared to health facilities and education facilities in Iramba District council. Not only infrastructures but also training and supervision facilities for village government offices.

**Table 4.5: Sectors of Local Government which are More Likely Contributed by Village Council**

Scale	Frequency	Percentage %	Valid %	Cumulative %
Health ,agriculture and water sectors	6	26.09	26.09	26.09
Health ,agriculture ,education and water sectors	14	60.87	60.87	60.87
Administration and good governance	3	13.04	13.04	13.04
	23	100	100	100

#### **4.5.2 Sectors of Local Government those are not Likely Contributed by Village Council**

After identifying those sectors, which were likely been contributed by village council, it was crucial to ask village council members sectors, which were not likely contributed by village council. In so doing, the results indicated that 21.74% responded roads, business and private sectors (NGOs), 65.22% of them responded industries sectors, fishing and livestock keeping sector, while 13.04% responded mining sectors, water sector and communication sector. The results indicated that, the majority (i.e. more than 50%) of village councils 'members in the surveyed villages of Iramba District Council responded that industries sector, fishing and livestock keeping sector are not likely to be contributed by village council (Table 4.6). It must be remembered that the decision made by particular village council has an impact to the development of the particular village. The finding above implies that village councils have inadequate tactics of making sure that villagers use water source areas and available land for improving their livelihood through fishing and livestock keeping activities.

**Table 4.6: Sectors of Local Government Those Likely not Contributed by Village Council**

Scale	Frequency	Percentage %	Valid %	Cumulative %
Roads infrastructure, business and private sector.	5	21.74	21.74	21.74
Industries, fishing and livestock keeping	15	65.22	65.22	65.22
Mining sector, water sector and communication	3	13.04	13.04	13.04
	23	100	100	100

### **4.5.3 Factors Affects the Contribution of Village Council to Local Government Development**

The state of village council contribution to local government development is not 100% as found out to the surveyed village councils' members in section 4.5.4. Current situation in several districts council evident that the performance of village council faced some challenges .Those challenges affects contribution of village council to the development of local government at particular District (Ndikwiki, E 2017). Therefore, if this situation will remain unattended the roles of village council as stipulated by Local Government Act of 1982 will not be executed. Considering the main objective of this study was to assess the village council contribution to local government development. Data collected through interview. This section presents the finding and discussion as follows:

The respondents aired different views on the factors affects the contribution of village council to local government development. Lack of enough knowledge on their responsibilities, lack of commitment and willingness and shortage of fund to run village council activities were the factors mentioned. It was found that the factors provided by village councils aired by most of them during interviewing.

#### **4.5.3.1 Lack of Enough Knowledge on their Responsibilities**

As asserted in chapter one (1.3.2) that one of the specific objectives was to identify factors which influence contribution of village council to local government, lack of enough knowledge on the roles of village council was aired out by majority of the respondents. Majority of the surveyed village councilors responded that they do not have enough knowledge on their basic roles as village councilors. They attended

neither orientation and induction course nor training on their roles since December 2014 when local government election done. In similar perspective, Mattee ( 2007) found that knowledge and experience is so crucial to influence policy i.e. it is important to understand policy and policy processes that result in certain decisions at various levels including village councils.

Two of the interviewed village councilor one of the village stated that:

We do not know our roles as village councilors because after election we started attending village council meetings without any training or introduction on our responsibilities.

I really do not understand who is the lead over the other between the village executive and the village chairperson. It seems like all the decision dictated by the village executive. I think there was a need for the training on the roles of each member of the village council.

The above quotation concurs with the views of all village councilors from the other village who interviewed. For example, one said that:

There was no even a single training after local government election in November 2014 for us to learn some important issues to run our village council officially. This is very dangerous. Most of us acquired standard seven education and elected to be village councilor. This means we needed at least a boosting course on how to run the village. We don't know our roles in terms of decision making and resource allocation and other many things.



The findings imply that village council performance was not effective because village council had no enough knowledge on their roles. The above findings linked with the study done by Laizer (2017). In that study it was revealed that ,there is a great relationship between decision made by village council and development made in their villages.

Also the findings linked with the results found by Waziri and Stephen (2013) said that the main factors that affects decision making in local government included the insufficient of fund, inadequate time, lack of motivation and commitment and lack of training. In similar perspective Olayemi(2011) the found that, the effectiveness and empowerment of decision makers has been poor because such decision makers are crowded with lack of resources, knowledge and experience and sometimes even their interest in decision making is poor.

In the Developmental theory, it states that through decentralization, there will be political, economic and social development. Therefore it is very important to disseminate the concept and knowledge to the village. That knowledge will improve the ability to reach lawful right decision, at right time and in right place. All, respondents interviewed provided the view that enough knowledge on their roles of councilors is one factor affecting the contribution of village council to local government development.

Based on the finding from interview one may conclude that lack of enough knowledge on village councilors roles affect the contribution of village council to development of local government.

#### 4.5.3.2 Shortage of Fund to Run Village Council

As described in 2.1.3.1 on Fiscal decentralization involves different aspect such self-financing or cost recovery through user charges, expansion of local revenue and inter governmental transfers. Other aspects involve co-financing or co-production arrangement through the users participating services and monitory and labor contribution. The majority of interviewed village councilors aired that there is insufficient of fund to run village council activities. The surveyed village councilors insisted that even some source of village revenue has been taken by district council authority, this reduce the contribution of village council to the development of local government particular in Iramba District council. When asked to clarify how this reducing the village revenue, village council from one of the village said that:

In some years back village councilors (hamlet chairpersons) used to collect revenue and submit to village executive who will deposit those funds to the village account. All those funds allocated and utilized by village council as per agreed and approved plan. Now days the very source of village revenue is collecting through the so-called “POS” i.e. point of sales device, which provides electronic receipt and fund used to, deposited in the district account. This process discourages most of councilors because it takes time for the village to get its statutory 20% of the revenue from district council.

The explanation above supported by village councilor from other village who said that:

Some of our activities involve mobilizing and collecting man power from hamlet and gathering them to the area of project implementation. Walking around and announcing to all labor within hamlet requires some motivation if we want to achieve more. Due to insufficient of fund in the village account we fail to receive even a bottle of water, which reduce the morale of volunteering for village development.

The findings linked with Developmentalist theory arguments. Theory argues that the village council has to co-ordinate resources mobilization, revenue collection and participatory planning and implementation of development projects. The study findings imply that to achieve maximum revenue collection to run village councils activities requires enough funds to facilitate revenue collection task. The activities involves motorcycle for close follow up ,revenue collector allowances for example those in night patrol, task force for revenue collection during and after harvest season.

The majority of the respondents argued that many village councilors fails to mobilize the community in developmental projects due to insufficient funds to run daily village council activities and mobilize them for efficiency performance. Village council has a duty to execute all daily village activities within the area of jurisdiction (URT1982).

The theory argues on planning and decision that involve people in order to bring out the required development to poor people. Insufficient of fund affects the village council to fulfill these roles, which affects the contribution of village council to the development of local government.

The interviewed village councilor from Kinambeu stated that:

The activities of village council are involving those areas of development implementation. Village councilors fail to fulfill some of those activities due to insufficient infrastructure and motivation to perform their roles. Most of village councilors are volunteering but some activities requires some allowances in order to achieve the expected goals. I think with sufficient fund in the village council these activities could be facilitated and bring out the promising results.

Therefore, the data presented above indicated that there is a serious problem in village council in facing insufficient fund to run village council activities. Ngware (1998) link with the argument above by saying that, decision making require funds to pay members in the village councils in restructuring their set ups so as to improve performance. Failure to perform the village council roles properly, will affect the village council contribution to the local government development.

#### **4.5.3.3 Lack of Commitment and Willingness of Villagers in Participating in Development Projects/Issues**

During the interview with the researcher ,majority respondents clarified that if villagers were to implement the consensus provided at the statutory village assembly meetings ,some remarkable development could have been seen .The respondents demonstrated that one among the consensus which is to normally reached at the meetings is villagers of all hamlets to participate fully in implementation of development projects, such projects involves Kinambeu Secondary school Hostel and

New Kiomboi Secondary School Hostel .Man power from hamlets should participate engaging in the implementation of those projects in the particular district .This condition was absolutely bad in New Kiomboi village. The study found that only few villagers implemented the consensus to participate in New Kiomboi secondary school hostel project. In explaining the previously mentioned incident, a village councilor from one village said that:

We agreed in the general assembly meeting that all villagers with the age above eighteen years who suppose to contribute his man power should do so without excuse. However, people in Kiomboi seem to lack commitment and willingness to participate in this project. This is discouraging us as their leaders.

The above opinion agrees with statement from the other village who articulated about village members' commitment and willingness in participating in development projects:

People in New Kiomboi village have all required resources to initiate maximum implementation for their development project we try our best to involve them in various development issues but the response is not promising if we compare with other villages. I think they are not committed and willing to participate in the development of New Kiomboi. For example in Igunga, town people were committed and willing to participate in the development of Igunga in terms of labor, investing and local contribution. Lack of commitment and willing to participate in development affect the development of the district also.

In the study done by Diana (1981) observes that by employing decentralization scheme it is easier to produce integrated plans for specific areas and increase the efficiency and flexibility. The theory argues that decentralization undoubtedly leads to greater government accountability. People in decentralized systems have better access to representatives and officials; they can seek clarification from the representatives for their omission and commission (Maddick H, 1963). Theorists explained that decentralization was a measure for meeting the needs of poor.

Therefore, Developmentalist argues that if development means the eradication of poverty, inequality and material deprivation, it must engage the involvement and mobilization of the poor. Involving and mobilization of uncommitted and unwilling people to participate in development projects affects the expected results from the theorist.

The theorist considered that development should be people oriented. The theory argues on planning and decision that involve people in order to bring out the required development to poor people. During interview, the village councilor from one of the surveyed village said:

In spite of involving people in planning and decision making for development, they are not active and willing to participate when it comes into implementation.

Those quotes supported with chairperson of the other village who said that:

People from poor community are the ones suffering a lot with insufficient social services, we expected them to be in front line to participate in implementation of those development project but they do not do that.

The above finding imply that lack of commitment and willingness of villagers in participating in development projects affect the village council contribution to local government development.

The result indicated that people were not committed and willing to participate in implementation of development project. The finding linked with the study done by Belwal (2013) emphasizes that, any need for decision making begins with need of decision makers to bear motivation for that process of decision making in terms of readiness ,commitment and willingness .The findings from this study is similar with the findings from the study done by Makorere (2012) in Maswa. The study revealed that more than 50% of people were reluctant to participate in developing activities including refusing to contribute financially in various development initiatives. The results indicates that still there a lot to do in influencing the community to participate in implementation of developmental projects.

#### **4.5.4 Village Council Contributions to Local Government Development Compared to Previous Years**

The surveyed village council responded that, about the same as before by 60.9%, better than before by 21.7% and they do not know about 17.4%. From the results it is

generally that the majority (i.e. more than 50%) of the village councils' members they thought that village council contribution to local government development is about the same as before, (Table 4.7).

**Table 4.7: Village Council Contribution to Local Government Development**

Scale	Frequency	Percentage %	Valid %	Cumulative %
Worse than before	0	0	0	0
About the same as before	14	60.9	60.9	60.9
Better than before	5	21.7	21.7	21.7
I don't know	4	17.4	17.4	17.4
	23	100	100	100

The findings imply that there is minimal performance of the village council in Iramba District Council. This lead to minimal village council contribution to local government development.

#### **4.6 What should be Done to Improve Village Council Contribution to Local Government Development?**

This section explored the views of respondents on what could be done to improve village council contribution to local government development .Therefore the researcher interviewed the village councilors from the surveyed villages to air their opinion on what could be done to improve the existing situation .Under this objective the researcher asked open questions while at the time used guiding criteria. The respondents were probed by researcher in order to provide the best information they can. Information based on the question obtained through open-ended questions through interview. Therefore, this section presents findings and discussions here below as follows.



#### **4.6.1 To Conduct Training to Village Council Members**

As discussed in chapter two that awareness and knowledge village council members has an impact to the planning and decision making process in the village. It was discussed also in chapter two that the planning process and decision making has an impact on the development of the village under particular village council. All respondents interview provided the view that training to village councilors is very crucial to improve efficiency and performance of the village council. In general they said that they had never attended any training concerning their roles. The study revealed to insist and suggest that routine training to new elected village councilors should be conducted in order to improve the village council contribution to local government development. One of interviewed village councilor stated that:

I think orientation and induction training to newly elected leader is equivalent to the foundation of any strong constructed house. After the local government election in November, 2014 we started to serve the office without neither orientation nor induction training course. I believe those training could add more knowledge on how to serve strategically and lawful.

The above quotation concurs with the views of one village chairperson who said that:

The decision making of the village council is related to the development of the village under particular village council. When village council receive routine training on how to improve participatory planning or how to reach decision making it will bring positive impact to the local government development.

There majority of village council aired that there is greater need for training to village council. Some areas of concentration for training involve:

(i) Roles of village council and committee's (ii) Development and formulation of Village bylaws (iii) Planning process and decision-making (iv) Means to increase the village revenue (v) Financial management and (vi) Resource allocation /distribution such as land for agriculture and livestock keeping.

These were areas supported by village councilor from one village who stated that:

Training the village council on their roles will be very useful and cause an impact to the development issues in the village. But think we need more training on how to form village bylaws and lawful decision making.

Based on the findings from interview it may concluded that if routine training, orientation and induction training to village council is well coordinated and performed this will improve the village council contribution to local government development.

#### **4.6.2 Improve Revenue Collection**

From the respondents view the insufficient fund was among the factors, which affect the village council contribution to local government development. All respondents interview provided the view that improving the revenue collection will improve the village council contribution to the development of local government development. Some of activities require fund to be implemented therefore shortage of fund affects its completion. The respondents aired different views on the reason to improve revenue collection. The study found that improving revenue collection would

strengthen the capacity of the village council to run its activities effectively. For instance, the hamlet chairperson from Kisiriri village stated that:

We have to improve our revenue collection by form a strategic revenue collection campaign. There is a possibility to collect more than what we collect in our hamlet. I hope if we increase the revenue collection, the village council will improve the supervisory power to development project through village councilors.

The village council should improve the cooperation with the district council interms of increasing the revenue collection therefore to receive the portion of 20% of own source revenue collected from particular village. The village executive from the three surveyed villages evidenced that in the financial year 2018/2019 the 20% revenue from the district council did not meet the expectation of village council estimations. The quotation above was supported by the village chairperson from one of the village who said that:

The district council collects revenue through our village hamlet chairpersons through the electronic devices. Those funds sent directly to the district council accounts but the portion of 20% from that particular amount we receive less. For instance in 2018/2019 we expected to collect about Tshs. 9, 000,000/= but we collected only 3,000,000/= from the 20% source. What do you expect then? This reduces the revenue collection by reducing morale of the revenue collector and village councilor. I think if the district council evaluates and assessing how we cooperate, and correct itself, this will raise the revenue collection of the district council in general.

In responding to the stated above quotation the village executive officers of the two villages were requested to issue the copy of the receipt for the amount received in

2018/2019 for being reviewed, the copy was provided. The findings imply that there is a necessity of improving revenue collection from local source. The findings also insist that if the revenue collection improves from village level therefore the village council contribution to local government development will be of great impact than the current situation.

In this regard, village council should identify source of revenue, to set strategies of revenue collection and implementation of bylaws to increase revenue collection from hamlet level. This implies that if the revenue collection improves from village level therefore the village council contribution to local government development will be of great impact than the current situation.

#### **4.6.3 Improvement of Community Sensitization on Developmental Affairs**

The majority of the village councilors from the surveyed villages lamented that the community is not committed and willing to participate in the development projects. In spite of involving them in planning process and decision making process the community do not participating in fully when it come into the issue of manpower contribution or raw material contribution. The village chairperson of the surveyed village supported the explanations by saying that:

We usually involve people in all stages before starting implementing any development projects. Now day's labor contribution from the community is deteriorating down as the compared to previous years. In my opinion, I think we need to improve sensitization programmes for our people. We need to improve mobilization session and tell our people that they should be participate and engage themselves in their own development (R2).

When the community is well sensitized will feel they are the owner of every effort done by the village council on behalf of the government. One of the village councilor said that:

In order to achieve success in health sector, education sector and agriculture sector, the people should change their mindset. People of this village should not depend on Government or outside donors for their entire development. They have to believe on themselves that they can do better to improve their livelihood.

When probed to explain why villagers were not committed to implement decisions of statutory village assembly meeting regarding participating in implementing development projects in various sectors in village, one of the village councilor said that:

The community should understand that self reliance is the key agenda for their development not depend on donors to bring up their development. We need to concentrate on sensitizing and give more training to community by insisting them to change their mindset and participate in implementing development projects.

The above findings revealed that improvement of community sensitization towards commitment and willingness in participating in development projects is highly needed. The findings linked with Decentralization concept. Decentralization became an integral part of economic development and governance strategies in developing transitional economics (Bahl, 1999; Arzaghi & Henderson 2005). Tanzania chose

decentralization primarily as a means to improve the low level and quality of the public goods (IFAD, 2004; USAID, 2009). During the study the respondent suggested that there is a high need to improve community sensitization on developmental issues. The motives of decentralization lies in its ability to enable people to have a feel for power that is the sharing of power in matters relating to multi faceted development of their own area (Prasad N, 1971).

Lack of education or awareness brings negligence on issues which seen to be very important to one's life (Ndikwiki, 2017). Some respondents provided the view that there is a need to sensitize the community awareness and committed when they are required to implement development projects. The respondents blamed the community by not show much effort by participating in implementing development projects .They added that community is not committed and willing to participate in development due to lack of awareness on development projects. The commented that what is required is to improve sensitization programme to all the community.

The village chairperson of surveyed supported the explanations by saying that:

The community is lacking knowledge and awareness on development projects. We need to sensitize them in order to raise the level of community participation and commitment to the implementation of development project.

The above findings imply that village council should improve the community sensitization programmes. This is the only way to raise awareness of community concerning the development projects within the village. In similar grounds,

Wakasangula et al. (2015) explains that education escalates community participation in any developmental activities . Generally ,the findings commented that what is required is to improve sensitization programme to all the community.

The above suggestions aired out by respondents on what should be done to improve the village council contribution to development of local government.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Overview**

This chapter illuminates the summary, conclusions and recommendation as well as policy implications of the study. Finally, the chapter pays close attention to limitations of the study and suggestions for the future study.

#### **5.2 Summary of Study**

This study assessed village council contribution to local government development in Iramba District Council. The set of this idea was drawn from researcher's experience and from various scholarly works concerning the contribution of village council to local government development. It was guided three specific objectives which were investigating planning process at the village, assessing decision making at the village and identifying factors which influence contribution to local government development. The research design as indicated in the methodology chapter of this study was employed to answer the research questions. How planning process done at the village? How decision making process done at village? And which factors affect village council contribution to the development of local government? In the similar chapter, the researcher used qualitative research approach to gain respondents' experiences from the study area.

The study used sample size of 23 village councils 'members from surveyed three villages. The interview guide and documentary review were used as data collection tools. The content analysis approach was used to analyze the data in study. The



findings obtained from the study indicated that the village council contribution to local government development is minimal and the same as before. The study observed that village council involved people in planning process for development and performing in minimal level. Statutory meeting done was 58.38% which is below the average cut point of 60%. The findings showed that health sector, agriculture sector, education sector and water sector were mostly contributed sectors by village council in Iramba District Council.

The study revealed factors which affected the contribution of village council to local government development. The identified factors do not have positive impact on the socio-economic development of respective villages. The revealed factors were lack of enough knowledge on their responsibilities, shortage of fund to run village council and lack of commitment and willingness of villagers to participate in development projects were key factors that affect village council performance .

### **5.3 Conclusion of the Study**

The purpose of this study was to assess the village council contribution to local government development. The study indicated that the village council contribution to local government is minimal and the same as before. Not only that but also the involvement of people in planning process for development and performing is minimal. The general conclusion is that village council does not contribute to local government as expected (i.e. in maximum). In spite of all initiatives to local government development project but the village council contribution to local government development is the same as before. Both village councils' members and

villagers share the failure of village council efficiency and effectiveness performance. In addition to that lack of enough knowledge on their responsibilities, shortage of fund to run village council and lack of commitment and willingness of villagers to participate in development projects found to be affecting factors.

It is therefore concluded that, on the first objective which require to investigate planning process at the village council. The finding reveal the involvement of people in planning process for development and perform in minimal level. The means to involve people was found to be through participating in statutory meeting from hamlet level to the village level meeting. More than 50% of the respondents supported the results above in Iramba District Council.

Based on the second objective which aimed at assessing the decision making process by village council in Iramba District Council, it is concluded that people are involved in decision making through getting information from their leader and inviting the villagers to participate actively in statutory meeting from hamlet level to the village level. In addition to that the study found that more than 50% of the respondents do not understand how village council is evaluated by local government in terms of development decision made .It was found that about 52% of the respondents understood who are making supreme decision in the village in terms of development and resource allocation.

Lastly, third objective entailed to identify factors which influence contribution of village council to local government development .It is concluded that the village council contribution to local government development is about the same as before .

60.9% of the respondents from this study said that village council contribution to local government development is the same as before. This is verified by the findings from this study as more than 50% responded said that health sector ,agriculture sector ,education sector and water sector were more likely to be contributed by village council in Iramba District Council. Majority of the respondents they said lack of enough knowledge of village councilors on their responsibilities ,shortage of fund to run village council activities and lack of commitment and willingness of villagers to participate in development projects were the factors which affects village council performance. In addition the study revealed that conduction of training (orientation and induction course), improving revenue collection and community sensitization to participate in development project should be improved. If well improved and organized the performance of village council will be improved and there will be significant positive effect to the development. Therefore it is concluded that village council contribution to local government development is minimal and the same as before.

## **5.4 Recommendations**

### **5.4.1 Central Government**

Despite the presence of great success engineered by the villages' governments in rectifying various social economic problems in rural areas the performance of villages in Tanzania is not very interesting. This caused by little attention done by central government in capacitating villages in the areas of governance. That is why at the village level most leaders have either experienced difficulties or bring negligence in facing challenges particularly in enhancing peoples' participation in implementation

of development projects. This situation has created village council contribution to local government to remain the same as before.

Therefore the government should empower village council in the following areas:

- (i) To provide capacity building on routine training to village leaders. Those trainings should focus on roles of village councilors, village structure, capacitate village leaders on planning process, decision making process, financial management, resource allocation and natural resource management.
- (ii) Village chairperson and hamlet chairperson should be accommodated officially by stated law of the land in the current system of local government by giving them monthly allowance as that given to the councilors. This is due to fact that these are very important leader in implementation of village development projects.

#### **5.4.2 Local Government Authorities ( At Ward and District Council Level)**

Both levels at the ward level and district level should make intensive follow up of village council performance especially in monthly and quarterly statutory meetings. They should make sure they assess and evaluate the minutes on developmental projects and status of those projects. This will build sense of accountability among village councilors and improve individual performance.

The district council should prepare strategic planning on supervising and on job training to the elected leaders and village executives. There should be a strong cooperation of between district council and village council in order to create a team

work between both sides. The District council should consider the village council in terms of governors not only as implementers.

#### **5.4.3 Village Leaders**

Village leaders should make sure that they are performing their responsibilities based on laws, regulation and directives. As a board, village council should improve the way they collect revenue from hamlets to the ward level. There should be proper means to collect and utilize those public finance from the grass roots. If the village council improve revenue collection and adhere to the rules on how to allocate those funds ,the village council will improve its daily performance. Village leaders should report to village assembly all activities done by village government quarterly. Those reports should involve financial reports i.e. income and expenditure, village government plans for the coming period and to provide explanations which were raised by the village assembly members in previous meetings. This will sensitize the community to trust the village council and sense of ownership .

#### **5.5 Limitation of the Study**

The finding of this study is limited only to the study area due to the nature of the study. The study is qualitative therefore the finding of this study may differ if the same study is conducted in another study area. There are several factors to alter the findings. Some of those factors could be geographical location, knowledge, culture, economical status of the area and development level among people . But this study can be used as basis of other studies wish to be conducted as well as academic references.

## **5.6 Suggestions for Future Research**

The researcher suggest that the same study should be done in other districts because of the village council contribution to local government development does not bring that impact which expected. In most villages village council became source of problem rather than source of solution. The finding from other studies should be compared as to find out to what extent village council should contribute to local government development. The research also should assess what affects the performance of village council to local government development. The researcher suggest the involvement of similar respondents as done in this studies in order to have a reasonable comparison.

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**APPENDICES****Appendix I: Researcher request to perform research to Iramba District****Executive Director**

B'hango J. Lyangwa  
Halmashauri ya Iramba  
S.L.P 155,  
Kiomboi /IRAMBA

Kumb.Na. DED/IRA/E.10/30/31

Tarehe: 13/05/2019.

Mkurugenzi Mtendaji,  
Halmashauri ya Wilaya,  
S.L.P 155,  
KIOMBOI/IRAMBA.

**YAH: KIBALI CHA KUFANYA UTAFITI KATIKA KATA ZA NEW KIOMBOI, KISIRIRI NA OLD KIOMBOI**

Mada hapo juu yahusika.


Mimi mtumishi wa Halmashauri ya wilaya ya Iramba, katika Idara ya Utawala na Utumishi.

Nikiwa naendelea na majukumu yangu nilijiunga na na chuo Kikuu huria cha Tanzania kusomea Shahada ya Uzamili katika usimamizi wa rasilimali watu (*Master degree in Human Resource Management*).

Kwa sasa nipo katika hatua ya utafiti kwa mada inayohusu namna serikali za vijiji zinavyo changia maendeleo ya serikali za mitaa (*The assessment on village council contribution to the development of local government in Iramba District Council*).

Kwa barua hii ninaomba kibali cha kukusanya taarifa za utafiti katika Kijiji cha Kisiriri, New Kiomboi na Mampanta

Natanguliza shukurani .

  
**B'hango JL**  
Mwanafunzi wa Shahada ya Uzamili,  
Chuo Kikuu huria-Tanzania.  
REG.201505785

Nakala: Jalada binafsi la B'hango J. Lyangwa.

## Appendix II: Permission and introduction letter from Iramba District Council

Director

### HALMASHAURI YA WILAYA YA IRAMBA

MKOA WA SINGIDA:  
SIMU NO. 026 – 2532253  
" " 026 - 2533001  
FAX NO. 026 - 2532253  
E-mail: [irambadc@pmoralg.go.tz](mailto:irambadc@pmoralg.go.tz)  
[dediramba@singida.go.tz](mailto:dediramba@singida.go.tz)



OFISI YA MKURUGENZI MTENDAJI WILAYA  
S.L.P. 155  
KIOMBOI/IRAMBA

Kumb.Na. DED/IRA/E.10/30/32

Tarehe: 15/05/2019.

B'hango J.Lyangwa  
Mtaa wa Zahanati,  
Kiomboi /IRAMBA.

### YAH: KIBALI CHA KUFANYA UTAFITI.

Mada hapo juu yahusika .

Ofisi ya Mkurugenzi Mtendaji Wilaya Iramba imepokea barua yenye  
Kumb Na.DED/IRA/E.10/30/31 ya tarehe 13/05/2019 yenye mada tajwa hapo juu.

Kwa barua hii napenda kukujulisha kuwa kibali kimetolewa cha kufanya utafiti katika Halmashauri ya Wilaya ya Iramba ambao unahusu namna serikali za vijiji zinavyo changia maendeleo ya-serikali za mitaa “(*The assessment on village council contribution to the development of local government in Iramba District Council*)”.

Aidha utafanya utafiti katika kijiji cha Kisiriri, New Kiomboi na Mampanta, kuanzia tarehe 15/05/2019 hadi 15/06/2019 .

Utaripti katika ofisi za kata husika ili uendelee na zoezi la utafiti kama ulivyoomba. Kumbuka kuzingatia maadili ya kazi yako.

Nakutakia utekelezaji mwema.

  
**Marietha Kasongo**  
Kaimu Mkurugenzi Mtendaji  
Halmashauri ya Wilaya  
IRAMBA. **MKURUGENZI MTENDAJI**  
**HALMASHAURI YA WILAYA IRAMBA**

Nakala : Watendaji wa Kata  
New Kiomboi ,  
Kisiriri na  
Old Kiomboi .

Mpokeeni na mpeni ushirikiano

### Appendix III: Interview guide

Dear respondent,

My name is B'hango January Lyangwa, a student at Open University of Tanzania. I am doing a research study on; **Assessment of village council and their contribution to local government development**, the Case of Iramba District Council. Your kindly assist by answering correctly to the questions below. Your response will remain confidential and it is only for academic purpose.

#### A. Background information

Village..... Ward.....

Organization.....Designation.....

1) Age of the respondent (years): .....

2) Gender: (a) Male (b) Female

3) Are you born in this council? Yes or No

4) How long have you worked/staying in this council?

- a) 0 - 1 year
- b) 2 – 5 years
- c) 6 – 9 years
- d) 10 and above

5) What is the highest level of formal education you have attained? (*Say yes where is applied*)

- a) No formal school
- b) Primary
- c) Secondary (Form 1-4)
- d) Secondary (Form 5-6)

- e) College (after Form 4)
- f) College (after Form 6)
- g) University
- h) Vocational/Adult education classes

**B. Planning process conducted by village council in Iramba DC**

6) Do you understand what is planning process means? Yes or No

7)(a) During the past five years, have you ever participated in planning process of village council for development project within Iramba District? Yes or No

(b) How do people involved in planning process by village council in Iramba District Council?

8) What is your view on the village council on conducting planning process? (Say Yes, only one choice).

- a. They involve people in planning process for development the best they can.
- b. They involve people in planning process for development and perform in minimum level.
- c. They do not involve people in planning process for development and they are corrupt.
- d. They are stubborn.

**C. Decision making process by the village council in Iramba District Council**

9) Who is supposed to control all matters in the village among the following?

- a) The village council (b) Village assembly (c) Managerial staff

Why?

10) How often does village council evaluated by local government staffs in terms of development decision made?

a) Monthly (b) Quarterly (c) Annually (d) None.

11) Who are making supreme decision in the village in terms of development and resource allocation?

a) Village council (b) Village assembly (c) District council (d) Central government

12) How do people involved in decision making process by village council in Iramba District Council?

**D. Factors affect the contribution of village council to local government development in Iramba District Council.**

13) What sectors of local government development are more likely to be contributed by village council in Iramba District Council?

14) What sectors of local government development are not likely to be contributed by village council in Iramba District council?

15) Which factors affect the contribution of village council to local government development in Iramba District Council?

16) What do you think of the village council contribution to local government development today compared to previous years?

a) Worse than before (b) About the same as before (c) Better than before (d) I don't know

17) In your view, what should be done to improve village council contribution to local government development?

***Thank you very much for your cooperation and assistance in answering these questions***